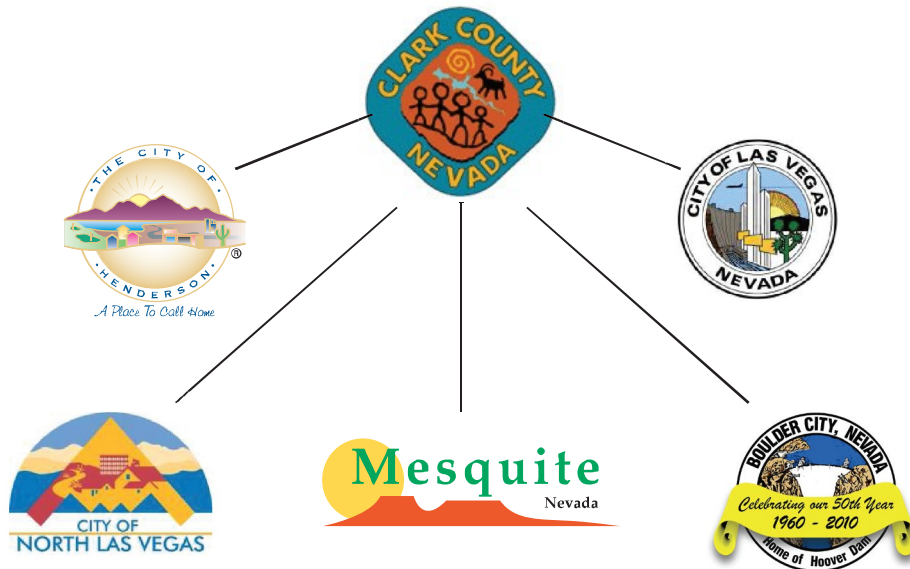


ASSEMBLY BILL 494
REPORT
SUBMITTED TO THE
LEGISLATIVE COUNSEL
BUREAU
SEPTEMBER 1, 2010





ASSEMBLY BILL 494

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Section I- Executive Summary

Pursuant to Assembly Bill 494 of the 2009 session of the Nevada Legislature, the counties of Clark and Washoe and each city within those counties were charged with submitting a report to the Legislature concerning various issues related to local government consolidation. This report complies with that requirement and illustrates the variety of ways local governments currently consolidate efforts to meet shared needs and deliver services to their constituents in an effective and efficient manner. It also details challenges to consolidating local governments inherent in our system of representative government.

Within the report, each city and county outline consolidation of services efforts in their own communities on the issues of General Government, Public Works, and Public Safety, and identify opportunities for further consolidation and cooperation. The report also summarizes findings of feasibility reports on various issues from self-organized working groups, many of which pre-date the 2009 legislation. The report concludes that local governments in Clark and Washoe counties have a long and largely successful history of consolidation efforts based on a commitment to address shared constituent needs and services through voluntary mutual cooperation in an effective and cost-efficient manner. The success of and need for consolidation is best viewed through the lens of shared constituent service delivery; and, from that perspective, it is necessarily a central feature of local government planning, operation and implementation.

Section II- Introduction

Many public and private sector leaders believe that consolidation of governments is an efficient way for improving service delivery, while reducing the cost of services. In theory, when two governments become one organization, executive leadership is consolidated, duplicated services are eliminated and social equity is achieved. Unfortunately, there is no roadmap for a successful merger of public organizations. Every local government is unique and faces different challenges to success, making it difficult to evaluate and demonstrate best practices for other communities. There is no guidebook outlining appropriate steps for consolidation, which leads to unforeseen obstacles. Consolidating large organizations can create a series of complications that lead to financial burdens.

There are a variety of approaches that result in an effective consolidation or merger. The reorganization of government functions to meet the increasing demands for services with limited resources serves as the foundation for the consideration of consolidation. However, for purposes of this report, consolidation is defined very broadly. While the traditional or more commonly understood definition of consolidation means a yielding power from to another, this report does not utilize this definition. Rather, the identified consolidation efforts here are defined as an examination of processes, functions and services with the goal of improving government efficiencies and overall responsiveness to citizens. It is a comprehensive approach toward eradicating duplication of services and streamlining services to become more customer friendly.

To comply with the requirements set forth in this bill, the city managers from the cities of **Boulder City, Henderson, Las Vegas, Mesquite and North Las Vegas** and **Clark County** sought the direction and approval of the Southern Nevada Regional Planning Coalition (SNRPC). As appointed members of the SNRPC, this governing body provided direction for this legislative mandate. The SNRPC recommended the following seven functions of government to be studied by the entities participating in this report.

- Animal Control
- Business Licensing
- Cultural Programming
- Information Technology – Shared Infrastructure
- Multi Species Habitat Conservation Plan
- Purchasing
- Television Stations – Productions and Functions

Under the direction of the SNRPC, representatives and subject matter experts from each entity participated in group discussions and analyses that yielded the results presented in this therein. Each entity was individually tasked with the coordination and execution of a feasibility study. Current processes, organizational differences, challenges and future recommendations are provided for each study.

Finally, each entity has provided brief summaries of its government functions in accordance to the requirements of Assembly Bill 494 in the areas of Public Safety, Public Works and General Government.

Section III- Summary of Southern Nevada Consolidation/Cooperative Efforts

No report on local government consolidation would be complete without a review of past efforts. In that regard, local governments in southern Nevada have a long and successful history of working together to address issues of great importance to residents throughout the Las Vegas Valley and Clark County. While in some instances state legislation provided the impetus, by and large the wide array of initiatives came as a result of local government officials recognizing and acting on the need to cooperatively tackle these mutual community challenges.

Clark County Department of Air Quality and Environmental Management

The Clark County Department of Air Quality and Environmental Management's (DAQEM) mission is to "... develop and implement high-quality, effective local programs to fulfill air quality and environmental regulatory requirements and address community concerns, thereby protecting the region's quality of life while facilitating orderly growth." In 2001, DAQEM was delegated the authority, under the provisions of Nevada Revised Statute 445B.500 and by direction of the Clark County Board of County Commissioners, to implement and enforce an air pollution control program for all of Clark County. In other words, the state established the department as the primacy environment agency in Southern Nevada under the control of Clark County. DAQEM applies and enforces the air quality regulations, which establish requirements for sources that emit or release air contaminants into the atmosphere.

Clark County Desert Conservation Program

The desert tortoise was listed as an endangered species in 1989 by the United States Fish and Wildlife Services. In response to this, the Clark County Desert Conservation Program (DCP) was established through a collaborative forum of local government representatives, public land managers, private landowners, interest groups and individuals. Clark County administers the program, and a public advisory committee provides recommendations regarding the scientific, economic and political actions of the program. The Clark County Desert Conservation Program is a dynamic and inclusive program that invites everyone to participate as well as respect, protect and enjoy our desert.

Clark County Flood Control District

The Nevada Legislature authorized the creation of the District in 1985 to develop a coordinated and comprehensive master plan to solve flooding problems, to regulate land use in flood hazard areas, to fund and coordinate the construction of flood control facilities, and to develop and contribute to the funding of a maintenance program for master plan flood control facilities. The District also provides public education regarding flood dangers and monitors rainfall and flow data during storms, disseminating information to appropriate public works and safety crews. The service area for the District includes Clark County and the cities of Boulder City, Henderson, Las Vegas, Mesquite and North Las Vegas. The Regional Flood Control District is a distinct local governmental agency. The District contracts with Clark County for various legal and administrative services provided by departments such as the Comptroller, District Attorney, General Services, Human Resources, Information Systems, and Treasurer.

Clean Water Coalition

The Clean Water Coalition (CWC) was formed as a joint powers authority under NRS 277 in November 2002, to respond to the need to join together to fund a major project to build a pipeline to carry wastewater through the wash and into Lake Mead at an appropriate discharge point. Members of the CWC include the Clark County Water Reclamation District, city of Las Vegas, city of Henderson and city of North Las Vegas. This need stemmed from water quality concerns that resulted from a growing population throughout the region leading to increased volumes of treated wastewater being discharged into Lake Mead.

Cooperative Purchasing Efforts

NRS 332.215 requires purchasing officers in Clark and Washoe counties to participate in the Nevada Public Purchasing Study Commission (NPPSC), a local commission to study governmental purchasing. The NPPSC is to meet at least quarterly and study practices in governmental purchasing and related laws and make recommendations with respect to those laws. Southern Nevada jurisdictions have actively participated in the commission since its inception in 1975. The NPPSC monitors legislative activities while the Legislature is in session, lobbies on issues pertaining to public purchasing, provides professional testimony at hearings, and makes recommendations to legislators regarding changes in NRS relating to purchasing policy.

Interlocal and Cooperative Agreements

Two separate sections within NRS 277 give local governments the necessary authority to enter into agreements with one another: Cooperative or Interlocal. The distinction between the two is that cooperative agreements generally are what two or more entities enter into in order to create a third and separate entity; Interlocal agreements are what two or more entities enter into in order to share costs or resources and the like. However, these two terms have been used interchangeably. With that, Southern Nevada jurisdictions have extensively used this authority. The existence and use of NRS 277 serves as the foundation for the 2009 legislative mandate of the Assembly Bill 494 consolidation report to the 2011 Legislature.

Las Vegas Bay and Water Quality Issues

In the early to mid 1980's there were issues related to nutrients and algal blooms in the Las Vegas bay and degradation of the lake water. The Environmental Protection Agency (EPA) tried to impose regulations on the dischargers at that time in the belief it would correct the problems. Since this degradation issue would affect the entire valley, the public works directors, general managers, Nevada Division of Environmental Protection and Clark County Comprehensive Planning personnel regularly met with EPA staff to resolve the noted water quality problems. This was the beginning of a cooperative effort between the jurisdictions on mutual wastewater issues. These discussions later expanded to other issues with the EPA related to flood control and water quality.

Las Vegas-Clark County Library District

Originally, all libraries in the region were managed and operated by school districts. A special legislative session in 1956 to overhaul education laws also converted school library districts to county or city districts. In March 1985, state legislation allowed city and county library consolidations. Some library districts chose to remain unchanged such as the Boulder City Library and Henderson District Public Libraries. However Las Vegas and the county opted to establish the Las Vegas/Clark County Library District in order to form a single taxing entity for the city of Las Vegas and the Clark County Library District, and to more economically and effectively develop a facility program. The city of Las Vegas had already been contracting with the Clark County Library District for library services and had essentially been operating as one consolidated library system since 1973. The Board of Trustees for the Library District appoints an executive director and is responsible for setting policy, approving the annual budget and ongoing expenditures, and sets an annual property tax levy.

Las Vegas Metropolitan Police Department:

Prior to July 1, 1973, the police agencies in Clark County consisted of five; the Clark County Sheriff's Department, City of Las Vegas Police Department, City of North Las Vegas Police Department, City of Henderson Police Department and Boulder City Police Department. The cities policed their incorporated areas and the Sheriff's Department provided police services to the unincorporated areas of the County of Clark. Senate Bill 340 was passed and became effective on July 1, 1973. Thus, the Las Vegas Police Department and the Clark County Sheriff's Department were deactivated and the Las Vegas Metropolitan Police Department (LVMPD) was activated to take their place. The new agency, LVMPD would be responsible for all police services within the city limits of the City of Las Vegas and the unincorporated areas of the County of Clark. Senate Bill 340 provided that the newly created Las Vegas Metropolitan Police Department would be headed by the elected Sheriff of the County.

Multiple Species Habitat Conservation Plan

In 1995, Southern Nevada jurisdictions worked with Clark County and moved forward with the implementation of a Multiple Species Habitat Conservation Plan. This new plan directs measures that pro-actively conserve species through an ecosystems approach. Compliance with this plan and the Multiple Species Incidental Take Permit provides two benefits to Clark County jurisdictions. First, it reduces the likelihood that future species will be listed and second, it ensures Clark County protection against further requirements if any of the species covered in the plan become listed as threatened or endangered. The Clark County Multiple Species Habitat Conservation Plan provides conservation for 78 species of plants and animals, including the desert tortoise and their habitats. Protecting these species and their habitats reduces the chance of them becoming threatened or endangered in the future and avoids unwanted attention from federal agencies.

Southern Nevada Airports

The Clark County Department of Aviation owns and operates five airports that serve the transportation needs of Southern Nevada residents as well as visitors. Southern Nevada's primary airport, McCarran International, is the nation's seventh-busiest commercial airport with more than 40 million passengers per year. Other airports within Clark County include Henderson Executive Airport, North Las Vegas Airport, the Jean Sport Aviation Center and Overton–Perkins Field. The Clark County Department of Aviation is a benefactor of the interlocal agreement among City of Las Vegas, City of North Las Vegas and Clark County for dispatch services for fire suppression and rescue units. Another interlocal agreement in place established a partnership with Las Vegas Metropolitan Police Department via an interlocal agreement to staff a substation located on airport premises. This substation provides public safety services as well as administrative support for badging activities. In addition, a memorandum of understanding is in place among FAA, Clark County Department of Aviation, Clark County Fire Department, City of Las Vegas Fire and Rescue and City of North Las Vegas Fire Department for emergency response activities at North Las Vegas Airport. Clark County's airports generate an estimated economic impact of nearly \$28 billion each year.

Southern Nevada Regional Housing Authority

Until the 2009 legislative session and the passage of Assembly Bill 478, Clark County, city of Las Vegas and city of North Las Vegas each managed its own housing authorities. Through discussion in the Southern Nevada Regional Planning Coalition, local governments decided to consolidate and to instead provide services throughout the entire region by seeking official approval through the legislative process. The creation of this regional approach toward addressing the housing needs of citizens throughout Southern Nevada was born out of desire for the provision of seamless services and eradicating duplication of services.

Southern Nevada Regional Planning Coalition

Recognizing the challenges of the unprecedented growth faced over the past decade in Southern Nevada – which transcends governmental jurisdictional boundaries – Clark County, the cities of Boulder City, Henderson, Las Vegas, and North Las Vegas as well as the Clark County School District, entered into an interlocal agreement to establish the Southern Nevada Regional Planning Coalition (SNRPC). The SNRPC continues to carry forward regional collaboration and planning efforts once accomplished by the Southern Nevada Strategic Planning Authority (SNSPA). Support for the SNRPC comes from a Technical Committee that is made up of the managers of the participating jurisdictions and the superintendent of the school district. The Technical Committee invites participation from Las Vegas Valley regional agencies and entities including the Clark County Health District, Las Vegas Valley Water District, Southern Nevada Water Authority and the Southern Nevada Regional Transportation Commission.

Southern Nevada Regional Transportation Commission

The Southern Nevada Regional Transportation Commission (RTC) originated from a 1965 state statute to maintain a continuing, cooperative and comprehensive transportation planning process. In 1981, the RTC was named the Metropolitan Planning Organization for Southern Nevada. Subsequent legislation over the years has given this body more authority to provide mass transit and other regionally based needs. The RTC is a regional funding mechanism that helps Clark County and surrounding cities within to cooperate and build regionally-minded corridors.

Southern Nevada Water Authority (SNWA)

In 1990, municipal water providers in Southern Nevada began a comprehensive analysis of water resources and facilities. A consulting firm, Water Resource Management Inc., led the project and the effort became known as the “WRMI Process.” The 1991 published results were clear – without serious conservation, Southern Nevada would reach the limit of its existing Colorado River water supply by the mid-1990s; with conservation, and the limit could be extended to 2007. One of the most significant outcomes of the WRMI Process was the formation of the SNWA. In 1991, the SNWA was formed by a cooperative agreement and its members include the Big Bend Water District, Clark County Water Reclamation District, the Las Vegas Valley Water District, and the cities of Boulder City, Henderson, Las Vegas and North Las Vegas. Together, these seven agencies provide water and wastewater service to nearly 2 million residents in the cities of Boulder City, Henderson, Las Vegas and North Las Vegas, and areas of unincorporated Clark County.

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SECTION IV- Public Safety, Public Works, and General Government

County/Individual Cities Narratives

(Written by the individual cities and Clark County)

Clark County

City of Boulder City

City of Henderson

City of Las Vegas

City of Mesquite

City of North Las Vegas

Prepared By:



DRAFT



Clark County

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Introduction

Clark County, as the nation's 15th-largest county, is a most diverse place where government is organized to meet a myriad of urban and regional community needs. More people live in urban unincorporated Clark County than in any of Southern Nevada's cities, comprising a population of approximately 900,000 residents. Geographically, this area of the unincorporated County includes the Las Vegas Strip, McCarran International Airport, the Las Vegas Convention Center, the University of Nevada, Las Vegas and neighborhoods where residents live, work and play.

Clark County also provides regional services for more than 2 million residents and approximately 42 million tourists a year occupying an area (8,012 square miles) larger than New Jersey. Clark County is governed by a seven-member County Commission, elected from geographic districts on a partisan basis for staggered four-year terms. The commission in turn hires a county manager, who is responsible for administrative operations.

Every day, the Clark County mission is brought to life through the responsiveness, accessibility and accountability that is provided by over 12,000 dedicated employees. Many of the services are provided in collaboration with other public entities. These partnerships are highlighted as the functions of Clark County are explained in the areas of Public Safety, Public Works and General Government in this report.

Clark County government takes a leadership role in protecting the quality of air through the Air Quality and Environmental Management Department and water through the Las Vegas Valley Water District. The county also operates McCarran and other airports, Southern Nevada's only public hospital (University Medical Center), social services, community planning and the court system. Further, the county plays a key role in promoting tourism and in meeting transportation, public health and flood control needs.

During this time of financial challenges for state and local governments across the country, efficiency in the delivery of services is paramount. Joint efforts pertaining to shared services, collaborative measures and reorganization have been successful in Southern Nevada, and Clark County will continue to play a vital role in enhancing and creating new collaborative opportunities.

PUBLIC SAFETY

Animal Control

Clark County Animal Control provides enforcement of Clark County Code Title 10, Nevada Administrative Code 441A and the Nevada Revised Statutes concerning the care, control and regulation of animals. The mission of Clark County Animal Control is to promote public safety, rabies control and responsible pet ownership through education, service and enforcement.

Clark County Animal Control is the rabies control authority for the unincorporated area and is responsible for ensuring rabies investigations to maintain public health. Functions include field service to citizens, dispatch/record keeping, and coordination/oversight for various contracts (sheltering, veterinary, animal pick-up, etc.). The Unit also acts as a liaison for the Clark County Animal Advisory Committee. Reducing the stray pet population has also been a county-wide focus through the implementation of such programs as the free or low-cost sterilizations. Clark County is currently the only public entity providing free pet sterilizations to the public.

The Nevada Animal Appreciation License Plate program is operated by the Clark County Animal Control. This program was created as a means of assisting County efforts to reduce animal overpopulation and limit euthanasia by granting proceeds received from the sale of special license plates to nonprofit organizations involved in adoption, spay and neuter programs.

Consolidation of animal sheltering services has occurred on many occasions most recently in 2005 when the City of Las Vegas, City of North Las Vegas, and Clark County began use of the Lied Animal Shelter.

Constables

Constables are elected officials that have law enforcement authority for the service of civil process. Duties include the execution of evictions and the service and execution of various writs of restitution, wage garnishments and certain forms of legal process as directed by the courts. Currently there are eleven regionally elected Constables.

Fire

The Clark County Fire Department (CCFD) was established November 23, 1953 and opened its first fire station on January 1, 1954. Today, the department has a total of 41 fire stations, 28 paid and 13 volunteer and serves a population of approximately 900,000 in the unincorporated area of Clark County. The CCFD is an all-hazard, emergency response department. This means that the department responds to all calls for emergency services other than police calls. The emergency services provided include:

- Emergency Medical Services/Fire
- Vehicle Extrication
- Technical Rescue (including high angle (e.g. high rise hotel rescues), swift water; confined space; and structural collapse)
- Hazardous Materials
- Aircraft Responses (at McCarran International Airport)

In addition to providing emergency services, the Department also provides:

- Prevention Services, including engineering review of fire system plans and inspections to ensure systems operate as planned
- Investigative Services (determining the source and origin of fire)
- Fire, EMS, Heavy Rescue, Hazardous Materials, Investigative Services Training
- Mechanical Services (for Fire Apparatus)
- Fire Equipment Maintenance
- Fire Equipment and Supply Warehousing
- Public Education
- Infection Control
- EMS Quality Assurance

Las Vegas Metropolitan Police Department

Prior to July 1, 1973, the police agencies in Clark County consisted of five; the Clark County Sheriff's Department, City of Las Vegas Police Department, City of North Las Vegas Police Department, City of Henderson Police Department and Boulder City Police Department. The cities policed their incorporated areas and the Sheriff's Department provided police services to the unincorporated areas of the County of Clark.

Senate Bill 340 was passed and became effective on July 1, 1973. Thus, the Las Vegas Police Department and the Clark County Sheriff's Department were deactivated and the Las Vegas Metropolitan Police Department (LVMPD) was activated to take their place. The new agency, LVMPD would be responsible for all police services within the city limits of the City of Las Vegas and the unincorporated areas of the County of Clark. Senate Bill 340 provided that the newly created Las Vegas Metropolitan Police Department would be headed by the elected Sheriff of the County.

By state law, the Sheriff of Clark County is charged with administering over the County jail, known as the Clark County Detention Center. The Clark County Detention Center (CCDC) is a new generation, Direct Inmate Supervision facility located in downtown Las Vegas. The current capacity for the Detention Center is 3,400 inmates. The inmates are housed in one of 56 housing modules, depending on the classification of the inmate.

The classification of an inmate is determined by current charges, previous charges, institutional behavior, and special needs. The housing modules are separated into minimum, medium, close, and maximum/disciplinary classifications. In addition to the housing modules, the ground floor of the Detention Center also houses arrestees that have recently been booked into the facility. The CCDC is responsible for all persons arrested for felony and misdemeanor crimes within Clark County and persons arrested on federal charges. There are approximately 200 - 225 arrestees booked into the Detention Center on a daily basis.

The Las Vegas Metropolitan Police Department recognizes the benefits of maintaining collaborative partnerships with other agencies, and thus provides services, shares resources, and participates in hundreds of mutual aid / interlocal agreements. The following are some examples:

- The Southern Nevada Counter Terrorism Center (SNCTC) - a multi-jurisdictional operation headed by the Las Vegas Metropolitan Police Department designed to improve the information gathering and sharing process among public safety agencies. With over 24,000-square-feet of space, representatives from local, state, federal and tribal entities are collocated under one roof where they can share anti-terrorism intelligence and information sources. In support of the mission of the SNCTC, there are the Joint Terrorism Task Force (JTTF) and All Regional Multi-Agency Operation and Response (ARMOR) Task Force. Each have consolidated resources from LVMPD and local police agencies, Federal Agencies. The ARMOR task force has consolidated components from Las Vegas Fire and Rescue and Clark County Fire as well.
- National Urban Search And Rescue Task Force - provides national response during catastrophic events. Participation in this Task Force increases the department's ability to provide the citizens of Clark County with trained and experienced personnel and equipment in the event of a disaster.
- Nevada's SCOPE System (Shared Computer Operation for Protection and Enforcement) - statewide computerized index of criminal justice information that has been collected and maintained as a service to all authorized criminal justice agencies. The Department serves as the SCOPE administrator.
- Silver Shield Program - an information portal for first responders. The five main objectives of the Silver Shield Program are: 1) Critical infrastructure/Key resource identification, capture, catalogue and analysis, 2) Security assessment and analysis, 3) Infrastructure intelligence analysis, 4) Emergency response planning and 5) Special/major events security planning.
- The Las Vegas Metropolitan Police Gang Crimes Bureau - participates in the Southern Nevada Community Gang Task Force and supports 4 additional Federal Task Forces which are individually sponsored by the Bureau of Alcohol Tobacco and Firearms, the Drug Enforcement Agency, the Federal Bureau of Investigation and the United States Marshals Service.
- Internet Crimes Against Children (ICAC) Unit - a subdivision of the Sexual Assault and Abuse Section of the Crimes Against Youth and Family (CAYF) Bureau of the Investigative Services Division. The ICAC Unit is attached to the Las Vegas Internet Crimes Against Children (LVICAC) The LVICAC employs both overt and undercover methods in the investigation of state and federal crimes pertaining to computers and the Internet as they are employed to sexually exploit or endanger children.
- Joining Forces Traffic Safety Initiative - a consolidated effort with NVLPD, HPD, and NHP to targeted traffic enforcement in the valley's most dangerous roadways, regardless of jurisdiction. This initiative has significantly reduced traffic fatalities in our community.
- The Las Vegas Metropolitan Police Department's Communication Center -handles an 8,000 mile service area and fields over 3,000,000 calls a year. The Las Vegas Metropolitan Police Department Communications Center receives most of the 9-1-1 calls for Las Vegas and Clark County. Medical and fire calls are transferred to the LV City Fire Department Dispatch center and Metro Dispatch handles police events within the LVMPD jurisdiction.

PUBLIC WORKS

Public Works

Public Works as one of the largest departments within County government is responsible for road and infrastructure within public right-of-way. The Clark County Department of Public Works strives to deliver quality public works services, programs and facilities for a better Clark County community. Under the general direction of the Board of County Commissioners and the County Manager, the department is responsible for administering specific portions of the following ordinances:

Title 5 - Franchises (Right-of-Way Management)

Title 16 - Roads and Highways (Permitted Roadway Uses)

Title 14 - Traffic

Title 30 - Unified Development Code

The Department delivers a wide range of services to the community including the design, construction and maintenance of essential public infrastructure consisting of:

- Local, collector, and arterial roadways, the 215-Bruce Woodbury Beltway and curbs, sidewalks and medians including the Welcome to Las Vegas Sign median & parking lot;
- Structures such as retaining walls, bridges, shared-use and pedestrian bridges including those located on Las Vegas Blvd from Flamingo Rd to Spring Mountain Rd;
- Flood control facilities including multi-purpose detention basins, culverts, and storm drain systems to mitigate local area drainage issues; and
- Traffic and safety signage, pavement markings such as crosswalks and striping, school flashing beacons, street lighting and traffic signal operations.

Additional functions include:

- County Surveyor's office - performs land surveys, prepare legal descriptions, record drawings, plats, map, mining claims and other official documents in public records;
- Technical Review, Permitting and Inspections of private developer off-site improvement plans including the design and construction improvements to ensure infrastructure is built to County Code; and general permits and inspections for encroachments on County right-of-way;
- Design and construction of recreational projects including shared-use pedestrian, bicycle, and equestrian trails and bridges, native re-vegetation and enhancements and group picnic & rest areas;
- Traffic control plan review and issuance of special event and film permits to conduct an event that may affect normal vehicular and/or pedestrian traffic in County right-of-way;
- Permitting of news rack operators in the resort corridor and enforcing Title 16 requirements of all news racks in public right-of-way; and
- Vector control to abate pests such as Africanized honey bees, nuisance black flies and noxious weeds on County property and other right-of-way.

Specialized services within County jurisdiction include:

- Emergency Response and First Responders in the event of the following emergency situations: earthquakes, floods, storms and severe heat;
- Snow removal on County roads in Mt. Charleston area;

- Street sweeping of County roads and “Litter Gitter” on Las Vegas Strip sidewalks in various locations between Russell Rd and Sahara Ave;
- Graffiti removal on public infrastructure;
- Coordinate Special Improvement Districts requested by property owners and/or BCC; and
- “Safe Route to School” maps and information.

Clark County Public Works collaborates with other governmental entities in the planning, operations and maintenance of public works infrastructure and services through various types of mutually beneficial interlocal agreements including: cooperative, cost participation, dust mitigation, facilities relocation, license & maintenance, memorandum of understandings (MOU) and stewardship. Examples of these agreements are as follows.

- Bullhead City, AZ: Vector control services in the Colorado River - Black Flies
- Bullhead City/Arizona Department of Transportation: Realign Nevada State Route 163 and Arizona State Route 95
- Clark County School District: Safe Routes to School Program
- City of Henderson (COH): Inspect and maintain trail facilities
- COH: Design and construct improvements to right-of-way partially located in COH (Serene Ave-Eastern to Pecos)
- City of Las Vegas (CLV): Share maintenance and energy costs for traffic signal systems
- CLV: Design/Construct freeway interchanges (Summerlin Pky @ 215 Beltway)
- CLV: Construct multiple bus turnouts within CC right-of-way
- City of North Las Vegas (CNLV): Technical studies, design and scope of projects (Northern and Western Beltway)
- Clark County Fire Department (CCFD): Design & Install Fire station off-site improvements
- Clark County Water Reclamation District (CCWRD): Cost participation, permanent easements for Pedestrian bridges on LV Blvd
- Las Vegas Valley Water District (LVVWD): Water facilities constructed by Clark County as part of project
- Nevada Department of Transportation (NDOT): Construct median islands on County road that intersects with NDOT road (Joe W Brown median modifications)
- NDOT: Design/Construct freeway interchanges (I-15 @ Russell Road)
- NDOT: Maintain NDOT constructed traffic signal systems
- Regional Flood Control District; Construction of detention basins (Duck Creek)
- Regional Transportation Commission (RTC): Freeway and Arterial System of Transportation (FAST) network of traffic signal systems
- RTC: Design, construction, maintenance of bicycle facilities
- CC/CLV/CNLV/COH/RTC: Costs for Nevada Alliance for Quality Transportation Construction (NAQTC) certification for field and lab testing of technicians
- CLV/CNLV/COH/RTC: Evaluation of professional service provider’s statement of qualifications for public works projects

Regional Transportation Commission

The Regional Transportation Commission of Southern Nevada (RTC) serves three significant roles in transportation in Southern Nevada. The RTC provides transportation planning and funding, freeway and arterial management, and is the provider of the valley's transit system.

The RTC was established by state statute in 1965 as the streets and highways agency for Southern Nevada. RTC membership is also set by state statute and includes two members each of the Clark County Commission and the largest municipality, the City of Las Vegas. One member is appointed from each of the cities of Henderson, North Las Vegas, Boulder City and Mesquite. The Director of the Nevada Department of Transportation (NDOT) serves as an ex-officio member.

Transportation Planning & Funding

In 1981, the RTC was designated as the Metropolitan Planning Organization (MPO) for Southern Nevada. Federal law requires that an urbanized area of more than 50,000 people have a regional transportation planning entity. The MPO is responsible for drafting the Regional Transportation Plan, a long-term transportation plan that forecasts transportation needs over the next 20 years, as well as the Transportation Improvement Program, a short-term plan that outlines the projects that will receive funding over the next few years.

The RTC plays a significant role in funding roadway projects in Southern Nevada. The RTC conducts studies and provides funding for roadway work on major arterials throughout Southern Nevada. Those funds are distributed to RTC member agencies for construction of projects.

Freeway & Arterial Management

The valley's freeways and major arterials are managed as one integrated system, allowing traffic engineers to manage the system as a whole, rather than as two separate parts. This makes it easier for drivers to plan which routes to take regardless of whether a roadway flows through multiple jurisdictions. This arrangement is unusual in the transportation industry and makes the RTC one of the most efficient and highly-regarded traffic management agencies in the country.

This arrangement is made possible by a cooperative agreement with the RTC, NDOT and the RTC's member entities. Freeway management tools such as ramp meters and dynamic message signs help to maximize the efficiency of existing freeways. NDOT is responsible for installing the technology and the Freeway and Arterial System of Transportation (FAST) operates the system.

FAST also manages traffic signals and nearly 100 traffic cameras installed on valley freeways and roadways. The hub for the valley's traffic system is housed at the Traffic Management Center, a state-of-the-art facility that houses both FAST's traffic engineers and the Nevada Highway Patrol dispatch center. That arrangement, too, is unusual and allows traffic engineers to post travel warnings and travel times on the dynamic message signs and, in many cases, to provide a live video feed of the situation so that dispatchers can determine what type of emergency help is needed at the scene. Engineers may also be able to adjust traffic signals during emergency situations to manage traffic flows.

Transit

The RTC is responsible for the valley's mass transit system, which includes the new ACE rapid transit system, which is under construction; the Metropolitan Area Express (MAX) rapid transit line; fixed route bus service; Deuce on the Strip service; and specialized paratransit and senior transportation routes. The RTC's transit service is competitively bid out to the private sector, allowing the cost for the service to be driven by market forces. In 2006, the National Transit Database listed the RTC as the most cost-efficient transit service in the nation in terms of cost per passenger carried.

The current system operates throughout Southern Nevada with more than 35 routes covering 266 square miles. The system carried nearly more than 57.7 million passengers in 2009. Routes and schedules are usually modified twice per year in order to improve operational efficiency.

Water Reclamation District

Every day, more than 170 million gallons of used water and sewage from thousands of local homes, hotels, schools, churches and businesses make their way to one of three treatment facilities which are located in Clark County, Henderson, and Las Vegas.

The "Clean Water Team" of the Clark County Water Reclamation District (WRD) is responsible for the largest of those treatment facilities with the primary responsibility to treat, disinfect and reclaim our share of this massive amount of wastewater -- 96 million gallons per day -- and make it clean again so it can be safely return it to the environment.

While there are many complex elements involved, the Team's service to the community is best described as wastewater collection, treatment and reclamation. More than 100,000,000 gallons of wastewater is collected every single day, 365 days of the year. The team inspects, cleans, and repairs a pipeline network of more than 2,000 miles, and operates a network of lift stations that pump the wastewater to the treatment facilities. They also inspect and regulate business and industrial customers to keep hazardous chemicals and wastes out of the collection system.

One hundred million gallons of wastewater is treated on a daily basis, through physical, biological, and chemical treatment systems, to be reused or returned to the Las Vegas Wash. The Team performs more than 100,000 process control and laboratory tests each year to meet strict guidelines of the Nevada Division of Environmental Protection and ensure that stringent water quality standards are met at all times. More than 350 tons of biosolids are processed every day for disposal at landfill sites. As for reclamation, the Team provides up to 15 million gallons of cleaned reusable water for irrigation on golf courses and parks or industrial coolant use, which saves our potable water for drinking.

The Water Reclamation District serves as a member of collaborative agencies dedicated to consolidating resources to better serve the community. The Southern Nevada Water Authority is responsible for water treatment and delivery, as well as acquiring and managing long-term water resources for Southern Nevada. Along with the WRD six other agencies provide water and wastewater service to nearly 2 million residents in the cities of Boulder City, Henderson, Las Vegas and North Las Vegas, and areas of unincorporated Clark County.

The WRD is also a member of the Clean Water Coalition, a multi-jurisdictional collaborative formed to respond to improve water quality in the Las Vegas Wash, Lake Mead and the Colorado River system, incorporated the Systems Conveyance and Operations Program (SCOP) as part of the water quality solution. SCOP encompasses the planning, design, financing, construction, and operation and maintenance of a regional wastewater collection and delivery system. This project would collect and transport highly treated effluent from the facilities of the four member agencies and discharge it either into the Las Vegas Wash as needed, or at the ultimate outfall location deep within the Colorado River system.

GENERAL GOVERNMENT

Air Quality and Environmental Management

The Clark County Department of Air Quality and Environmental Management (DAQEM) administers two programs, Air Quality and the Desert Conservation Program.

Air Quality

This program develops and implements high-quality, effective local programs to fulfill air quality regulatory requirements and address community concerns, thereby protecting the region's health and quality of life while facilitating growth.

DAQEM is responsible for air quality programs for all of Clark County, and coordinates with federal, state and local agencies as well as the regulated community and stakeholders to accomplish essential functions as described below.

- **Air Quality Permitting:** Performs all functions and services associated with air quality permitting programs and actions required to ensure adherence to federal, state, and local air quality regulations.
- **Air Quality Compliance and Enforcement:** Performs all functions and services associated with ensuring compliance with applicable federal, state and local air quality regulations.
- **Air Quality Monitoring:** Manages a county-wide air quality monitoring network and provides environmental data to federal, state and local entities, and to the general public.
- **Air Quality Planning:** Conducts air quality studies, develops emissions inventories, and prepares plans and programs including State Implementation Plans (SIPs) to meet regulations and federal health based air quality standards.
- **Public Communications and Education:** Performs activities associated with outreach and education including technical guidance to the regulated community and public education and information.
- **General Management and Internal Support:** Performs department-level management functions and all day-to-day administrative, business and information technology (IT) support activities along with projects to improve department structure and operations.

Prior to 2001, air quality program responsibilities in Clark County were divided between the Health District of Southern Nevada and Clark County. The Health District's Air Quality Division was responsible for air quality permitting, compliance, monitoring, and communications and outreach, while the Clark County Department of Comprehensive Planning was responsible for air quality planning functions. Following extensive assessments of the air quality programs in Clark County in 2000 and 2001, Governor Kenny Guinn, in a letter dated June 21, 2001, designated the Clark County Board of County Commissioners as the lead agency for preparation of implementation plans for the County, and as the regulatory, enforcement and permitting authority for implementing applicable federal Clean Air Act provisions in Clark County.

In July 2001, the Clark County Board of Commissioners, by resolutions, accepted the designations by Governor Guinn, established the Department of Air Quality Management, and transferred all applicable air quality responsibilities for Clark County to the new department. Today, the Clark County Board of Commissioners, through its Department of Air Quality and Environmental Management, remains the lead agency responsible for air quality programs in Clark County.

Desert Conservation Program (DCP):

DCP provides mandated regional compliance with the federal Endangered Species Act through implementation of the Multiple Species Habitat Conservation Plan (MSHCP) and Section 10(a) (1) (B) Incidental Take Permit #TE034927-0. Services provided by the DCP relate directly to implementation of the MSHCP. The DCP is responsible for providing management and administration of the MSHCP, on behalf of Clark County, the cities of Boulder City, Henderson, Mesquite, Las Vegas, North Las Vegas, and Nevada Department of Transportation (collectively "Permittees"). In addition to the overall administration, the DCP coordinates all compliance related activity, including but not limited to: conservation land management; species surveys, inventory and monitoring; research and analysis; public outreach and education; purchase of grazing allotments, riparian property and related water rights; law enforcement; fencing; restoration; conservation planning; mitigation fee collection; and regulatory compliance reporting.

For the DCP, the emergency listing of the desert tortoise as an endangered species in 1989 brought about the inception of the DCP. At that time, the Permittees partially consolidated compliance efforts associated with the federal Endangered Species Act requirements. Consolidation efforts for the DCP are discussed further in the MSHCP feasibility study responding to AB 494 of the 2009 Legislative Session.

Assessor

The Assessor's Office performs accurate and equitable assessment functions to serve the public. The Assessor values all property subject to taxation. The Assessor is required by Nevada law to discover, list and value all property within the County. The Assessor must also value personal property including businesses from lavish multi-million dollar casinos to one person operations, manufactured homes, aircraft, and any other personal property which is taxable. The Assessor collects personal property tax only acting as the tax receiver of the County. Property tax exemption programs are administered by the Assessor. Lastly, the Assessor is responsible for tax map maintenance, tax district maintenance and maintaining ownership records for all parcels in Clark County for tax billing purposes. The Assessor values all property within Clark County for tax purposes. This includes the property within all of the incorporated cities. The County Assessor's duties are not duplicated in any of the cities.

Aviation

The Clark County Department of Aviation owns and operates five airports that serve the transportation needs of Southern Nevada residents as well as visitors. No general fund revenues are used to support McCarran or its sister airports. The Department's primary airport, McCarran International, is the nation's seventh-busiest commercial airport with more than 40 million passengers per year. Other airports within the Department include Henderson Executive Airport, North Las Vegas Airport, the Jean Sport Aviation Center and Overton-Perkins Field. These airports provide a wide range of services, with McCarran serving as the gateway to nearly half of this community's visitors. McCarran also makes it easy for area residents to travel both domestically and internationally, with nonstop daily service to more than 130 destinations provided by nearly 30 air carriers. The Department operates a network of general aviation facilities: two reliever airports [Henderson Executive and North Las Vegas] alleviate congestion at McCarran and support general aviation activities that include corporate business travel, flight schools, police air support units, media helicopters and sightseeing tour operations; and the remaining two facilities, located in Jean and Overton, accommodate sport-enthusiast and recreational pilots.

A study by the Center for Business and Economic Research at the University of Nevada, Las Vegas determined that Clark County's airports generate an estimated economic impact of nearly \$28 billion each year. The Department of Aviation has functioned as an enterprise fund since 1966, with airport system facilities providing all of the revenue necessary to operate, maintain and acquire necessary services and facilities. Under Nevada Revised Statutes Chapter 496, the Department of Aviation is authorized to issue general obligation bonds and/or revenue bonds to support airport-related development, and to accept money from the state or federal government to support airport-related needs. NRS 496 also requires that revenue obtained by a municipality from the ownership, control or operation of any airport must be deposited in a special fund set aside strictly for airport purposes. Federal law also strictly regulates the use of certain airport revenue sources, including jet fuel taxes and Passenger Facility Charges.

The Department of Aviation is divided into nine divisions, all under the leadership of its director and deputy director. These divisions are:

- Airside Operations - oversees McCarran's airfield, including the runways, taxiways and their perimeters;
- Construction & Engineering - which is tasked with capital expansion and improvements;
- Employee Services & Risk Management - oversees the personnel requirements of the Department's more than 1,400 employees;
- Facilities - maintains the day-to-day maintenance of the department's buildings and grounds;
- Finance - oversees the airport's bonds and credit, as well as, facilities, leases and other business operations;
- General Aviation - runs the four general aviation airports within the County;
- Information Systems - tasked with maintaining and securing the Department's information system infrastructure, which includes the technological backbone used by the airlines and all other airport tenants for operation of their proprietary systems and facilitates the airport's common use passenger processing model;
- Landside Operations - oversees the airport's parking and ground transportation services; and
- Terminal Operations - responsible for custodial services of the airport, organize its meeting and queuing areas, and assist with front-line customer relations needs.

Business License

The Clark County Department of Business License serves to guide businesses through the licensing and compliance process, while fostering internal and external customer confidence in our ability to consistently meet the needs of the business community.

Services are provided under the statutory authority of:

- Fourteenth Amendment - Due Process & Equal Protection
- First Amendment - Freedom of Speech
- Fourth Amendment - Freedom from Unreasonable Search & Seizure
- Twenty-First Amendment - Liquor Licensing
- Chapter 2.03 of Clark County Code
 - Provides the authority to collect application fees, licensing fees, and other related fees required for licensure and/or renewal of a license.
 - Audit licensed businesses to ensure compliance with provisions
 - Administer and process required bonds and insurance
 - Act as the County license collector pursuant to State Statutes
- State Statutes and Administrative Code
 - NRS 487, 636, 616A, 641,
 - NAC 483, 360, 477, 641, 489

Businesses must meet all public safety inspections to protect clientele of the business and the department ensures those inspections are done prior to the business operating.

The Department is also responsible for investigating or referring applicants for investigation to determine if they meet suitability requirements for certain types of licenses such as Regulated and Privileged (Liquor and Gaming) licenses.

The Department is also responsible for franchise and utilities agreements made with the County as well as issuing filming permits for areas of public access throughout the County.

The Area of Concern process allows for the department to issue licenses with limitations and it provides due process for license denials. The Department fosters economic development through business partnerships; providing education and assistance on interpretation of Clark County Code. The Department also assists businesses with coming into compliance with the code by issuing notices of violation prior to citations being issued and civil penalties being assessed.

The Department is responsible for tax and revenue collection including transient lodging taxes that are distributed to the other municipalities within Clark County. The department collected 502 Million during FY 2009. The department's annual budget is 7.5 Million. In Fiscal Year 2009, the department received 12,972 applications, issued 9,637 new licenses and renewed 72,737 licenses. 1,245 unlicensed businesses were discovered and licensed during FY 2009 generating 1.5 Million for the County.

Clerk

The County Clerk provides support services to the Board of County Commissioners and serves as their official custodian of records; serves as Commissioner of Civil Marriages and issues all Clark County marriage licenses and provides responsive customer service to the community, tourists, and residents. Services that the Clerk's office provides, includes the following:

- Issuing marriage licenses and performing civil marriage ceremonies for couples wishing to marry;
- Passport acceptance facility. The office does not issue passports but assists applicants in completing the Passport Application forms which are sent to the US Passport Agency in Los Angeles;
- Filing Certificates of Fictitious Firm Names. These certificates are required when a person/company wants to do business in Clark County using a "DBA".
- Swearing in applicants who wish to become a Notary Public and filing notary bonds;
- Signs Proofs of Life for residents. Individuals from other countries may have bank accounts, pensions, or retirement funds in their country of origin. It is frequently necessary for verification that an individual is alive in order to be able to access or receive installments from such bank accounts, retirement funds, and pensions. The Individual will present their Identification Cards or Driver's Licenses to prove there are still alive and are able to continue receiving payments from the government;
- Prepares and maintains minutes of county commission meetings. Recording votes of County Commissioners on matters before the commission at their regularly scheduled public meetings;
- Maintains county purchasing and contract files and maintaining records of bid openings; and
- Provides access to the official record of county ordinances.

Comprehensive Planning

The Department of Comprehensive Planning was created in 1978 to guide land use, zoning and growth in Clark County. The Department currently provides customer services in the areas of zoning administration, land use planning, demographics, comprehensive planning, ordinances, and the Nuclear Waste Program.

Coordinated land use and development policy between local governments has historically been accomplished through interlocal agreements and various collaborative processes. Two of the most significant recent interlocal agreements were for service delivery, transportation, and land use with the City of Las Vegas in the Lone Mountain area, and with the City of Henderson in the eastern part of the town of Enterprise.

Collaborative processes are a tradition in planning and have been successfully used by the Department for many years. Typically, Department staff provides leadership and works with staff from the other entities to accomplish the needed result. Examples of these include the County's Population and Demographics program, the Nuclear Waste Program, transportation planning, addressing, and trails planning.

Since its creation by the Legislature in 1999, the Southern Nevada Regional Planning Coalition (SNRPC) has held the primary role of coordination, collaboration and consolidation of planning services in the community. The SNRPC has met State mandates including adopting a Regional Policy Plan, Policies for Projects of Regional Significance, and conformity review process. Together, the member entities have completed a variety of projects to promote sustainability and smart growth within the region.

Coroner

The Clark County Coroner's Office mission is to provide a responsive, proactive, medicolegal investigation in an efficient, compassionate manner. In doing so, the Coroners Office performs four significant services for the public. Those services include identification of the decedent, determining the cause and manner of death, notifying the next-of-kin and protecting the decedent's property.

The Coroner's Office investigates all deaths by violence, criminal means, suicide, or any unattended death regardless of the cause. The office provides identification, performs autopsies or medical examinations, conducts inquests when necessary, and carries out any other requirements in regard to deaths which fall in the aforementioned categories. These services are provided with the coordinated efforts of other agencies such as Clark County Public Administrator's Office, Department of Social Service, the Courts, Metropolitan Police Department, Care Facilities, Mortuaries and the Southern Nevada Health District.

DUI and Coroner Visitation Program

The Coroner's DUI Program is a court-ordered class designed for adults who have been arrested for a DUI offense. The program is designed to deter criminal offenders by educating them about the finality of their actions should they chose to drive while impaired. Through the review of tragic cases resulting in death, coroner DUI instructors will challenge each participant to examine their choices in life, in an effort to preserve their lives and the lives of others in the community.

The Coroner's Visitation Program is a court ordered class, designed for at-risk youths who have committed an act involving the threat of use of force against self or others. It also targets youths who have demonstrated a disregard for their own-or other's safety and well being by engaging in risky or reckless behavior. This program is designed to deter future violent and unsafe behaviors of at-risk youth by exposing them to the stark consequences of actions resulting in death. Through their discussion of actual case histories from Las Vegas and viewing personal tragedy, they will have an opportunity to examine their own decision-making in an effort to save the lives of themselves and others.

Development Services

The Department of Development Services serves to provide timely and effective plan review, permitting and inspection of construction to ensure a safe-built environment for the citizens and visitors of Clark County.

Building Plans Exam

The Building Plans Examination Section reviews plans, specifications, calculations and other related construction documents for all new or remodeled commercial, industrial and residential buildings or structures. These construction documents are reviewed for compliance with the provisions of all adopted technical codes and relevant laws, ordinances, rules and regulations in order to safeguard the life, health, property and public welfare of the building occupants.

Zoning Plans Exam

The Zoning Plans Exam Section reviews plans of proposed construction and development to ensure compliance with the applicable Clark County's zoning ordinances.

Permitting

The Permit Application Center, located at 4701 W. Russell Road, is the Hub for all permit activities. The Permit Application Center is made up of the following sections: Plan Submittal, Zoning and Building Plans Examination, Permit Issue and Inspection Scheduling. Each section plays a part in the process of processing, reviewing and issuing a permit application for any scope of work that includes new, addition, remodel or repair of a building or structure. Issue or submit a request for Certification of Occupancy with Inspection Scheduling.

All permit applications as well as certificates are inter-active and may be completed on-line and printed out. Inspection Scheduling is available after hours via the website or through our automated phone system. Plans Status may be determined 24 hours a day via our website.

Inspections.

The Building Division of the Development Services Department is responsible for inspecting permitted projects constructed within Clark County. Projects are required to be inspected during specific key stages of construction to ensure compliance to the approved plans and minimum code standards as set forth in the Building Code of Clark County. Inspectors may be required to visit the project several times depending upon its size and scope.

Development Services' Laughlin office provides permitting and inspection services for construction in Laughlin and surrounding areas, including CalNevAri, Searchlight, Nelson and Primm. The office is staffed with building inspectors, a plans examiner and a permit specialist in order to offer Laughlin area residents the same level of high quality services received by residents in Clark County's urban regions.

Engineering Services

Engineering Services administers the Building Division's Special Inspection Program through the approval and listing of Quality Assurance Agencies, special inspection personnel, Amusement Rides and Transportation Systems and fabrication facilities that supply services and materials to the Las Vegas Valley. Engineering Services performs structural plans examination for the Building Division and provides technical assistance and code compliance monitoring during construction both at the office and in the field.

Records

The Department of Development Services Records team is responsible for the imaging, storage, research, reproduction, maintenance and destruction of the official records of the Building and Zoning/Land Use.

Interlocal Agreements

Occasionally, proposed developments intersect and overlap the County's and City of Henderson's boundary lines, confusing jurisdictional authority and responsibility for plans checking and inspection services. This interlocal agreement resolves that confusion by authorizing the County and City to determine on a project specific basis, executed by a memorandum of understanding, which jurisdiction will exercise authority based on where the interests of both jurisdictions and the project developer are best served.

Interlocal agreements with North Las Vegas and Henderson authorize the City of Henderson and North Las Vegas' Building Departments to use the Clark County's special inspector program with the associated lists of qualified special inspection agencies, inspectors, fabricators and relevant technical guidelines for five years.

Election Department

The Clark County Election Department is responsible for ensuring that all Clark County residents that want to vote in federal, state and local elections are provided an opportunity to register and cast their vote. Their mission is to provide an election process with integrity that is responsive to the needs of all eligible citizens in exercising their voting rights.

Summary of Services

1. Register voters and maintain voter registration records.
2. Process and validate petitions.
3. Conduct candidate filing.
4. Conduct federal, state, municipal and special elections held within Clark County.

The Clark County Election Department conducts the municipal elections for the cities of Las Vegas, North Las Vegas, Henderson, Boulder City and Mesquite. All five cities have on-going contracts with the Clark County Election Department to conduct their elections.

Family Services

The Clark County Department of Family Services (DFS) is the sole agency in Southern Nevada statutorily mandated to provide child welfare services (Nevada Revised Statute 432B). DFS is the only local governmental agency responsible for responding to reports of child abuse and neglect and acting to promote the safety, permanence and well-being of abused or neglected children. The department was formed on July 1, 2002, in response to the merger of state and County child welfare services. Historically, the County was responsible for providing / funding the child protective services (CPS) / investigative components of the child welfare system and the State for providing / funding the permanency (on-going case management) services. However, in 2001 NRS 432B was revised to include provisions mandating counties whose populations were 100,000 or more to provide and arrange for all child welfare services. Related negotiations provided that the State would continue to maintain funding responsibility for permanency child welfare services. These negotiations were memorialized through the creation and on-going maintenance of an interlocal contract with both Clark and Washoe Counties. The interlocal contract with Clark County was last renewed and approved by the Board of County Commissioners in 2009 and is set for renewal in 2011.

Child Protective Services (CPS) is the division that manages the Child Abuse and Neglect Hotline. Additionally this division conducts investigations on all allegations of child abuse and neglect. The services provided by the permanency division help to ensure that children are placed in a safe and stable environment and support long term placement options. Those include adoption, independent living, in home case management and out of home care management.

Justice Community

The Clark County Courts, consisting of the Eighth Judicial District Court, the eleven Justice Courts, and the five Municipal Courts, serve the judicial needs of more than two million people in Clark County Nevada. The Clark County District Attorney's Office, the Clark County Public Defender's Office, and the Clark County Special Public Defender's Offices are also essential components of the judicial system in the County.

District Court

The Eighth Judicial District Court is the largest general jurisdiction court in Nevada where criminal, civil, family, and juvenile matters are generally resolved through arbitration, mediation, and bench or jury trials. The Court encompasses all municipalities and outlying communities of Clark County. The Court serves as the trial court for felonies and gross misdemeanors as well as civil lawsuits involving more than \$10,000. District Court judges also hear appeals from Justice and Municipal Court cases. The Court is part the judicial branch of state government.

The Family Division of the Eighth Judicial District Court was created in January 1993 and helps people with divorce, annulment, child custody, visitation rights, child support, spousal support, community property division, name changes, adoption, and abuse and neglect. The Juvenile Court handles cases involving minors (anyone under the age of 18) who have been charged with violating the law, such as juvenile delinquency or other offense. Children who are charged with offenses that would be crimes if they were adults are classified as delinquents.

Justice Courts

Justice Courts are courts of limited jurisdiction as prescribed by Nevada Revised Statutes. Clark County has eleven justice courts composed of the Las Vegas Township Justice Court, the Henderson Township Justice Court, the North Las Vegas Justice Court, and the eight courts in the outlying townships. Justice Courts handle misdemeanor crime and traffic matters, small claims disputes, evictions, requests for temporary and extended protective orders, and other civil matters less than \$10,000. The justices of the peace also preside over felony and gross misdemeanor arraignments and conduct preliminary hearings to determine if sufficient evidence exists to hold criminals for trial at District Court. The Justice Courts are part of County government except that the Las Vegas Township Justice Court and the Eighth Judicial District Court have integrated administrative functions.

Municipal Courts

Municipal Courts are also courts of limited jurisdiction and manage cases involving violations of traffic and misdemeanor ordinances that occur within the city limits of incorporated municipalities. Clark County has five municipal courts located in the cities of Las Vegas, Henderson, North Las Vegas, Boulder City, and Mesquite and are part of municipal government.

District Attorney

The District Attorney's Office continues to play a significant role in improving public safety in Southern Nevada in addressing the needs of victims of crimes. The District Attorney is an elected official of Clark County, and the office serves as the legal branch of local government representing the Clark County Commission and other county agencies in administrative and litigation matters. There are four divisions of this office.

Criminal Division

- Receives and reviews referrals for prosecution from area law enforcement agencies.
- Draws all indictments by the Grand Jury.
- Prosecutes misdemeanor, gross misdemeanor and felony offenses through teams comprised of prosecutors, investigators, process servers, and administrative staff.

Civil Division

- Provides advice and counsel to the County Commission, County management, other elected officials and departments.
- Represents the County in civil litigation and administrative proceedings.
- Prosecutes all civil actions for the recovery of debts accruing to the County.

Family Support Division

- Locates non-custodial parents.
- Establishes paternity.
- Petitions and enforces child support and arrearage orders.
- Facilitates the collection and disbursement of child support monies.

Juvenile Division

- Prosecutes criminal cases involving juvenile offenders.

Public Defender and Special Public Defender

The Clark County Public Defender's office represents citizens of Clark County accused of crimes who cannot afford representation. The office provides a full range of litigation services for both adult and juvenile legal representation and has specialized teams dedicated to juvenile court, homicide cases, sexual assault cases and appeals.

The Special Public Defender's Office handles the majority of death penalty cases, cases involving juveniles charged with murder as well as murder cases which are conflicts for the Clark County Public Defender's Office. The Special Public Defender's Office also provides legal representation to parents who are at risk of having their parental rights terminated.

Both offices are part of County government.

Juvenile Justice Services

The Department of Juvenile Justice Services is a unique and complex public service agency that performs more than the traditional Juvenile Court functions of probation and detention. The department provides intervention services, guidance and control for adjudicated and non-adjudicated children ages 18 and under, who have been referred to the department by a law-enforcement agency. In addition to Administrative Services, the department consists of four divisions that provide direct services to the entire Clark County area.

- Juvenile Detention - a temporary holding facility for high risk youth *pending Court appearances* or institutional placement
- Probation Services - provides intake services and supervision of delinquent youth and supervise programs related to juvenile justice.
- Spring Mountain Youth Camp - a correctional placement facility for repeat and serious male offenders.
- Clinical Services Division - provides crisis intervention, psychological assessment and family counseling to clients of the various divisions

In addition to these four divisions, the Department also manages several other support programs, including:

- Applications, Research and Technology (ART) Unit - provides for all technology related functions,
- Central Support - general business services to clients and staff
- Gang Task Force Project
- Probation Officer (Category II) POST Academy.

The dramatic increase in multiple needs children and delinquent behavior and mental health issues, have caused the department to network with other agencies to attract more community resources and to develop alternative education programs with outside agencies.

Parks and Recreation

The Department of Parks and Recreation offers a large and varied curriculum of programs, activities, and facilities that are designed to meet citizen needs, are benefits-based, and are driven by the department's mission.

Clark County provides 104 neighborhood and regional park settings that provide for unstructured and unsupervised recreational activities, including gazebos, picnic tables, benches and barbeques. Parks total over 1,600 acres and include gathering areas for socialization, improved health, and mental refreshment. Additional amenities include self-guided nature trails such as the Clark County Wetlands Park, which also includes ponds, streams, and riparian areas. Clark County also provides connected trails through urban areas such as the Flamingo Arroyo Trail and the Las Vegas Wash Trail. Natural settings provide for public enjoyment at Sunset Park Lake as well as constructed facilities such as Desert Breeze Skate Park.

The County also maintains a geocaching program that can be referenced and followed utilizing the County's website and GIS mapping systems. Additional special use facilities exist where participants may use remote control model cars, airplanes and boats in self-directed opportunities. Several facilities are managed and supervised by enthusiasts and user groups from specific activities providing a higher level of self-guidance.

Recreation and Cultural

The Howard W. Cannon Aviation Museum is open 24 hours a day, seven days a week, for users of McCarran International Airport to use. It is a self-interpretive exhibit, and is located throughout the Department of Aviation. The Clark County Museum and Searchlight Community Museum also provide self-directed touring during their open hours for casual visitors.

The Department of Parks and Recreation offers a full slate of special interest classes, workshops, and specialized training through the Recreation and Cultural divisions. Programs are conducted under direct leadership of full and part-time staff, contracted instructors, and through partnerships with outside agencies. Those programs include:

- Countywide Senior Programs: Senior field trips; classes; workshops; and cultural programs.
- Countywide Aquatic Facilities: Learn to Swim programs, swim team programs, certified lifeguard training, water aerobic programs, and senior programs.
- Countywide Special Events: Extreme Thing
- Co-sponsored Programs: Silver Sneakers; Youth College/Neighborhood College; Safe Nite Out; Anti-Graffiti Program; Fit for Life; Desert Rose Golf Course; Vegas AmJam; and Police Athletic League activities.
- Park Amenities and Special Facilities: Baseball; basketball; volleyball; and tennis.

Recreational/Cultural Programs include:

Leader's of the Future - teen leader program, Safekey; RecTrek; "Back on Track;" Early Childhood Enrichment classes; RecMobile; Rural Arts Tour; resident camps; late night basketball and soccer; ropes challenge course, and Traveling Exhibits provided by the Clark County Museum system.

Cooperative Programming and Partnerships (Agreements):

Citizens may enjoy a variety of recreational and cultural activities under cooperative programming throughout Clark County. Examples of cooperative facilities, services or specific agreements include:

- Countywide Senior Services: A partnership exists with Catholic Charities regarding the Retired Senior Volunteer Program. Agreements with healthcare providers for provision of Silver Sneakers and Fit For Life programs. Agreements with Sandy Valley Seniors, Inc. and United Seniors, Inc. to operate county-owned senior centers in two rural areas.
- Countywide Youth Services: Agreements with various agencies at various centers/sites to enhance services to the youth including: Nevada Dept. of Education – food service program, Nevada Early Intervention Services - early childhood classes for disabled children, and College of Southern Nevada – English as Second Language courses.
- Countywide Aquatic Facilities: Partnership with Arthritis Foundation for aquatic certification. Agreement with local swim club to provide swim team services at county facility.
- Park Amenities and Special Facilities: Outside operation of several County-owned special facilities including Horseman's Park, Fairgrounds, BMX Track, Remote Controlled Hard-surfaced Track, and Remote Controlled Dirt Track. The County's operation of Camp Lee Canyon, a residential camp facility, is a cooperative effort between the County and the National Forest Service.
- Recreation Facilities: Las Vegas-Clark County Urban League staffs and programs the Pearson Recreation Center in an at-risk, underprivileged area. Clark County assists with operational expenses by providing \$300,000 in annual funding. The facility features a gymnasium, state of the art fitness room, computer lab, large multi-purpose room with a platform for speakers

and performances, a warming kitchen, and additional rooms for arts and crafts, children, teens and senior citizens. The adjoining park has a first class track and infield area.

- Cultural:
 - The Clark County Museum system has partnered with UNLV to digitize a significant early surveyor's collection, which will be hosted on the UNLV website with the Museum retaining originals and digitized copies. In addition, the Clark County Museum has partnered with the City of Henderson and the Henderson District Public Libraries on a digitization project of a large collection (over 150) of scrapbooks on the history of Henderson. In both of these efforts, the public is provided access to collections, which would be otherwise nearly unusable because of the fragile nature of the original material. Clark County Museum staff is also involved with a statewide initiative to develop digitization standards for archival and historic records.
 - Safekey officials from the local recreation departments and representatives from various Clark County School District departments meet twice each year to discuss areas of concern and reinforce the spirit of cooperation as well as means for information sharing.
- General: Established many cooperative programs with varying groups including Friends of Winchester, Friends of the Museum, City of Las Vegas Desert Mermaids, Nevada Senior Olympics, Nevada Cooperative Extension, College of Southern Nevada, The Kennedy Center's Partnership in Education Program, and Cirque du Soleil. A long-standing and ongoing partnership has been established between all the local municipalities and Clark County with the Clark County School District to provide shared facility usage and cooperative programming. (See File for Memorandum of Understanding)

Public Administrator

Public Administrator is an elected official and is entrusted to oversee the administration of estates of person deceased in Clark County who have no qualified person willing and able to administer. In accordance with state law, NRS 253.0403 the Public Administrator may ensure that the property of a decedent is safeguarded when one or more of the following conditions exist or when the Coroner or law enforcement requests the assistance of the Public Administrator's Office when they respond to a death and are unable to immediately locate a family member.

- There are no known heirs.
- An executor has not been appointed.
- The named executor of a Last Will and Testament fails to act.
- The Last Will and Testament names the Public Administrator as executor.
- An heir or heir's requests or petitions to have the Public Administrator appointed as the administrator of the estate.
- The Public Administrator determines property of the estate, or property deemed to have value to the estate, is being neglected, wasted, lost, inappropriately transferred, etc

Public Guardian

Public Guardian is responsible for caring for individuals who are legally determined to be incapable of administering their own affairs. Services are provided as a last resort when:

- There is no family.
- Family members are ill, elderly or other circumstances prevent their effective performance as a guardian.
- Friends or family have exploited or neglected the person and would not be suitable to serve.
- Family members live in other states and cannot meet the statutory requirements.

Case management services are provided as the Public Guardian is responsible for the proper care, maintenance, education of individuals and families. This department also protects, preserves, manages and disposes of the estate in the ward's best interest. Additionally, this department educates and assist citizens who are willing and suitable to serve as legal guardian for a family member or friend.

Recorder

The Recorder's Office is focused on our mission which is to promptly record, preserve, and provide access to public records in the most accurate, efficient, responsible and professional manner.

NRS 247 sets forth the powers, duties and responsibilities of the County Recorder. The County Recorder is solely and specifically mandated to take, proof, record and preserve documents affecting real property; to record marriages solemnized in the County; to maintain custody of an official record of each recorded document; to make each record available for public viewing; to maintain indexes of all documents recorded; and, to collect fees for recordings and copies of documents. Further mandates for functions and services to be performed by the Recorder's Office include the collection of real property transfer tax for the State of Nevada (NRS 375.018); recording and securing certificates of honorable discharge from the military (NRS 419.020); recording and indexing mining maps and mill sites (NRS 517.170); and, providing information from affidavits of death to Department of Health (NRS 111.365).

The Recorder's Office has fiduciary duties to collect fees and deposit monies into the County's general fund; to invest in the maintenance and enhancement of technology; to prepare an advisement to the Comptroller for the distribution of revenue collected; and, to provide supporting documentation and reports for fees collected specifically for special interests (foster care, victims of domestic violence, foreclosure mediation, mining claims).

Social Service

With a mission to provide a safety net of human services to a growing community, the Clark County Social Service Department (CCSS) provides a variety of services for needy residents of Clark County who are not assisted by other state, federal or local programs. Social Service is responsible for ensuring that the County meets its health, welfare and community responsibilities as set forth in the Nevada Revised Statutes and County ordinances. The primary mandates are to provide financial and medical assistance to qualified indigent people. Social Service is also responsible for other programs and duties assigned by the Board of County Commissioners, such as non-mandated programs for seniors.

A number of specialty focus areas are offered to include: Office of the Regional Homeless Coordinator tasked with oversight of regional homeless activities in coordination with other Clark County municipalities under the direction of the Committee on Homelessness reporting to the Southern Nevada Regional Planning Coalition. The Department also has administrative oversight for the Ryan White Part A Program for the Transitional Grant Area which includes all of Clark County.

Collaborative Activities

Clark County Social Service and University Medical Center have a long standing contractual relationship for payment and delivery of medical services for eligible indigent clients. There exists a well established a coordinated approach to determining eligibility and payment for both inpatient and outpatient services.

CCSS and the Department of Family Services are collaborating to identify shared clients and developing a system to ensure services are offered and coordinated for the best possible outcome for clients with children in the child welfare system. The Board of County Commissioners approved an MOU for the purposes of CCSS serving young adults, ages 18-21 who have aged out of the DFS foster care system. The service array resembles the eligibility and supportive services array already offered by CCSS, with increased entitlements from a dedicated funding stream.

CCSS has an agreement with the City of Las Vegas and the City of North Las Vegas to evaluate City-designated Special Improvement District hardship applications.

Clark County has an agreement with the State of Nevada, Department of Health and Human Services, Divisions of Welfare and Supportive Services (DWSS) and Health Care Financing and Policy (DHCFP) for the "County Match" program. This is Medicaid waiver program whereby the State DHHS Division determines eligibility and placements for institutional care for eligible clients and Clark County Social Service pays 100% of non-federal share.

CCSS has an agreement with the State of Nevada, Department of Business and Industry, Nevada Housing Division, to utilize the account for Low Income Housing Welfare Set-Aside funds to provide assistance with housing and related expenses. CCSS contracts with local providers to determine eligibility and distribute funds.

Treasurer

The Clark County Treasurer is an elected official and is responsible for the billing, collection and distribution of taxes on all real property in Clark County and special assessments within special improvement districts. The Treasurer is also responsible for the receipt and distribution of County revenues and administers banking services including investments. Additionally, the Treasurer conducts public auctions for the sale of tax-delinquent property and personal property from the Sheriff's evidence vault.

University Medical Center

University Medical Center of Southern Nevada (UMC) is a County-owned and operated, 541 bed, acute care teaching hospital, housing the only Burn Care Center and Level 1 Trauma Center and Level II Pediatric Trauma Center in Nevada. UMC out-patient services include 11 urgent, primary, and specialty care clinics. With a mission to serve the community by providing quality patient centered care in a fiscally responsible and learning-focused environment, the major services UMC provides are as follows:

- **Burn Care Services:** UMC opened the Burn Center in 1968. It remains the only Burn Center in the region, serving patients in a 10,000 square mile area. It houses one of the most advanced hyperbaric treatment facilities west of the Mississippi. Services include 25 inpatient beds and a full compliment of outpatient burn care services.
- **Cardiology/Cardiovascular Services:** UMC's cardiology and cardiovascular departments provide a full compliment of services from cath lab procedures to open heart surgery. The Chest Pain Center, accredited by the American Heart Association, treats patients with cardiac related diseases, providing rapid evaluation and immediate attention. In 2008, 32,000 patients were diagnosed and treated in the Chest Pain Center.
- **Quick Care Centers:** The UMC Quick Care system established its first clinic in 1988, to help alleviate the overcrowding of local emergency rooms. Currently, there are 10 urgent cares and 9 primary care centers in Clark County.
- **Critical Care Services:** UMC houses 200 critical care beds, with 95% to 100% occupancy, in the following specialty areas: burns, neonatal, pediatrics, surgical, medical, neurosurgical, cardiovascular, cardiology and trauma. These patients require critical life support services, and nurse-to-patient ratio is 1:1 or 1:2 depending on the severity of the patient's condition.
- **Emergency Services:** Each year, close to 80,000 patients are treated in the Adult Emergency Department and 35,000 patients in the Pediatric Emergency Department. ER services include our Primary Stroke Care Center, accredited by JCAHO, which provides care to more than 700 stroke patients annually.
- **Maternal Child Services:** Nearly 5,000 babies were born at UMC last year. UMC's Neonatal Intensive Care units are accredited as Level III (highest level) and Level II. Approximately 14% of newborns are admitted to our Level III. UMC is the only local hospital with highly specialized pediatric staff in-house 24/7, including double-board certified pediatric ER physicians, neonatal intensivists, pediatric intensivists, and pediatric trauma surgeons.
- **Medical/Surgical Services:** UMC houses nine medical/surgical units with over 340 beds. These units treat patients recovering from a full spectrum of medical conditions and surgical procedures, e.g., brain, spine, neck, bariatric, organ transplant, orthopedic, and general surgery.

- Surgical Services: In FY09, 10,005 inpatient and 9,528 outpatient surgeries were performed at UMC. UMC's surgical services include 24/7 in house anesthesia services, hand surgery, cardiac surgery, bariatric surgery, lithotripsy/urology, surgical oncology, endoscopy/laparoscopy systems, and a nationally recognized microsurgery spine program.
- Transplant Services: UMC established a kidney transplant program in December 1989, which currently is the only kidney transplant program in Nevada. Over the past three years, the Department of Health and Human Services has awarded UMC honor for achieving a 75% conversion rate (harvesting of organs).
- Trauma Services: In 1999, UMC established Nevada's first and only Level I Trauma Center designated by the American College of Surgeons. In 2007, UMC established the first and only Pediatric Level II Trauma Center in Nevada. As the only free-standing Trauma Center west of the Mississippi, UMC's Trauma Center serves a 10,000 square mile area that includes parts of California, Utah and Arizona.

UMC does collaborate with other government and community agencies to support certain services, such as the partnership with University of Nevada School of Medicine (UNSOM). Since 1986, UMC has served as the major medical clinical campus for UNSOM, the state's only public medical school.

UNSOM provides accredited clinical training to 186 residents and fellows at UMC, in the following specialties: emergency medicine, family medicine, internal medicine, OB/GYN, pediatrics, psychiatry, plastic surgery, general surgery, and critical care surgery.

Another collaborative effort in which UMC participates is the county-wide effort to lend financial support to WestCare in order to divert patients with mental health disease and substance abuse from our emergency room to their facility when appropriate. This ongoing project involves participation from hospitals, municipalities and the County to contribute funding to WestCare's operations with the expectation that they will provide services to patients accessing the hospitals' emergency rooms who would be better served at WestCare's facility.



City of Boulder City

Introduction

Boulder City is best known as the city that was created for the construction of the Hoover Dam. The City housed over 4,000 workers during the construction of the Dam, which lasted from 1931-1935. Fifteen hundred permanent and temporary buildings were built to accommodate the needs of the construction workers, including over a thousand homes, a dozen dormitories, four churches, tourist centers, trade facilities, a grade school, theater, and recreation hall. Once the Dam was completed, the Federal Government changed the basic function of the city to the headquarters of several government agencies involved in the Dam's water and power operations. The City was supervised and regulated by the Bureau of Reclamation and all land in and around the city was owned by the Federal Government.



Through the 1940's, Boulder City's development centered on government related activities. Additional Federal agencies established operations in the city, including the power operators responsible for the distribution of electricity from the Dam. The City prospered as a regional government center, as well as a pleasant, civic-minded community.

In 1958, the Federal Government passed the Boulder City Act and established an independent municipal government, the City of Boulder City. Under the Act, the Federal Government turned over the existing town site, approximately 33 square miles of land, and the utility system to the residents. The City Charter, approved by the residents, prohibits gaming, which makes Boulder City unique as the only city in Nevada where gaming is illegal.

In 1979, the citizens of the city passed a referendum and instituted a controlled growth ordinance. This controlled growth ordinance was enacted in response to the rapid growth of the city and to preserve the utility systems. Due to this unique ordinance, the city limits the number of residential and hotel/motel building permits issued each year to control the rate of growth in the community. Since the inception of the controlled growth ordinance, the growth rate of the community has been declining (from 2.7% during the 1980's to 1.76% during the 1990's and early 2000's).

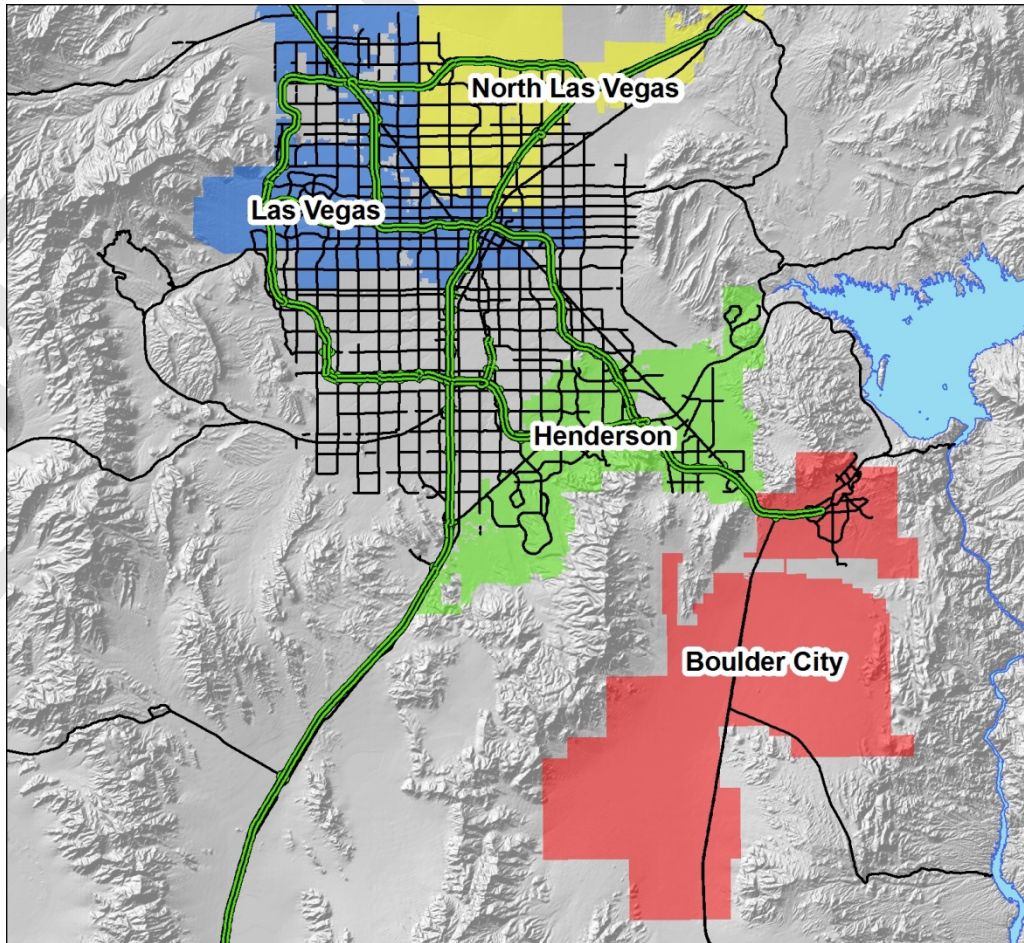
In 1995, the city purchased 107,400 acres of the former Eldorado Valley Transfer Area from the Colorado River Commission for the purposes of public recreation, solar energy uses, and a desert tortoise preserve. Several other smaller annexed areas in 2007 brought the city's total land area to approximately 207 square miles.



Geographically, Boulder City is separated from the balance of the Las Vegas Valley by a narrow pass (Rail Road Pass), and is only accessible at three locations from the outside world: US 93/95 through

Railroad Pass from the Las Vegas Valley, US 95 from Search Light, and US 93 from Arizona/Hoover Dam area. Large mountains and ranges separate Boulder from all other areas, making it near impossible to construct additional access points to the Las Vegas Valley.

The natural terrain and geography are the primary obstruction to the consolidation or sharing of any public services with the balance of Clark County. Limited infrastructure for communications also limits the ability to share with the Valley's efforts for shared IT services (such as cloud servers, and other IT communication backbone efforts).



Assembly Bill 494 of the 2009 Legislative Session requires that the City provide a report that identifies the functions performed by the City on the following subject areas:

- Public Safety
- Public Works; and
- General Government

The following is a brief description of the functions performed by Boulder City in those subject areas and a brief analysis (where appropriate) on consolidation efforts or feasibility for the same:

I. Public Safety

Police

The Police Department provides the following services:

- Traffic Enforcement
- Patrol
- Detective Bureau
- Crime Scene Investigation
- Canine Unit
- Public Safety Dispatch (for both Police and Fire)

The traffic enforcement unit enforces traffic laws within the urban city as well as the 55 miles of State Highways that pass through our community (U.S. Highways 93 and 95, and State Highway 165). The unit also is trained in truck inspection, drug traffic interdiction, and DUI enforcement. The traffic enforcement unit participates on a regional basis with the agencies of the City of Henderson, Las Vegas Metro Police Department, City of North Las Vegas, City of Mesquite and the Nevada Highway Patrol for traffic enforcement on a county-wide basis during targeted actions.

The Patrol unit provides the basic unit of police service for the community, including responding to local crimes and disturbances, enforcement of school zone speed zones, cross-walk enforcement, and a visual deterrent to crime through regular patrol through the entire urban community.

The Detective Bureau provides investigative services and functions for the community. Several members are trained crime scene investigators and provide crime scene investigation services.

The Canine unit functions as a sub-unit for traffic enforcement and patrol, assisting as necessary to locate drugs, apprehend suspects, and other traditional canine responsibilities.

The Dispatch Unit provides all public safety dispatch and monitoring services for Police, Fire, Animal Control and Code Enforcement. They also function as the City's 911 call center for all emergency calls. The unit is staffed 24/7/365 days of the year.

The Police and Fire Departments have entered into an interlocal agreement to develop and manage a regional training facility for public safety. Known as the EVOC (or Emergency Vehicle Operations Center), the facility will provide training location for emergency vehicle operations, including proper vehicle operation at high and low speeds, certification of fire apparatus operators, and a fire arms recertification range. The EVOC track development funding has been provided in part through assistance from the City of Henderson and the efforts of Senate Majority Leader Harry Reid. Boulder City provided City-owned land at no charge for the development of the very large facility.

The Police Department has also entered into interlocal agreements to provide mutual aid to the Las Vegas area agencies, including assistance for investigations, crime scene, and support for large scale events. The Department has entered into an interlocal agreement with the City of Henderson to house prisoners arrested for local crimes.

The department consists of 32 uniformed officers and 10 civilian positions.

Animal Control

Animal Control functions as a division of the Police Department and is responsible for all animal control activities in the community. They are dispatched through the city's centralized dispatch system. They provide services related to:

- Community education on how to live safely alongside wild animals native to the Mohave Desert
- Animal licensing
- Stray animal collection
- Operation of an animal shelter
- Destruction of dangerous animals
- Pet adoption

Fire

The City operates a single fire station to serve the community's 16,500 residents and 207 square miles. The station is staffed by full-time professional firefighters and certified paramedics are on-duty for each shift. The fire department provides:

- Ambulance transport
- Paramedic services
- Basic fire suppression response
- Vehicle accident response and assistance
- Plan review for compliance with fire code for all new and remodel construction

The Fire Department has entered in multiple interlocal agreements with the agencies in the Las Vegas Valley for mutual aid assistance, training, and education.

The department operates three (3) six-person shifts to staff three apparatus (one 2-person engine and two 2-person rescues/ambulance). The Department also functions as the City's Emergency Management Agency, and coordinates the training of all relevant city personnel for emergency management and response under the National Incident Management System ("NIMS").

II. Public Works

Administration

The administration division is:

- Responsible for the City's Capital Improvement Program
- Manages consultant contracts for capital projects
- Coordinates activities with the Nevada Department of Transportation

- Manages the City's Landfill, including coordination with the Southern Nevada Health District on permitting of the landfill operation
- Manages water purchase contracts with the Southern Nevada Water Authority to ensure the best possible price for City residents
- Establishes professional standards for department employees to ensure professionalism at all levels of service deliver for our residents
- Serves on multiple boards and committees at the County level with Valley jurisdictions

Engineering

Provides basic staff support and engineering services for city projects. Most major projects are contracted out for development, with in-house staff acting as a peer review to ensure proper engineering. The engineering division maintains all development records and files for all public infrastructure, and is the primary point of contact by citizens for copies of public documents related to public infrastructure.

City staffs serve on the Regional Transportation Commission of Southern Nevada ("RTC") Executive Advisory Committee and participate in the development of region-wide standards for infrastructure construction.

Streets

The streets division is responsible for the maintenance and cleaning of all city streets, street signage, street markings, and construction management for city street construction projects. They ensure that all development and repairs to city streets are consistent with the regional standards for municipal construction developed by Clark County and the RTC.

- Streets maintenance includes:
- Scheduled street sweeping
- Crack sealing
- Patching of Pot Holes
- Street marking maintenance, including painting of crosswalks, cleaning of permanent thermoplastic markings
- Removal of debris from city roadways after wind or rain events

All activities are dispatched through a central Yard in the center of town, minimizing travel and wear/tear on city vehicles.

Parks and Facility Maintenance

The Parks and Facility Maintenance group is responsible for ensuring that all public facilities are in good condition and repair. They are responsible for:

- Park irrigation system maintenance
- Park general maintenance (i.e., lawn mowing, tree and bush trimming)
- Building maintenance (i.e., electrical repairs, structural repairs)
- HVAC maintenance

Water Purveyor

The City is its own water purveyor and has a water system staff to ensure the clean and efficient delivery of both potable and raw water to customers within the community. The Water division is responsible for:

- Preventative maintenance of the City's underground water system
- Maintenance of the City's 4 water tanks (two above ground, two below ground)
- Testing of the water supply to ensure it meets minimum water quality standards
- Repair of water line breaks
- Planning for system improvements and efficiencies
- Monitoring the City's water usage and tracking usage of allotment from the Southern Nevada Water Authority

Sanitary Sewer

The City is its own sanitary sewer provider and has sewer system staff to ensure the proper operation and treatment of the sanitary sewer flow for its customers within the community. The sewer division is responsible for:

- Preventative maintenance of the City's underground sewer piping
- Preventative maintenance of the City's 5 sewer pump stations, including the sewage grinders at those stations
- Operation and maintenance of the waste water treatment plant
- Testing of the waste water effluent to ensure minimum standards for effluent discharge are met
- Planning for system improvements and efficiencies

Electric Utility

The City is its own electric utility provider and has electric utility staff to ensure the proper operation and delivery of electricity to its customers within the community. The electric utility service area is limited to the original 35 square miles of the community as set in 1958, with the balance of the undeveloped community in the Eldorado Valley Transfer Area served by NV Power (primarily the open desert). The Electric Utility division is responsible for:

- Preventative maintenance of the City's above ground and below ground electric distribution lines
- Provide service disconnects and reconnects for customers to ensure public safety
- Maintenance of the City's 5 power substations
- Maintenance of the primary transmission line from the Mead substation to the City
- Scheduling of power purchase and transport from contracted sources (Hydroelectric, NV Energy, Solar, others)
- Monitoring of rates to ensure the lowest possible delivery charge to our customers
- Planning for system improvements and efficiencies

III. General Government

Business Licensing

The City provides business licensing services for approximately 2,500 customer accounts, ranging from fixed location businesses, mobile businesses, contractors, and home-based businesses. Revenues derived from business license activities are an integral part of the overall revenue stream for the City, and it is unlikely that the City would participate in a universal business licensing program for a county-wide business license that would result in lowering license revenues.

Community Development Department

The Community Development Department houses the following divisions and activities for the City:

City Planning

Provides staff support for the City Planning Commission, City Allotment Committee (growth control), and the City Historic Preservation Committee. Is responsible for ensuring that all new construction, rehabilitative construction, and remodel construction are consistent with the City's Master Plan (also called a "General Plan" or "Comprehensive Plan"), the City's Zoning Ordinance, and the City's Growth Control Ordinance.

Department Staff serve on the Southern Nevada Regional Planning Coalition ("SNRPC") Planning Director's group, and provide staff support to the SNRPC Technical Committee and SNRPC Board during the scheduled rotation of responsibilities with other member jurisdictions. Department Staff also participates on a regional basis for population estimation, "Green" communities initiatives, and the Regional Transportation Commission of Southern Nevada executive committee and sub-committees on planning and walkable routes to schools.

Building Permitting and Inspections

Provides staff support and inspection services related to all construction activities within the community. Includes Building Plan Review, Building Inspection, Fire Code Compliance Inspection, Code Maintenance and Update, and code administration. The Building Official serves on the Southern Nevada Building Officials group which acts as a regional clearinghouse to ensure consistency in the application of the building code across jurisdictional lines.

Ordinance Enforcement

Provides inspection services and enforcement of all codes of the City not enforced by the Police Department. Recently has taken on the additional responsibility of enforcing swimming pool maintenance requirements through a relationship with the Southern Nevada Health District Vector Control Division.

Redevelopment Agency

Provides staff support and program administration of the City's Redevelopment Agency, including budget preparation, project selection and administration, and planning. The City has one Redevelopment Area to administer.

Municipal Airport

Provides staff support and administration of the City's Municipal Airport, the 149th busiest airport in the Nation in 2008 in terms of passenger enplanements. The airport generates approximately 100,000 aircraft operations on an annual basis, and approximately 300,000 passenger enplanements. The majority of passengers are tourists on their way to the Grand Canyon, and to a lesser degree other area sights. There are 201 based aircraft, 5 commercial tour operators, 2 fixed base operators, an aircraft paint shop, tour reservation centers, aircraft maintenance shops, and approximately 600 full-time and part-time private sector employees.

Land Management

Provides staff support and administration for implementation of the City's Growth Control Ordinance for residential and hotel/motel construction. Includes the maintenance of a database of approved construction permits for new homes, apartments, motels and hotels, and senior housing developments.

Provides staff support and administration for implementation of the City's Land Management Plan, including assisting in the drafting and review of request for proposals to lease and/or develop city land. Includes managing development of the Eldorado Valley for solar energy, tortoise habitat, and recreational uses.

Through an interlocal agreement with Clark County, provides law enforcement activities for the Boulder City Conservation Easement ("BCCE") – an 85,000 acre desert tortoise habitat. The BCCE is an integral part of the County-wide Section 10 "Take" Permit with the U.S. Division of Fish and Wildlife Service to enable the development of land within Clark County for valid purposes (such as residential subdivisions, commercial development, casino construction and new public infrastructure). The City is also a member of the County-wide Multi Species Habitat Conservation Plan Permittee Group to administer the Plan and ensure compliance with the terms of the Section 10 Permit.

Municipal Court

The municipal court handles all local misdemeanors and traffic citations and also doubles as the district court for other crimes for Clark County.

Information Technology

The Information Systems division provides technical support and maintenance of the City's data and telecommunications systems for all departments. Their primary services include:

- Maintaining the integrity of the database structure across multiple platforms
- Providing training to city employees on use of all software utilized for the day-to-day functions
- Maintain the security controls and systems for secure access points through the city infrastructure, such as airport, police, courts, electrical substations, and city hall
- Maintain and operate the City's television equipment and station, including providing training to non-division staff on use and operation of equipment
- Maintain and implement the City's Geographic Information System ("GIS") software and data, including providing training to city departments on protocols and data integrity

Parks and Recreation

Recreation Programs

The City operates both adult and youth recreation programs at multiple locations in the community. The programs have a very high participation rate as a comparison of ratio of citizens to participation, exceeding national averages. The Department also provides art education and participation courses, Tiny Tots, SAFE KEY after school programs, swimming lessons, a community pool (operated year-round), and traditional sports leagues (basketball, youth baseball, youth soccer, tennis and other traditional municipal recreation programs

Golf Course

The City operates two golf courses (Municipal course and the Boulder Creek Golf Club) to provide golf for our residents and visitors. The Municipal course is targeted at the casual golfer and local residents, with reasonable price points to encourage local play. The Boulder Creek course is targeted to the golfer desiring a more competitive course and enhanced golf service environment. The City operates a Greens Committee to ensure that the Courses operate efficiently and provide the services necessary for a successful operation.

Parks and Recreation Commission

The department provides staffing support to the City's Parks and Recreation Commission who is responsible for the development of new recreation opportunities for the community, the formulation of budget proposals for the Department, and planning of the city's recreation infrastructure.

Regional Open Space coordination

The department serves as the liaison on behalf of the City on the Regional Open Space group to ensure the preservation and improvement of open space amenities on a regional basis with the Las Vegas Valley.

Special Event Permitting

The department serves as the single point of contact for groups desiring to hold a special event or activity within the City and/or upon City property. Examples of special events annually held in the community include the Spring Jamboree (estimated attendance of 50,000 persons over two days), Art in the Park (estimated attendance of 75 – 100,000 persons over two days), the Barbeque Challenge, Damboree Parade and Fireworks, and the Christmas Light Parade. The department also coordinates and issues permits for the filming of motion picture, television commercial and print advertising shoots within the community. Boulder City is a popular site for television and movie production with the natural vistas and historic feel in the community.



A Place To Call Home

City of Henderson

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City of Las Vegas

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Introduction

PENDING CITY COUNCIL APPROVAL

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Introduction

PENDING CITY COUNCIL APPROVAL

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I. PUBLIC SAFETY FUNCTIONS

A. **Detention and Enforcement:** The Department of Detention and Enforcement provides the public with law enforcement and detention services such as:

- Operates a 1050 bed detention facility housing misdemeanor offenders who have committed their crimes within the City of Las Vegas as well as gross misdemeanor and felonious offenders through contracts with other local and federal agencies
- Provides inmate information
- Provides animal control services
- Partners with The Animal Foundation , a non-profit organization, for the sheltering of animals
- Provides law enforcement services through the Deputy City Marshals, primarily at the more than 200 City properties which include parks and facilities
- Provides warrant service pickups to law enforcement agencies in the greater Clark County area
- Provides parking enforcement
- Provides training focused on recertification of peace officers as well as professional development opportunities for all staff
- Partners with the College of Southern Nevada and the cities of Henderson and North Las Vegas to provide initial academy instruction for new officers
- Investigates alleged misconduct within the department
- Provides dispatch services to Animal Control, Deputy City Marshals, Municipal Court Marshals, Parking Enforcement and is responsible for inmate movement

1) **Animal Control:** The purpose of the Animal Control unit is to educate the public on responsible pet ownership and to enforce N.R.S. Chapter 50 and Municipal Code Title 7 within the city's jurisdiction to include licensing and vaccinations, mandatory spay and neutering, and cruelty regulations. The Animal Control unit also oversees, in cooperation with Clark County and North Las Vegas, The Animal Foundation shelter operation and operates the region's Emergency Mobile Animal Shelter, which is equipped to meet the medical and sheltering needs of animals in disasters. This mobile unit is used as a regional resource and is available to the other animal control agencies, through an interlocal agreement, in the surrounding area.

2) **Jails/Detention:** The mission of the Detention Services Division is to provide inmate custody, health care and discharge planning services to the city of Las Vegas. The division's priority is to ensure the safety and security of the inmates, staff, visitors and the community in the most efficient and effective manner, holding an American Correctional Association Accreditation and subjected to numerous inspections by external entities, annually, to ensure the facility remains in compliance with various standards to include, health, sanitation, and overall compliance with this jails mission.

Intake/Booking Unit -Officers are responsible for the booking of approximately 35,000 inmates per year. Staff review arrest declarations to ensure lawful incarceration. A typical booking consists of a thorough physical search, medical screening, property inventory, fingerprinting, booking photo, comprehensive present and past history evaluation by classification to determine housing, and data entry into the Jail Management System.

Law Enforcement Support Technician Unit (LEST) -The LEST unit interacts with the public and all of local law enforcement and criminal justice agencies and strives to return officers to the field within 15 minutes of submitting arrest paperwork. The LEST Unit is responsible for data entry as it relates to the following direct services: Booking, Bail, Court, and Release documentation. LEST's operate 24 hours per day and process in excess of 35,000 bookings, 33,000 releases, and 20,000 bails on an annual basis. LEST' play an essential role in the Marshal warrant program, accepting bail over the phone and at the customer window, as an agent of the Court.

Inmate General Population Units -These units operate 24 hours per day, seven (7) days per week. Officers are assigned and responsible for the care, custody and control of approximately 1,000 inmates.

Inmate Isolation/Segregation Population Units – These units operate 24 hours per day, seven (7) days per week and are more labor intense as compared to the general population housing units. Officers are assigned and responsible for inmates with various special needs conditions requiring a higher level of supervision based on individual circumstances.

Inmate Classification Unit- This key unit provides an objective inmate classification system. The system is a fair, equitable and behavioral-based system that utilizes an inmate's past and present behavior, as well as criminal history, to determine appropriate custody levels, programming and housing. This system is an industry standard model.

Facility Maintenance Unit -Staff is responsible for overall maintenance of the uniquely designed campus style detention facility, including plumbing, electrical, air conditioning, structural integrity and operation of interior and exterior security gates. (Heating, Ventilating, and Air Conditioning by facilities)

Medical & Culinary- Privately contracted medical staff provides 24 hour medical coverage for the inmate population ranging from routine medical assessments to mental health evaluations and emergency medical response and referral, through the daily professional services of nurses and doctors. The medical contractor holds an accreditation certification by the National Commission on Correctional Health Care. The privately contracted facility culinary services provider prepares and serves in excess of 3,000 meals daily, while maintaining health standards and a grade 'A' rating by the Southern Nevada Health District.

- 3) **Police:** The mission of the Deputy City Marshal unit is to enforce local, state and federal laws, and to provide enforcement related services to city employees, residents and visitors on properties owned, leased, operated or otherwise under the control of the city of Las Vegas. The Deputy City Marshal unit also responds to abandoned vehicle complaints, provides dignitary protection and participates in joint community policing efforts with other public safety agencies. The Deputy City Marshal unit accomplishes its mission through the use of pro-active vehicle, foot and bicycle patrol. The Deputy City Marshals make arrests, issue citations, conduct investigations, collect and preserve evidence as well as testify in court. Additionally, the Deputy City Marshals are presently involved in a pilot program with Municipal Court to improve warrant compliance through adjudication, increase revenue through processing outstanding bail and finally to assist with keeping patrol officers within their areas of responsibility by offering a service to pick up their arrestees with outstanding warrants.

In addition to the Deputy City Marshals, responsible for limited law enforcement services on property owned, leased, operated or otherwise under the control of the city of Las Vegas, the City contracts with the Las Vegas Metropolitan Police Department (LVMPD), 38.9 percent of the law enforcement services budget, to provide police response and associated services within the city limits. LVMPD is the primary Law Enforcement agency, possessing primary jurisdiction within the City limits and throughout unincorporated Clark County on public and privately owned property.

Parking Enforcement-The purpose of the Parking Enforcement unit is to educate, to issue warnings and to enforce Municipal Code Title 11, in order to achieve sufficient turnover and parking availability through a high level of compliance within the city's jurisdiction. Parking Enforcement also assists in special event parking, vehicle immobilization, fire lane and neighborhood enforcement, as well as in training volunteers in the enforcement of handicap parking infractions.

Business Office - The Business Office performs all fiscal functions for the department. This work group coordinates, develops, prepares and administers the annual budget. Additionally, the Business Office is responsible for grant compliance, inmate funds, commissary functions, department contract management/negotiation, capital project expenditures and departmental inventories and purchasing.

Training - Mandated by the Nevada Administrative Code (NAC), Chapter 289 of the Nevada Revised Statutes (NRS), and the Nevada Peace Officers Standards in Training (POST) Commission, the purpose of the Training Unit is to provide in-service-training for both sworn and civilian staff. This includes, but is not limited to: training staff to be technically competent, mentally proficient, and ready to respond to the community expectations; and meet or exceed the requirements of the profession.

The core services include providing in-service training, offering professional development and education for staff, ensuring firearms qualifications and peace officer certifications are met, and managing training records and curriculum development. They research and maintain currency with new legislation that may be relevant to updating training needs. Training is responsible for the policies and procedures and post orders for the entire department, by ensuring the protocol is followed and updates and dissemination of policies and procedures and post orders are completed.

Security Systems Unit –The Security Systems Unit is responsible for all facility and city of Las Vegas security camera installation and maintenance.

Access/Key Control-The purpose of the city's Access Control System and Lock Shop is to provide prompt, reliable service and secure city facility access by utilizing electronic security systems accessible through programmable identification cards and /or with high security keys. The core service of this unit is to secure city facilities, both physically and electronically, to maintain keys and locks, and to manage pertinent projects and vendors. All services are provided citywide.

Control Center Dispatch- The Control Center operates 24 hours per day, 7 days per week, and is responsible for providing communications and security services department wide. The Public Safety Technicians (PST's) have the responsibility to ensure continuous communications with all field units to include the Deputy City Marshals, Animal Control and Parking Enforcement Officers as well as Municipal Court Marshals and Corrections Officers, in addition to taking calls from other agencies, other city departments and the public.

Internal Affairs/Investigations- The purpose of the Investigations Section is to ensure the Department of Detention and Enforcement's standards are adhered to by its employees and to maintain the department's professional image. The Investigation Section conducts investigations into all department allegations of employee misconduct and fair treatment to and by the incarcerated. The Investigations Section conducts background and hiring interviews for all new Detention and Enforcement employees. This process assists in determining the applicant's suitability for employment and is conducted through voice stress analysis, as well as via a thorough background investigation. The Investigation Section's intent is to complete all investigations in a fair, equitable and timely manner. This function of the Investigations Section also protects employees from unjust and malicious allegations when they are determined to be unfounded. The Investigations Section is governed by NRS 289, Civil Services Rules, the Garrity Rule and other federal and state laws.

B. **Las Vegas Fire & Rescue** provides all fire suppression, prevention and education programs in the city. The department also provides bomb squad, hazardous materials and emergency medical and emergency management services such as:

- Distributes media and public information
- Fulfills requests for official fire reports and records
- Provides emergency information and public education
- Maintains fire ordinances and regulations
- Provides related inspection reports and permit information

Emergency Management Services (EMS): Las Vegas Fire & Rescue's EMS Operations Program provides emergency medical response and treatment services to the Las Vegas community so residents can receive timely, specialized pre-hospital medical care. These services include, but are not limited to: emergency medical response, medical treatment, patient extrication, patient transport, patient care reports and special event medical standby services. Special Operations: Las Vegas Fire & Rescue's Special Operations Program provides technical response and rescue services to residents, businesses and visitors so they can receive emergency assistance from specialized response teams.

II. PUBLIC WORKS FUNCTIONS

A. The Public Works Department plans, designs, constructs, operates and maintains city public use facilities, roadway and traffic network, wastewater and stormwater management systems and regulates private development such as:

- Manages wastewater treatment for the cities of Las Vegas and North Las Vegas at city facilities.
- Is responsible for the safe and orderly movement of vehicles and pedestrians through a number of different traffic devices including traffic signals, stop signs, school zones and school flashers, and speed humps.
- Provides architectural and engineering services for the city through the City Engineer's Office. This includes overseeing Special Improvement Districts.
- Establishes Land Development requirements for private development.

1. **Construction-** The Capital Project Management Program provides architectural and engineering design and construction management services for city roadway, flood control, sanitary sewer, parks, trails and municipal facilities capital projects. This includes design through both in-house architectural/engineering staff personnel and contracted out consultant professional services. Construction oversight is also done through both in-house and contracted out services. Services provided include:

- Cost Estimates
- Design Reports, Plans and Specifications
- Facility Interior Designs and Acquisitions
- Design Consultant Contracts
- Interlocal and Utility Agreements
- Utility Plan Review
- Surveying
- Construction Plan Reviews
- Construction Contracts
- Capital Project Inspections
- Quality Assurance Inspections
- Construction Claims Analysis
- Special Improvement Districts

Private development construction oversight is also provided through the Land Development Program. This program provides private development infrastructure plan review, map review, permitting and bond release services to private developers and property owners, utility companies and other government entities.

It provides construction monitoring and permit compliance services for infrastructure improvements within the public right of way according to approved plans and specifications. Services provided include:

- Approval of Civil Improvement Plans
- Improvement Plan Fee Assessments
- Civil Improvement Record Drawings
- Right of Way Improvement Permits
- Construction Permit Inspections
- Approval of Utility Plans
- Construction Bond Releases
- Property Development Agreements
- Material Testing and Quality Assurance
- Subdivision Maps

2. **Flood Control-** The Public Works Flood Control Program provides regional and neighborhood drainage planning, drainage study review and Federal Emergency Management Agency (FEMA) flood plain management services to developers, property owners, city departments, and other public agencies so they can construct drainage infrastructure and elevate structures to reduce the risk of flooding. This program participates as a member of the Clark County Regional Flood Control District and coordinates and prioritizes regionally funded capital flood control projects. Services provided include:

- Flood Plan Reviews/Approvals
- Regional Flood Control Master Plan Updates
- Geographic Information System Flood Index Maps
- Annual Capital Improvement Plan Updates
- Member of Regional Flood Control District
- Flood Zone Determinations
- Technical Drainage Studies/Reviews
- Neighborhood Drainage Studies/Reviews
- Federal Emergency Management Agency Community Rating System Reports

3. **Traffic-** The Traffic Engineering and Field Operations Program provides traffic system planning, design services and operational management of the city's street network system for residents, visitors and businesses of Las Vegas so they can benefit from a comprehensive traffic management system.

This program also performs construction and maintenance activities for traffic control devices such as traffic signals, signs, pavement markings and street and park lighting. Services provided include:

Traffic Engineering:

- Temporary Traffic Control Plans
- Traffic Studies
- Traffic Impact Analysis Review
- Traffic Flow Improvements
- Traffic Design and Specification Plan Reviews
- Safe Route to School Plans
- Traffic Standards
- Traffic Impact Fee Assessments

Traffic Electrical and Field Operations (TEFO):

- Traffic Signs
- Road Markings
- Communication Infrastructure
- Maintenance and Installations
- Roadway Lighting
- School Flashers
- Traffic Signal Timing Plans
- Traffic Signals Construction
- Traffic Signal Maintenance and Repairs
- Park Lighting
- Utility Line Location

4. The Roadway and Trails Planning Program provides long range transportation planning, funding acquisition, implementation monitoring, and infrastructure coordination services to developers, city departments, and other public agencies to effectively plan, future transportation infrastructure. This program participates in regional planning efforts as a member of the Regional Transportation Commission and the State Transportation Technical Advisory Committee, and closely coordinates transportation infrastructure with the state Department of Transportation and other regional agencies. Services provided include:

- Regional Long Range Roadway Planning
- Roadway Corridor and Trails Studies/Reports
- Geographic Information System Roadway and Trails Index Maps
- Trails Master Plan
- Funding Applications/Proposals
- Roadway Pavement and Maintenance Reports
- Capital Improvement Funding Plans/Updates
- Master Plan of Streets and Highways
- Consultant Statement of Qualification
- Rankings/Reports

5. Water- The city of Las Vegas does not have a water program. The city is a board member of the Southern Nevada Water Authority. Residents and business within the city of Las Vegas procure their water services from the Las Vegas Valley Water Authority.

6. Water Quality Planning - The city participates in water quality planning through its membership in several regional water quality boards and committees such as: Clean Water Coalition, Las Vegas Valley Watershed Advisory Committee, Storm Quality Management Committee, Sewage and Wastewater Advisory Committee, and others.

7. Wastewater- the Environmental Program provides wastewater treatment services to residents, visitors, and businesses to safely return treated wastewater back to Lake Mead for water credits. This program operates and maintains three wastewater plants including the Water Pollution Control Facility, Durango Hills Water Resource Center and the BoMo Reclamation Center. Together, these facilities have a treatment capacity of 102 million gallons per day. Services provided include:

- Wastewater Treatment
- Environmental Compliance Samples (Water quality tests)
- Industrial Waste Site Inspections
- Facility Master Plans and Reports
- Plant Design and Construction
- Equipment Operation and Maintenance
- Wastewater Treatment Process Inspections
- NDEP Permit Compliance
- Predictive Maintenance Plans (vibration analysis, oil analysis, laser alignment, thermography)

III. GENERAL GOVERNMENT FUNCTIONS

A. The Building and Safety Department provides reasonable controls for the construction, use and occupancy of buildings to ensure public safety. To do this, the department issues building permits, schedules project inspections and enforce various building codes. The Dept. of Building and Safety is responsible for:

- The administration and enforcement of building codes as adopted by the City Council
- Issuing building permits
- Providing plans check status
- Scheduling project inspections during specific stages of the building process
- Providing applications, forms and requirements for building permits
- Providing general information and requirements for both commercial/residential projects
- Providing commercial requirements and information
- Providing residential requirements and information

Building Development and Permitting- The mission of the Building and Safety Department is to provide building plan review, permit and inspection services to the citizens of Las Vegas and the development and construction industry so they can live and work in a safely built environment. This effort includes extensive plan review and consideration of alternative materials and construction methods during plan review and as part of the inspection programs. As a part of the permitting process, the department reviews state of Nevada Contractors Licenses to ensure that licensed contractors are building our city.

The department provides code interpretations and education on methods to comply with a wide spectrum of building codes for both commercial and residential development. The department provides on-site construction inspections to determine compliance with the Building Codes and approved building construction plans to ensure a safe built environment for residents, businesses and visitors.

Permit and License Processing Program-The purpose of the Permit and License Processing Program is to provide land-use entitlement, map and permit services to developers and businesses so they can build their projects and operate their businesses in a timely manner. Program Services include:

- Plans Check
- Address Changes
- Minor site development plan reviews approvals and denials
- Business licenses
- Certificates of appropriateness (HPC)
- City Referral Group reports
- Correction letters

B. Finance

1) Accounting Services

- a) **General Accounting** (financial reports, account analyses, bank reconciliations, journal entries, fixed asset reports)
- b) **Accounts Payable** (vendor payments, accounts payable inquiry responses, non-vendor payments, travel settlements, internal revenue service form-1099s, accounts payable reports, purchasing card payments, debt service payments)
- c) **Payroll** (payroll checks, payroll inquiry responses, payroll reconciliations, wages, compensation, tips forms (W-2s), payroll reports, third-party payments)
- d) **Accounts Receivable** (accounts receivable billings, American Medical Response billings, special improvement district billings, billing consultations)
- e) **Sanitation Billing** (sewer bills, sewer account inspections, sanitation account consultations, sanitation account payoffs)

2) Financial Services

- a) **Budget and Reporting** (comprehensive annual financial report, capital improvement plans, annual budgets, budget guidelines, budget management reports, financial analyses, budget amendments, cost allocation rates, position management reports, financial/budget consultations)
- b) **Investment Management** (cash investments reports, cash management analyses)
- c) **Debt Management** (debt management reports, debt financing instruments)
- d) **Payment Receipting** (collection payment postings, general accounts receivable receipts, cash handling statistical reports, cash handling policies and procedures, parking ticket hearings, payment receipting analyses, lockbox reconciliations, special improvement district

reconciliations, special improvement district foreclosure sales, non-sufficient funds check collections, merchant account analyses)

3) Purchasing and Contracts

- a) **Contracting** (procurement strategy consultations, bid openings, bid abstracts, contract award documents, bid solicitation documents, bid package sales, purchase orders, negotiated contracts, supplier diversity reports)
- b) **Supply Management** (inventory replenishments, inventory receipts, surplus property sales, inventory validations, inventory inquiry responses, supply management strategy consultations)
- c) **Purchasing Cards** (p-cards, p-card compliance, p-card training sessions)

4) Business Services

- a) **Business Licensing** (business license investigation reports, business licenses, business license billing statements, business license inquiry responses, business license statistical reports, business license customer consultations, business inspections, business permits, temporary licenses, business license audit investigations)
- b) **Business License Enforcement** (business license investigation reports, business license citations and violation notices, business inspections, business license audit investigations)
- c) **Commercial Compliance Program** (sewer bills, sewer account inspections, sanitation account consultations, commercial compliance)

C. The Las Vegas Municipal Court is a Court of Record with jurisdiction over traffic violations, criminal misdemeanor offenses, municipal code ordinance infractions and civil ordinance actions (not exceeding \$2,500) that occur within Las Vegas city limits. Elected judges represent the six departments.

- Traffic Ticket/Citation
- Criminal Misdemeanor Offense
- Warrants
- Records Research
- Court Ordered Programs

Courts-The Las Vegas Municipal Court, designated as a Court of Record, was established under Article IV of the Las Vegas City Charter. The court is composed of six judicial departments, and a Traffic Court department. The six judges serve six-year terms and are elected at large by the citizens of the city of Las Vegas. The Traffic Commissioner is appointed by the City Council. Sentences are imposed in matters that fall within the city limits as delineated by Nevada Revised Statutes Section 5.010. Such offenses include all criminal misdemeanors, traffic violations and civil ordinance violations not exceeding \$2,500, where the city is a party or is benefited thereby, and any other violation of Las Vegas municipal ordinances.

- D. The Department of Information Technologies (I.T.) is responsible for providing the electronic infrastructure, services and systems that will help city government provide fast, reliable, accurate, and cost effective information.

I.T. is responsible for developing and implementing systems that will support council initiatives, meet citizen needs, improve the productivity and functionality of every employee and protect citizen and employee information. I.T. provides the infrastructure and systems that support public safety, sustainability, development and growth, livability and that manage cost and support city employees. Services, enterprise systems and infrastructure provided by I.T. include:

- Business analysis
- Project management
- Wide area networks
- Telecommunications
- Desktop support
- Oracle E-Business Suite (Finance, Human Resources, Purchasing and Inventory)
- Hansen (Planning, Customer Service, Neighborhood Response, Licensing and Inspection Scheduling)
- Class (Leisure Services)
- GIS (planning, mapping, emergency response, dispatch, homeland security and safety)
- Courts Management System (detention, alternative sentencing, city attorney and courts case management)
- Performance Plus (management reporting and efficiencies)
- Animal Control (animal shelter and valley wide animal control services).

- F. The Department of Leisure Services and Office of Cultural Affairs provides quality cultural and recreational experiences for all ages and abilities that allow people:

- To find recreational and cultural activities.
- To find parks and facilities
- To search parks by features or near an address
- To register for after-school programs like Safekey or Track Break
- To register for classes
- To find active adult and senior activities and classes
- To find concerts, dance, theatre, classes, Rainbow Company Youth Theatre and art exhibits.

Parks and Recreation- The city of Las Vegas Department of Leisure Services, established in 1949, is comprised of 23 facilities ranging from senior/active adult centers to inclusionary recreation centers and to aquatic facilities. The department programs classes and activities for all abilities for ages 18 months to 100 years old and everyone in between. Safekey, a before and after school enrichment program is operated at 69 Clark County School District sites. Leagues and tournaments are programmed on 132 athletic fields in addition to activities and events in 67 parks throughout the city.

Cultural Affairs- The Office of Cultural Affairs was established in 1974 at the Reed Whipple Cultural Center and a growing outreach program. Today, Cultural Affairs provides quality of life programming through its concerts, theatre productions, youth arts education, gallery exhibitions, public art and urban initiatives (First Friday and Cultural Corridor). The largest literary festival in Nevada, the Vegas Valley Book Festival, is produced each year through the urban arts initiatives. The Office of Cultural Affairs programs three (3) cultural centers, two (2) amphitheatres, four (4) galleries, two (2) plazas and two (2) mobile stages for the parks. The Las Vegas Arts Commission, a program of OCA, approves and oversees the city of Las Vegas' public art. The award-winning Rainbow Company Youth Theatre presents five (5) productions and numerous theatre classes each year. The Special Events Unit provides event planning and oversight to parades, diversity celebrations, Helldorado, and festivals.

- G. The Planning and Development Department prepares and implements plans to administer and recommend entitlements, and offers advice about development that will enhance the quality of life of the citizens of Las Vegas. It provides information on current planning, which deals with zoning and development reviews; and comprehensive planning, which deals with long range planning issues and data such as:
- Land Use & Project Development Application Requirements for new residential and commercial projects, tenant and home improvements and expansions
 - Zoning Code and Recently Adopted Ordinances (Title 19)
 - Subdivision Ordinances (Title 18)
 - Conducts comprehensive planning and prepares the Master and Special Area Plans
 - Responsible for Outside Agency Plan Reviews and Instructions
 - Staffs the Planning Commission and Historic Preservation Commission
 - Creates planning maps, newsletters, brochures, statistical reports and special publications

Planning- Planning reviews civil and building permits for compliance with the Zoning Code (Title 19), Special Area Plans, and conditions of approval for any land use entitlements granted by the Planning Commission and City Council. Planning also reviews all Tentative Maps and Final Maps as part of the NRS subdivisions regulations for compliance with state law and The City of Las Vegas Subdivision Ordinance (Title 18).

Nevada Revised Statutes (NRS) empower the city to regulate and restrict the improvement of land and control the location of structures, and require the establishment of a planning commission. Under this mandate, the Planning & Development Department is responsible for the manner in which zoning regulations and restrictions and the boundaries of districts are determined, established and amended. The department serves as staff for the planning commission, accepting and reviewing land use applications. The department serves as the designated representative for the filing of maps and vacations. The director of Planning is required to certify that final maps are accurate and that all conditions have been met.

The planning commission is required by state law to prepare a comprehensive long-term general plan for the physical development of the city; the governing body is required to put the plan into effect. The Planning & Development Department is responsible for staffing the preparation and implementation of the general plan. Eighteen elements of the Master Plan are required by NRS for the city.

NRS requires the establishment of a regional planning coalition, which is to develop a comprehensive regional policy plan for the balanced economic, social, physical, environmental and fiscal development of orderly growth in the region. The Planning & Development Department is responsible for providing staff support for the coalition and carrying out the implementation of the regional policy plan.

- H. Neighborhood Services promotes, develops, and supports safe, healthy neighborhoods through partnerships, education and compliance. Neighborhood Services establishes partnerships with residents, businesses, religious and civic organizations to accomplish common goals that strengthen the community and allow people:

- To learn about code violations and how to submit a complaint
- To apply for grants to improve the neighborhood
- To start or become involved with a neighborhood association
- To get funding for nonprofit or public service programs
- To learn about neighborhood programs

Senior Services-The Department of Neighborhood Services provides seniors services such as resource referrals, education and training in order to address issues of concern identified through surveys, phone inquiries, council requests, and various senior services organizations. Seniors receive referrals to community resources, including emergency food assistance, utility and housing assistance. Seniors are also provided educational resources such as informational fairs, health seminars and Medicare Part D workshops.

The Department of Neighborhood Services also provides technical support to the appointed members of the Las Vegas Senior Citizens Advisory Board. The board meets monthly to identify senior issues and make recommendations to resolve issues.

Housing and Homeless Services- The city of Las Vegas offers housing and homeless related programs for low to moderate income population groups. These programs are (1) Housing Prevention and Rapid Re-Housing, (2) Reconnection with Family and (3) Emergency Relocation Assistance.

1. Housing Prevention and Rapid Re-Housing (HPRP) – The city provides prevention and rapid re-housing services with the assistance of a HUD administered American Recovery and Reinvestment Act (ARRA) grant, to families and individuals that are currently homeless or are at risk of becoming homeless. In Homeless Prevention, one-time rental and/or utility assistance is provided to households residing within city of Las Vegas limits that are at risk

- of becoming homeless. For Rapid Rehousing, like the TBRA program, eligible program participants may access rental and utility assistance for up to 1 year while actively participating in training or other services and activities that lead to their self sufficiency.
2. Reconnection with Family- This program provides eligible households that are currently homeless or at risk of becoming homeless with one-way, one-time, out-of-town transportation assistance so that they can reach designated housing with awaiting family and/or other secure housing situations. Additionally, minimal travel supplies (snacks and toiletries) are provided as needed.
 3. Emergency Relocation Assistance- This program assists with the relocation and re-housing of constituents residing within city limits who must be re-located from their current residence or living environment due to inhabitability based on code or other safety violations.

Community Development Recommending Board (CDRB)- The CDRB is a citizen's advisory board appointed by the mayor and council to evaluate and make recommendations on public service proposals eligible for federal funding such as job skills, transportation, nutrition and literacy. Funding sources include Community Development Block Grants, Emergency Shelter Grants, and Housing Opportunities for Persons with Aids. Priority is given to non-profits whose applications address:

- Homeless Services (Veterans, men w/ children and women w/ children);
- Senior Services;
- Special Needs population; and
- Youth Services with a focus on early childhood development and academic skills.

HOME Application Review Committee - This committee is comprised of staff from the Finance & Business Services, Neighborhood Services, and Office of Business Development, Planning and Development and Public Works departments. HOME funds may be used to acquire land for construction of affordable housing, to construct single-family and multi-family affordable housing, rehabilitation of existing housing and to support homebuyer assistance programs.

Applications are evaluated for financial stability, leveraging of funds, development schedule, funding gaps and development experience. Priority is given to non-profit and for-profit developers whose application addresses the city of Las Vegas Housing Strategy Plan Priorities:

- Seniors
- Homeless Prevention
- Special Needs Population



City of Mesquite

Introduction

The City of Mesquite prides itself on its community focus, a wide array of recreational opportunities, efficient provision of desired services, and enviable quality of life in a clean environment. Located approximately 80 miles from Las Vegas northeast on Interstate 15, the City of Mesquite is home to nearly 21,000 residents (as of July 2009), including a healthy “snowbird” population. Organized and operating as a General Law city in accordance with Chapter 266 of Nevada Revised Statutes, the City encompasses approximately 32 square miles within the Virgin River Valley.

Residents enjoy a variety of recreational venues throughout the city including nearly 100 acres of neighborhood, community, and regional parks; a lighted 4-court municipal tennis court; a 10 acre baseball/softball complex; a 50,000 square foot recreation center complete with indoor and outdoor pools, basketball and racquetball courts, and weightlifting and aerobic exercise room; and a bike and pedestrian trail system that has completed 53.8 paved and natural surface miles with future plans for an additional 80 miles to improve the open space connectivity. The city also supports a fine arts center; historical museum; a newly renovated 200-seat Community Theatre; and a full season of cultural event programming coordinated by the community-based Greater Mesquite Arts foundation.

The City maintains about 67 miles of the 112 miles of surface streets within its boundaries, and public fixed route and handicapped assisted transportation is provided by “Silver Rider” which is a service of the Southern Nevada Transit Coalition.

A recently expanded full service senior center prepares meals for dine-in and home delivery in addition to providing a social gathering place and coordinating recreational and cultural opportunities for the senior residents.

The Clark County School District provides four schools for 2,000+ students at the kindergarten through 12th grade levels within the City. To serve the expanding need for higher and continuing education opportunities within the City, the College of Southern Nevada has an established campus consisting of classroom and administrative office space. The Las Vegas-Clark County Library District serves the community by operating a branch library, offering internet services and access to a broad range of literary, audio and video resources.

The City maintains a strong connection with local governments and other entities in the Las Vegas Valley; however, due to the geographic distance between them, the City has developed a tradition of successful cooperation and collaboration within its own community to effectively and efficiently deliver the public services its residents require. Following is a brief overview of the City’s efforts in this regard pursuant to the requirements of the legislation.

Public Safety

Animal Control:

The City provides animal control services under the direction of the Mesquite Police Department and employs two full time employees. The City currently operates a single shelter, enhanced by community volunteers and an organization, We Care for Animals, which allows for enhanced animal care, extended holding (beyond NRS minimum), and dramatically improved adoption rates.

The City coordinates with Clark County Animal Control on temporary holding of animals found in Clark County jurisdiction and delivered to shelter. Animals from adjacent Mohave County, AZ, are frequently picked up or delivered to the shelter.

Mesquite's remote location from the Las Vegas Valley makes consolidation of such services with other jurisdictions difficult to contemplate and unlikely to ensure improved service delivery or true efficiencies in other operational aspects.

Jails/Detention:

The Mesquite Police Department oversees and operates our jail facility, which was constructed in late 1990's in conjunction with Police Administrative offices, telecommunications and court system. The jail has proven to be adequate in size, and allows for the maintaining of incarcerated individuals for upwards of 6 months, in accordance with NRS.

Mesquite's remote location from the Las Vegas Valley makes consolidation of such services with other jurisdictions difficult to contemplate and unlikely to ensure improved service delivery or true efficiencies in other operational aspects.

Juveniles:

The Mesquite Police Department holds juveniles in accordance with the provisions of NRS, and transports the same to appropriate facilities operated by Clark County in the Las Vegas valley. This is an area that consolidated service delivery occurs already.

Fire/EMS:

The Mesquite Fire and Rescue Department provides fire, paramedic grade rescue and transport ambulance service to the Mesquite community and surrounding areas of Clark and Mohave Counties through mutual aid or other interlocal agreements.

Mesquite's remote location from the Las Vegas Valley makes consolidation of such services with other jurisdictions difficult to contemplate and unlikely to ensure improved service delivery or true efficiencies in other operational aspects.

Police:

The Mesquite Police Department provides police services including patrol, investigations, animal control, detention/corrections, court security, and participation in a combined agency drug task force.

Mesquite's remote location from the Las Vegas Valley makes consolidation of such services with other jurisdictions difficult to contemplate and unlikely to ensure improved service delivery or true efficiencies in other operational aspects.

Mutual Aid/Interlocal Agreements:

The City of Mesquite actively participates in interlocal agreements related to a combined agency drug task force, as well as ICE operations and other multi-agency special enforcement on an as determined basis. Mesquite's remote geographical location in Clark County, directly abutting Mohave County, AZ, and Lincoln County, NV, as well as being bi-sected by Interstate 15 has long encouraged the development of mutual aid and other interlocal arrangements. These arrangements have provided true efficiencies and benefits to Mesquite residents.

Public Works

The City of Mesquite Public Works Department includes the divisions of Streets and Drainage, Traffic Controls, Signage, Sewer Collection/Treatment, Re-Use Water Distribution, Inspections, Facility Maintenance and Engineering.

Mesquite's remote location from the Las Vegas Valley makes consolidation of such services with other jurisdictions difficult to contemplate and unlikely to ensure improved service delivery or true efficiencies in other operational aspects.

Construction:

Minor construction or reconstruction is undertaken with city workforce; however most new public works facilities are bid to private contractors.

Flood (CCRFCD):

The City of Mesquite is a participating member of the Clark County Regional Flood Control District, and has an ongoing interlocal agreement related to maintenance of RFC facilities located within Mesquite.

Road Maintenance:

Repair and maintenance of City streets is predominately undertaken with city workforce.

Traffic:

The City works with the Clark County Regional Transportation Commission on the FAST program, and is currently completing integration of all traffic controls with the same.

Transportation (RTC):

The City is a participating agency with RTC.

Water:

The City of Mesquite is served by the Virgin Valley Water District (VVWD), an independent governmental water authority established and governed by NRS.

Water Quality Planning (CWC):

Sewer: The City of Mesquite participates/coordinates with the Clean Water Coalition and receives a share of the sales tax generated for the treatment of waste water, as well as receiving and distributing the same to the VVWD.

General Government

The City of Mesquite was incorporated in 1984 primarily for the purpose of obtaining and providing enhanced levels of governmental services to the residents of our remote community, separated by over 85 miles of desert from the Las Vegas Valley.

Business License:

Provided from the Clerk's office, and allows for maximum benefit related to ensuring accuracy of information and better control of fee revenues.

Building Development and Permitting:

Provided from Building and Capital Development Department. Due to our smaller size, the permitting process is significantly easier and considerably faster than those entities in the Las Vegas Valley.

Courts:

Municipal Court provided by locally appointed judge who also serves as an elected County Judge. The City currently has an interlocal agreement on space sharing, and general upkeep of Court.

Interlocal Agreements:

City provides joint judicial services with Clark County, as noted above, and further receives Clark County support based on an interlocal agreement to provide County (non-Mesquite) residents service at Recreation, Parks, Senior Center and Museum at same cost as afforded to a Mesquite resident.

IT:

City has IT staff to provide services on all technology, e.g., computers, servers, radios/communications, phones, web site support, to all departments of the organization.

Parks/Rec:

City has full service Recreation and Parks Department that provides programmed events and leagues, as well as facilities used by promoted tournament directors. As indicated earlier, the City currently participates in an interlocal with Clark County to afford non-Mesquite/Clark County residents service at same rate charged to Mesquite residents.

Planning:

The Planning, Zoning and Redevelopment Department provides full long and current planning, as well as full GIS, redevelopment and environmental planning services. The City currently enjoys an interlocal with Clark County that allows use of GIS aerial mapping at a fixed cost.

Purchasing:

City departments handle purchasing in house. In order to secure best pricing, emphasis is placed on seeking out and participating in other governmental bids/awards in order to secure best pricing.

Social Services:

Homeless: City would rely on not for profit/charities or Clark County for such services.

Housing: City would rely on not for profit/charities or Clark County for such services.

Senior services: City provides senior meals, including home bound delivery, at the Mesquite Senior Center.

The center also provides social opportunities, games and crafts for the senior population of Mesquite, and non-Mesquite residents of Clark County through an interlocal described above. The Recreation Department also provides senior exercise programs, again serving resident and non-Mesquite residents of Clark County through an interlocal described above.

Mutually Agreed Upon Areas for Consolidation**Business License:**

The City is concerned that the geographic separation will make a complete consolidation impractical: however finding ways to seamlessly address the applicant access to necessary State, County and local business licensing in a Mesquite location would be beneficial.

IT/Shared Infrastructure:

The City would be interested in working with Clark County, Clark County Schools and other agencies that provide services to the Mesquite community in securing redundant internet services, at Vegas Valley pricing, for our agencies and residents.



CITY OF
NORTH LAS VEGAS

Your Community of Choice

City of North Las Vegas

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INTRODUCTION

On May 1, 1946, the City of North Las Vegas incorporated as a unique and separate entity at the northern end of the Las Vegas Valley. The population at the date of incorporation was 2,875 and the total land area was 2.5 square miles.

Today, the City has a population of approximately 220,000 and comprises approximately 98.4 square miles. As North Las Vegas is approximately 42% built-out, there is significant room remaining for future growth.

In the current economic climate, the City is faced with many challenges. The demand for services and the ability to provide them impacts all areas of future growth, not only in terms of quantity, but quality. Providing municipal services, developing infrastructure and public facilities, increasing physical security and quality of life, developing pedestrian-oriented neighborhoods with proper planning for commercial and industrial areas, regional malls, infrastructure and municipal facilities, family oriented open spaces and parks, quality educational opportunities, cultural amenities, as well as up to date transportation systems that allow people to travel easily throughout the city, will continue to be a delicate balancing act.

I. PUBLIC SAFETY

Police

The Police Department is represented by five main program areas that represent the department's broad spectrum of law enforcement and community policing services.

The Office of the Chief is responsible for overall administration, overseeing the public information function, ensuring that standards of professional conduct are maintained and appropriate discipline is administered through the internal affairs division, and for any special projects as may be needed by the department.

The Police Operations Command comprises the largest program area in terms of number of personnel and is divided into a Northwest Area Command and a South Area Command. This command provides the community with police patrol services on a 24/7 basis and traffic enforcement including school crossing guard services to promote vehicular and, pedestrian safety.

The Investigative Services Command is responsible for special operations activities including street narcotics and street gang details, investigative services for crimes against persons and property, crime scene investigation and analysis, custodianship of evidence, and all narcotics related investigations and incorporates the services of the canine unit, radio and communications support including dispatch services. In addition, this command is responsible for providing recruitment services.

The Administrative Services Command serves as the provider of support and ancillary services to the rest of the department. It includes the records division, workcard/fingerprint unit, policy implementation and strategic planning and the animal control unit. The Administrative Services Command also provides technology systems support and advice, fiscal and budgetary control, payroll, purchasing, grants management, and neighborhood crime prevention and youth-oriented programs.

Mutual Aid / Interlocal Agreements

Some of the mutual aid and interlocal agreements with the City of North Las Vegas are as follows:

- An interlocal agreement to authorize the sharing of resources between the North Las Vegas Police Department and the Las Vegas Metropolitan Police Department
- Interlocal Contract with the Las Vegas Metropolitan Police Department for Mutual Aid in Law Enforcement
- Interlocal Agreement to enable the City to be a subrecipient of funds through the State of Nevada, Emergency Response Commission for United We Stand Grant Program
- A User Agreement with the Eighth Judicial District Court to provide service to computer entries in the Nevada Criminal Justice Information System and the National Crime Information Center
- Interlocal Agreement with the Clark County Office of Emergency Management to enable the City to be a subrecipient of Federal Department of Homeland Security FY 08 Interoperable Emergency Communications Grant Funds
- Intrastate Interlocal Contract with the Nevada State Department of Public Safety for accessing and dissemination of criminal data for the Police Department
- An Interlocal Agreement with the City of Henderson for sharing public safety hardware and software
- A Memorandum of Understanding with the Community College of Southern Nevada and the City of Henderson Police Department to provide instruction for law enforcement trainees in accordance with standards outlined by Nevada Police Officer Standards and Training
- Agreement with the Community College of Southern Nevada for the Law Enforcement Academy- College Credit Interlocal Agreement for Police Academy students
- Interlocal Agreements with the Nevada Department of Public Safety, U.S. Department of Defense, Federal and State Law Enforcement Agencies

Animal Control

The purpose of the City of North Las Vegas Animal Control is to educate the public regarding responsible pet ownership and enforcing City animal ordinances. They perform a variety of services that help animals as well as the public: rescuing injured or sick animals, controlling stray and potentially dangerous animals roaming at large, removing stray dead animals from private and public property and transporting lost pets to the animal shelter where their owners can reclaim them. Animal Control officers are in action every day, handling many routine as well as emergency situations with pets and wild animals. One of the most important things that they do is to investigate animal bites. Animals that bite are quarantined and placed under observation to make sure the threat of rabies does not exist. Other situations investigated are animal cruelty and abuse, complaints of animal noise annoyance, unsanitary conditions, and abandoned animals.

The City of North Las Vegas has entered into an interlocal Agreement with the City of Las Vegas and Clark County for shelter services provided by the Animal Shelter Foundation.

North Las Vegas Animal Control is co-located at the Regional Animal Campus located at 655 N. Mojave Rd., Las Vegas, NV 89101. They currently have six animal control officers working from 6:30 AM. to Midnight, seven days a week.

Detention Center

The City of North Las Vegas Police Department's Detention/Corrections Division's current mission is to provide safe and secure confinement options for local misdemeanor inmates, to provide relevant Detention Center and community-based programs to a targeted group of local misdemeanor inmates, and to generate revenue through the contracting of bed space.

This division provides detention services for City misdemeanants, United States Marshal Service inmates, Immigration and Naturalization Service inmates, Federal Bureau of Prisons inmates, Clark County inmates, and inmates from other jurisdictions.

The Division handles inmate transportation services including moving inmates to and from various courts within Clark County. The Division also handles special projects as requested by the City Council and other City Departments, including catering special City sponsored events. Detention/Corrections maintains a staff of approximately 253 employees and the average daily inmate population is between 880 - 980 inmates. The Division is organized under the Office of the Chief of Police with two sub-divisions: Operations and Services.

Fire/EMS

The Fire Department (NLVFD) is staffed by uniformed and civilian employees who comprise the Administration, Fire Operations, Homeland Security and Special Operations, Business and Support Services, Community Life Safety, and Code Enforcement Divisions. Personnel provide emergency services response, Advanced Life Support, emergency management, department training and record keeping, fire prevention, inspection, fire protection enforcement, fire investigations, code compliance, public information and public education, as well as administrative services. NLVFD provides an all hazard 24 hour emergency response service from 8 fire stations using 7 engines, 2 trucks, 6 ALS rescues, and two Battalion Chiefs.

The department provides fire engineering and inspection services, along with a complete public education program. Emergency medical services at the advanced care (paramedic level) are provided on all first out emergency apparatus. The areas of collaboration with other entities are:

Interlocal Agreement Fire Protection and Rescue Services (Automatic Aid)

- Clark County Fire Department
- Las Vegas Fire Rescue

Interlocal Agreement for Fire Protection and Hazardous Materials Incident Response (Mutual Aid)

- Nellis Air Force Base Fire Department

Cooperative Fire Protection Agreement

- Bureau of Land Management
- USDA Forest Service
- U.S. Fish and Wildlife Service
- National Park Service

- Nevada Division of Forestry

Cooperative Agreement for Use of Facility (Training Facility)

- Henderson Fire Department
- Nellis Fire Department (Pending)
- Clark County Fire Department (Pending)
- Las Vegas (Pending)

Memorandum of Understanding – Airport Emergency Services

- Clark County Department of Aviation
- Clark County Fire Department

Memorandum of Understanding – Urban Search and Rescue

- Clark County Fire Department

Interlocal Agreement – Fire Alarm Dispatching

- Las Vegas Fire Department

NLVFD is also a participating member of the State of Nevada Fire Mutual Aid Plan.

II. PUBLIC WORKS

Development & Flood Control

This division processes all commercial and residential land development projects by performing comprehensive reviews of civil improvement plans and drainage studies for compliance with state, local and federal regulations; calculates and collects development-related fees and bonds; processes subdivision maps for approval by the Planning Commission; and issues permits for grading and off-site construction activities. It is also responsible for the administration and management of FEMA-regulated flood zones and issues Flood Zone Determinations to the community. It ensures compliance with the National Flood Insurance Program, implements the Clark County Regional Flood Control District Master Plan and prioritizes the funding and construction of flood control facilities.

Construction

The Construction Services Division of the Public Works Department provides inspection services to the private development community. The primary duties of the division include inspection of dry utilities, asphalt roadways, concrete curb and gutter installations, soils/geotechnical components, street lights and traffic signals for all commercial, multi-family and residential projects. In addition, the division reviews and approves all Certificates of Occupancy for commercial and residential structures, coordinates project close-outs for surety bond extension of private development improvements. The division also provides a full service materials testing laboratory.

The Development & Flood Control Division of Public Works reviews civil improvement plans and technical drainage studies for compliance with local, regional, state, and federal regulations; calculates and collects development-related fees and bonds; executes offsite improvement agreements; processes permit applications for approval; issues permits for grading and offsite construction; represents the City on numerous development-related interlocal committees, including the Multiple Species Habitat Conservation Plan and the National Pollutant Discharge Elimination System (NPDES) for stormwater quality. It is also responsible for floodplain management by enforcing compliance with FEMA and Regional Flood Control District regulations.

The Roadway Operations Division is responsible for maintaining all paved and unpaved streets and roads in the City. It is responsible for sweeping over 2,150 lane miles to comply with the City's NPDES permit and the Federal Clean Air Act. Roadway Operations performs pavement preservation and rehabilitation work. The division is also responsible for maintaining 28.5 miles of concrete lined flood channels, 5 miles of unimproved channels and 7 flood detention basins as part of the Clark County Regional Flood Control Annual Maintenance Program. It is also responsible for clearing trash, debris and vegetation to improve the City's appearance. Roadway Operations also provides emergency response to clean oil and debris spills, downed trees, flood events, and motor vehicle accidents.

Traffic Operations

Traffic Operations is responsible for barricade inspections, line locates, and the construction and maintenance of traffic signals and street lights, including their networks, terminals and operations. It provides and maintains signs, markings and lane delineations. In addition, the division is responsible for installing and maintaining the City's Fiber Optic Network, parking lots, area lighting, and all City parks' electrical lighting, including ball fields, tennis courts, and irrigation controls.

Traffic Engineering & Support

The Traffic Engineering section oversees the orderly development of the City's transportation system. The goal is to achieve a transportation system that will address demand and capacity, employ appropriate technologies, and join transit, roadway and bicycle/pedestrian facilities into a safe, efficient and environmentally sensitive network.

The Traffic Support section provides electrical inspections, locates buried electrical facilities for construction, and provides work zone traffic control inspections.

The Regional Transportation Commission (RTC) of Southern Nevada established the 2006 bicycle route system map. The system map is for the City of North Las Vegas and neighboring communities in the Valley.

The department recently signed "Bicycle Route" designations for Decatur Boulevard, Carey Avenue and Pecos Road to comply with the RTC system map. These are "Share the Road" facilities in which the bicyclist shall use the 14 foot wide, shared use lane or break-down lane, for directional travel.

Water/Water Quality Planning/Utilities

The City of North Las Vegas Utilities Department is organized into five divisions and an administrative section:

Business Services Division consists of the Field Customer Services section which performs meter reading, field customer services (including water service turn-ons and turn-offs), and conservation. It also responds to waste water concerns. This section also handles technology interface, project planning and testing, and related support services. The Automated Meter Reading Project is the highest priority for this section. The Customer Services section performs cashiering, office customer services, call center, billing, bill printing, and bill payment processing.

The Engineering Services Division includes planning, development services, and mapping information. Those responsibilities include:

- ✓ The utility plan review process which ensures that water and wastewater systems are designed and developed in accordance with applicable standards.
- ✓ Ensuring that City water and wastewater facilities are pro-actively identified and programmed on both local and regional levels.
- ✓ Updating of utility system maps and maintaining all utility system as-built records.
- ✓ Ensuring that all City ground-water permits are maintained in proper standing with the State of Nevada including submission of an annual report of production and recharge operations.
- ✓ Maintain, update, and calibrate water and wastewater system computer models for use in master planning and technical study efforts.
- ✓ Administration and processing of well conversions and oversizing/refunding agreements.
- ✓ Updates to Utility Services Rules and Design Standards.

The Technical Services Division consists of three sections:

- Utility Inspection Services provides the line locating service requests for potable water system and the wastewater collection system; inspection services for the potable water system, the wastewater collection system, and the Capital Improvement Projects throughout the City relating to utility infrastructure.
- Utility Design and Construction Management Services provides the engineering design and construction management of the Capital Improvement Projects related to the utility infrastructure. This section also provides design and construction management services needed for smaller scale projects as needed.
- Public Outreach Services provides outreach or educational information to the public on water quality, water conservation, protection of water resources, and other related Utility Department information.
- The Water Reclamation Facility will treat wastewater after construction is completed. It will ensure that the treatment meets all local, state and federal guidelines.

The Utilities Operations Division provides safe and reliable water and wastewater service to our customers and consists of three sections:

- Field Services currently maintain 1100 miles of water main, 672 miles of sewer main, and over 128 miles of storm drain.
- Water Operations maintains and operates the water production and distribution system consisting of eight reservoir sites, eight pumping stations, and six well sites. This section also maintains the safety, security, and backflow programs. The Backflow program is mandated by the Nevada State Health Division and support by chapter 13.20 of the City of North Las Vegas Municipal Code. The program is a key element in ensuring the integrity of the City's potable water supply.
- Pretreatment maintains the City's pretreatment program, which is mandated by the U.S. EPA's Clean Water Act. The program protects the City's wastewater facilities through the inspection and permitting of industrial and commercial businesses.

The City of North Las Vegas' growth and the increasing cost of conveying wastewater to the City of Las Vegas for treatment prompted the City Council to initiate the design and construction of a water reclamation facility that would be owned and operated by the City. The Water Reclamation Facility is the fifth division within the Utilities Department and the mission is to provide a high quality of wastewater treatment to meet regulatory requirements and to be able to do so in the most cost effective manner. Construction of the Water Reclamation Facility was initiated in November 2009 and is anticipated to be completed in the second quarter of 2011.

Water Services and Other Agencies

The City of North Las Vegas is a member of the Southern Nevada Water Authority (SNWA). The SNWA is a cooperative agency formed in 1991 to address Southern Nevada's unique water needs on a regional basis.

SNWA is governed by a seven-member agency comprised of representatives from each of its member organizations. These member agencies are Big Bend Water District, Boulder City, Clark County Water Reclamation District, Henderson, Las Vegas, Las Vegas Valley Water District, and North Las Vegas. SNWA's mission is to manage the region's water resources and develop solutions that will ensure adequate future water supplies for the Las Vegas Valley.

One of the City Council members is the City representative on the SNWA Board. The staff of the Utilities Department works closely with SNWA because SNWA supplies treated water taken from the Colorado River to the City which provides that water to its retail customers. The City staff members are voting members of the various committees which direct the SNWA staff. These committees deal with water supply, water conservation, capital improvements, finance, and management.

Wastewater Services and Other Agencies

The City of North Las Vegas is a member of the Clean Water Coalition (CWC). Members of the CWC include Clark County Water Reclamation District, City of Las Vegas, City of Henderson, and City of North Las Vegas.

One of the City Council members is the City representative on the CWC Board. Wastewater reclamation agencies, located in the Las Vegas valley of Southern Nevada, have worked together for many years on a variety of projects, including planning, engineering and water quality studies and environmental monitoring.

Starting in November 2011, the City of North Las Vegas will be treating its own wastewater. The new Water Reclamation Facility will end the City's reliance on the City of Las Vegas and Clark County to treat the City's wastewater. Currently the City contracts with the City of Las Vegas and has interlocal agreements with Clark County to treat the City's wastewater.

The Utilities staff also participates with the Clark County Water Reclamation District, the City of Las Vegas, and the City of Henderson on the committee to allocate the wastewater portion of the Clark County Tax for Infrastructure which provides funding for the planning, design, and building of water and wastewater infrastructure and which is administered by SNWA.

Mutual Aid and Other Agencies

The City of North Las Vegas Utilities Department participates with the other water and wastewater agencies in the valley on the Nevada Water and Wastewater Agency Response Network (NvWARN) which is part of the United States Water and Wastewater Agency Response Network (USWARN).

The members of NvWARN include North Las Vegas, Las Vegas, Henderson, Water Reclamation District, Las Vegas Valley Water District, Boulder City, City of Mesquite, and SNWA's Southern Nevada Water System (SNWS). All of the participating agencies have signed mutual aid interlocal agreements to assist each other in case of emergency. The Utilities staff plan, develop, and participate in the tabletop and mock exercises to enhance preparedness for actual emergencies.

III. GENERAL GOVERNMENT

Business License

The Business License Division is responsible for providing service to the general public, business license applicants and existing licensees. The goal is to provide quality customer service, ensure access to accurate and timely business license data, and ensure compliance by all businesses with the City's business license ordinances.

Specifically, the Business License Division answers inquiries for and about existing businesses, assists applicants in obtaining the proper business license by providing application checklists to aid in the application process, receives and processes business license applications and renewals, and conducts follow-up on the approval and issuance of business licenses. Complaints regarding businesses operating in the City are also received and investigated by the Business License Division.

Building Development and Permitting

The City of North Las Vegas Building Safety Division of Public Works performs plan review, issues permits, and performs inspections for conformity to the City of North Las Vegas Municipal Codes and current adopted construction codes.

The Current Planning Division of the City's Planning and Zoning Department is responsible for reviewing all applications for current development, writing staff reports, and making recommendations to the Planning Commission and City Council. Planning Examiners within this division review building permits and plans submitted by other departments and perform landscape inspections.

This division is also responsible for customer service either in person or over the phone, processing and routing all applications for review by other departments or outside agencies, reviewing business licenses and home occupation requests, and for the maintenance of the City's land use records. Current Planning also heads up the Land Use and Pre-Submittal Task Force meetings that are available to developers.

Municipal Court

The North Las Vegas Municipal Court is responsible for adjudicating traffic and misdemeanors that originate within the City of North Las Vegas. The North Las Vegas Municipal Court currently has two elected judges. The Court is comprised of the following divisions:

- ❖ Administration is responsible for developing and implementing goals and objectives, policies and procedures and overall planning and direction for the department. Administration also prepares and monitors the budget for the general fund, court facilities fund, administrative assessment fund, and the judicial enforcement funds within the court.
- ❖ The Customer Service Division is the primary interface between the court and the public and is responsible for processing payments on court-ordered fines and bails, scheduling court appearances, maintaining all accounts receivable files, providing information on all archives cases, and processing mail and drop-box payments.
- ❖ The Court Program Division manages the court's alternative sentencing programs and services for those cited with criminal misdemeanor offenses and traffic violations. The court currently offers a traffic school class, a repeat offender class and a Driving Under the Influence class. This division also manages those who are assigned to the work program and have been sentenced to perform community service.
- ❖ The Courtroom Support Division is comprised of a court preparatory unit and a courtroom unit. The court preparatory unit is responsible for all paperwork sent to the court from local law enforcement agencies and the Criminal Division of the North Las Vegas City Attorney's Office. The courtroom unit is responsible for recording dispositions in court and ensuring that all related documents related to each case are collected and properly maintained within case folders. It also issues pre-trial and trial dates and manages cases that have been forwarded to District Court on appeal.
- ❖ The Judicial Enforcement Division is responsible for enforcing judicial orders through the collection of delinquent fines and fees owed to the court.
- ❖ The Warrant Division is responsible for the preparation of all failure to Appear Warrants and Bench Warrants. Warrant information is entered into the Nevada Criminal Justice Information System (NCJIS) and checked for accuracy in order to provide law enforcement with the most current information available.
- ❖ The Information Technology and File Retention Division provides technical support for the court's computer system and responds to all requests and system problems.
- ❖ The Marshal Division is responsible for providing a safe and secure environment for the public, staff, and judges. They operate the metal detector, scanner, and x-ray machines to reduce the risk of deadly weapons and/or contraband from entering the Justice Facility. The Marshals also assist with information and direction of court proceedings and are responsible for detaining, arresting, transporting, and incarcerating suspects wanted on outstanding warrants.
- ❖ The Court Compliance Division is responsible for monitoring the mandates of the Uniform System for Judicial Records and sends monthly statistics to the State.

The case management system utilized by Municipal Court is also used by Clark County and the City of Henderson.

Information Technology (IT)

Information Technology (IT) provides services including purchase, installation, implementation, management, and maintenance of information technology systems. Services also include data and voice networks, IT security, electronic mail, Internet access, website development, and audio/visual equipment.

The Business Applications teams provide automated solutions to business problems. They analyze business processes; identify needs; design improvements; consider alternatives; recommend, develop, and implement solutions. The three business application teams are Enterprise Support, Development Support, and Justice and Public Safety Support.

Network Support builds, maintains, and secures the City's network infrastructure to provide reliable data and voice communications, and provides life cycle management of the City's computing resources.

Service Support monitors technology operations to proactively enhance services with minimal disruption to business processes; provides a services desk for customer interaction and technical assistance; supports technical configuration inquiries; assists in gathering requirements; provides system performance validation; supports automated audio/visual equipment; and installs, maintains, and supports desktop hardware, business software and related peripherals and equipment.

Administration/Information Assurance guides the planning and implementation of the overall strategic direction for City technology, as well as providing for the day-to-day operation of the department.

Additionally, it facilitates enterprise information technology by providing for IT governance, standards development, IT security, asset management, and purchasing.

Since 1997, the IT directors for the County and cities in the Las Vegas Valley as well as many other governmental agencies (UMC, CCSD, LVCCLD, SNWA, etc.) have met on a regular basis. Many of the discussions have been around standardizing systems to make them more user friendly for citizens. One example is the MyNevada.gov website that was originally created as a "proof of concept" in the hopes that front line departments such as those that issue permits would see the site as a means/motivation for standardizing processes, procedures and forms. To date, standardization has not occurred to the extent originally envisioned. Standardization among jurisdictions could lead to a consolidation of systems and administration of government processes.

Parks and Recreation

The Parks and Recreation Department provides programs and facilities to support citizens' diverse interests in parks, recreation, and culture. The department's core services are Administration, Park Planning & Development, Recreation Services, and Park Services.

Recreation Services Division provides for the management and operation of the two community golf courses, community events, youth and adult enrichment, sports, two recreation centers, Safekey, aquatics, and senior services. The division also provides senior adults with services that offer socialization, health and outreach services, as well as an extensive array of recreational program opportunities.

The Park Services Division manages and maintains 569 acres of developed parkland, special use recreation facilities, open space, trails, public grounds, and includes 33 parks and 5.37 miles of regional trails. Additionally, Park Services is responsible for landscape maintenance of medians and rights-of-way and group maintenance of City public buildings. The division also supports community events and group picnics.

Park Planning & Development Division provides the implementation of the City's parks and recreation areas through the department's master planning process. This includes the parks capital improvement programs, land acquisition, developing park design standards, project funding, park renovation, coordination of regional open space and trails system with state and local agencies.

Planning and Zoning

The Planning and Zoning Department for the City of North Las Vegas is comprised of three divisions; Administration, Current Planning and Advanced Planning.

Administration is responsible for developing and implementing goals and objectives, policies and procedures, and providing overall direction to the department.

Current Planning is responsible for reviewing all applications for current development, writing staff reports, and making recommendations to the Planning Commission and City Council. Planning Examiners within this division review building permits and plans submitted by other departments and perform landscape inspections. This division is also responsible for customer service and heads up the Land Use and Pre-Submittal Task Force meetings that are available to developers.

Advanced Planning is responsible for providing information and analysis to support the City priority of well-planned quality growth over the long-term for the residents. The Comprehensive Plan, combined with other related land use studies and regional planning efforts, provides the framework to successfully implement strategies for growth related issues within the City. This division is also responsible for maintaining the land use changes, tentative and final maps and other Geographic Information System (GIS) projects.

Purchasing

The City's Purchasing and Risk Management Division of the Finance Department acquires various goods, services, equipment and supplies for all City departments at the lowest possible cost without sacrificing quality. It investigates and resolves claims in the areas of property loss and liability and procures property and general liability insurance for the City.

Social Services

Homeless

Some of the current cooperative efforts regarding the homeless include:

- An Interlocal Agreement for Federal Stimulus Funds under the Department of Housing and Urban Development for Homeless Prevention and Rapid Re-housing program.
- An Interlocal Agreement with Clark County and the cities of Las Vegas, Henderson, and Boulder City for Regional Homeless Coordination, Inclement Weather Shelter and Homeless Management Information Systems.
- In addition, the City works closely with the Metropolitan Police Department and is a member of the Southern Nevada Regional Planning Coalition subcommittee on the Homeless.

Housing

Clark County is the lead agency with regard to the federal grant programs utilized by the City such as CDBG, HOME, and NSP1. Through the actions of the State Legislature with the passage of AB 478, the Southern Nevada Regional Housing Authority was created. North Las Vegas will soon be a member of this regional board.

The City partners with other jurisdictions in the valley to conduct outreach efforts such as foreclosure workshops. They also work closely with the North Las Vegas legislative representatives and the Clark County Commissioners to further the interests of the City.



ASSEMBLY BILL 494

SECTION V- SNRPC APPROVED FEASIBILITY STUDIES

FEASIBILITY STUDIES

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Animal Control

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Section I - Executive Summary

(Identifies aspects that are currently consolidated by cities/Clark County)

Pursuant to the requirements of Assembly Bill 494 passed during the 2009 legislative session, the following report discusses regional consolidation efforts with regard to Animal Control. The topics of codes, ordinances, sheltering animals, dispatch services, restrictive sales and hearing masters are addressed in this report. The selection of topics addressed was determined based on feedback received from the Southern Nevada Regional Planning Coalition (SNRPC) in March 2010.

The following list is comprised of consolidation efforts already in place:

- Regional Animal Shelter (Las Vegas, North Las Vegas and Clark County)
- Emergency Mobile Animal Shelter (Las Vegas, North Las Vegas, Henderson, Boulder City and Mesquite)
- Regulated sterilization ordinance (Las Vegas, North Las Vegas, Mesquite and Clark County)
- Feral Cat ordinance (Las Vegas and Clark County)
- Chameleon Database Access (Las Vegas, North Las Vegas, Henderson, Clark County and Lied Animal Shelter)
- Early sterilization upon adoption from animal shelters (North Las Vegas, Las Vegas, Clark County, Mesquite, Henderson (pending))
- Dangerous/Vicious Animal ordinance (all jurisdictions)
- Regional bite report (all jurisdictions)
- Number of animals allowed (three cats and three dogs) (all jurisdictions)
- Fanciers Permit consistency (all jurisdictions)

Section II - History

(Identifies aspects that have been or are being considered for consolidation)

A regional animal shelter has been established on three separate occasions. The first regional animal shelter was operated by the city of Las Vegas at 700 North Mojave Road. The city of Las Vegas, through an Interlocal Agreement, provided animal sheltering services on a fee basis to Clark County and the city of North Las Vegas. This agreement began in the 1970's and continued until Clark County left the city of Las Vegas Animal Shelter in 1985 to contract with the Dewey Animal Care Center for animal sheltering services.

This created two animal shelters in the valley operating independently. The city of North Las Vegas contracted the Dewey Animal Care Center in 1986, leaving the city of Las Vegas shelter. In 1988, the city of Las Vegas contracted with the Dewey Animal Care Center as the sheltering contractor at which time the second regional animal shelter was established. The Dewey Animal Care Center operated as the regional animal shelter until October 1998, when the city of Las Vegas ended contracted services with the center. The city of Las Vegas contracted with The Animal Foundation that was operating an animal shelter at 700 North Mojave Road.

The Lied Animal Foundation provided funding for a state of the art animal shelter at 655 North Mojave Road. The city of Las Vegas moved from the animal shelter at 700 North Mojave Road to the Lied Animal Shelter at 655 North Mojave Road. In 2005, both the city of North Las Vegas and Clark County moved to the Lied Animal Shelter, once again establishing a regional animal shelter.

In 2005, the Emergency Mobile Animal Shelter was purchased through a Homeland Security Grant to provide emergency animal sheltering on a community wide basis. Due to legal complications, Clark County is not a party to this agreement.

Regulated sterilization requiring citizens to sterilize their dogs or cats or possess exemptions or fancier permits was first put in place in the city of North Las Vegas in January 2008. Various jurisdictions followed suit with the city of Las Vegas implementing regulated sterilizations in 2009, and Clark County and the city of Mesquite implementing similar measures in 2010. Henderson's law went to its council on June 15, 2010.

In 2003, the Chameleon database was established with the city of Las Vegas, North Las Vegas, Clark County and Henderson. This database is operated by the city of Las Vegas through an interlocal agreement and the costs are charged among the various agencies. The Chameleon database allows dispatching of officers in the field, reporting of animals, tracking of complex multi-jurisdictional complaints and bites to human beings that cross jurisdictional boundaries. It also allows the various jurisdictions to run reports and receive critical information on high-level violators, i.e., vicious animals, backyard breeders and pet shops. Annual public meetings are held to discuss the program needs and future costs associated with the database.

The city of Las Vegas has had a Feral Cat ordinance since 1993. In 2008, Clark County implemented a feral cat ordinance establishing a central sponsor and caretakers requiring the regulation of feral cat colonies in Clark County.

In 2006, at the direction of the SNRPC Technical Committee, the animal control agencies developed a uniform Dangerous/Vicious Animal ordinance, which was codified by Clark County, Las Vegas, North Las Vegas, Henderson, Boulder City and Mesquite.

In 2007, Clark County, North Las Vegas, city of Las Vegas, Henderson, Mesquite and Boulder City Animal Control agencies formed a committee to develop a Regional Bite Report to provide consistency in the recording of animal bites across jurisdictions. This committee developed the current form that is used by all jurisdictions, which provides for consistent reporting of bites to human beings.

The various jurisdictions have consistently maintained a maximum number of dogs and cats as either three dogs or three cats with the exception of the city of Mesquite, which allows a total of five animals, no more than three dogs or three cats.

Each agency is currently adopting a consistent list of activity types and disposition codes for the Chameleon database. This will allow the various jurisdictions to better communicate and maintain consistent meaning within the database.

Section III - Current Process

(Identifies the aspects of those functions that are not considered for consolidation and whether those aspects may be appropriate for consolidation in the future)

Combined Field Operations

The combining or sharing of field operations (similar to the fire department) is not being considered at this time. Issues of interoperability, staffing levels, relative priorities, dissimilar codes and liability issues preclude this type of cooperative effort.

Vehicle Purchasing

While a combined bidding process can in many cases produce a savings, the differing needs of the various agencies precludes a standard vehicle across jurisdictions.

Single Shelter for All Jurisdictions

A single shelter location is impractical due to the large distances involved.

Section IV - Organizational Differences

(Provide example and information on differences)

ANIMAL CONTROL CONSOLIDATION ANALYSIS

	Boulder City	Clark County	CLV	HEN	MES	NLV
Animal Licensing	X		X	X	X	X
Chemical Capture		X	X	X	X	X
Civil Service	X		X	X	X	X
Vehicle Mounted Computers		X	X	X		X
Corrals		X		X		
Employee Contracts	X	X	X	X	X	X
GPS Tracking		X		X		
Municipal Shelter	X			X	X	
Police Agency Reporting	X		X	X	X	X
Side Arms					X	
Take Home Vehicles		X			X	
Tasers	X				X	X
Uniforms	X	X	X	X	X	X
Ballistic Vests		X		X	X	

SECTION V - FISCAL NOTE/ESTIMATED COSTS/TIMELINE/ CHALLENGES ON CONSOLIDATION

(Provide estimates of the costs of consolidation, projection of any long-term cost savings, etc.)

Regional approaches toward improving the provision of field services are constantly being considered. Clark County and the cities within the county meet on a regular basis. Challenges stemming from organizational differences, budget constraints and increasing demands for services allow for some difficulty in achieving any consolidation or reorganization goals. However communication among the entities is constant and working together on a case by case basis is often necessary.

Potential cost savings and investments needed in consolidation opportunities are unknown at this time and further analysis is needed.

SECTION VI - STEPS FOR FUTURE CONSOLIDATION

Code Consideration

The SNRPC may wish to review and comment on suggested changes to Clark County or municipal code. In this way, consistency can be maintained across the jurisdictions.

Create an Animal Control Education and Enforcement Committee (ACEEC) on the Breeding and Selling of Animals

The mission and purpose of the ACEEC is to:

- Educate the public regarding local Animal Control jurisdictions ordinances pertaining to the illegal breeding and selling of animals.
- Enforce the applicable breeding and selling ordinances already established.
- Reduce the overall population of animals in the Las Vegas Valley.
- Reduce the animals euthanized in the Las Vegas Valley.
- Reduce the number of animals impounded in the Las Vegas Valley.
- Reduce the work loads for the Animal Control agencies.

Ways to accomplish education and enforcement to include establishing an ongoing public awareness campaign:

- Create regional PSA's on local Animal Control agencies breeding and selling ordinances.
- Conduct radio and TV interviews on local Animal Control Agencies breeding and selling ordinances.
- Publish articles in the local newspapers on the local Animal Control agencies breeding and selling ordinances.
- Issue citations to all violators.
- Conduct a sting operation to catch the violators who are posting advertisements in the newspaper and websites by working with the local media and exposing the suspects on television.

- Meet with city/district attorneys and judges and educate them on the overpopulation of animals in the valley and the problems that result from illegal breeding. Stress the importance of enforcing the ordinances and implementing the maximum penalties.
- Standardize the breeding and selling ordinances for all Animal Control agencies in an effort to get equal enforcement to all Las Vegas Valley residents.

SECTION VII - GROUP RECOMMENDATIONS

(Input from regional group discussion)

An informal Regional Animal Control Commission group consisting of members from Clark County, City of Las Vegas, North Las Vegas, Henderson, Boulder City and Mesquite has been meeting for some time to discuss regional issues. This group has been the driving force on most of the initiatives listed above that have had a regional impact.

Consolidated dispatch is an area where benefits to the various entities and citizens could be realized. Having a single telephone number to contact the Animal Control for Las Vegas, North Las Vegas and Clark County would be the logical first step. If citizens have a Las Vegas or North Las Vegas mailing address they could be instructed to call the consolidated dispatch. This would allow for coverage of the two incorporated cities and the unincorporated areas of Clark County.

Consolidated ordinances is an area where ongoing work is being done.

A regional hearing master (referee) is currently being developed by the city of Las Vegas. Additional work to have other jurisdictions decriminalize violations may occur in the future. North Las Vegas Municipal Court hears criminal cases and it has proven very effective for its jurisdiction.

More Restrictive Sales of Animals - North Las Vegas is very strict on the sales of animals and currently only allows the sale of animals at the swap meet and pet stores.



Business Licensing

Prepared by the

City of North Las Vegas

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SECTION I - EXECUTIVE SUMMARY

(Identifies aspects that are currently consolidated by cities/Clark County)

The licensing jurisdictions within Clark County currently utilize varied ordinances and fees, computer systems, enforcement and compliance methods, investigation and work card processes as well as application forms. However, many of the jurisdictions utilize similar processes in regards to the use of checklists to identify application requirements as well as similar methods to ensure verification of their specific land use requirements; health, safety and welfare compliance; various regulatory licenses; and general license requirements such as state business license, taxation compliance, and industrial insurance requirements.

The only function that has been identified as partially consolidated at this time is the background investigation and work card processes for the city of Las Vegas and Clark County, which are conducted for both agencies by the Las Vegas Metropolitan Police Department.

SECTION II - HISTORY

(Identifies aspects that have been or are being considered for consolidation)

The business license professionals from throughout Clark County, herein referred to as the Business License Workgroup, commonly review ordinances of the other jurisdictions in the valley to obtain similarities in language, to seek information on best practices and to gain prior industry input in an effort to mitigate issues related to possible negative business impact feedback.

The Business License Workgroup began efforts to review Assembly Bill 494 on its own, prior to receiving direction from the SNRPC which was identified as the facilitating body for the Southern Nevada report. The Business License Workgroup initiated its efforts due to awareness of the potential impact of the study, its desire to work collaboratively on the effort, and its desire to ensure that the best interests of the citizens and the various jurisdictions were protected. The following functions have been consolidated or specific groups have been created to facilitate consistent ordinances, regulation, enhanced exchange of information, etc. in the specific functional area:

- The Administrative Oversight Committee (AOC)
- The Regional Franchise Jurisdictions (RFJ)
- Professional Licensing Workgroup related to Senate Bill 218 in 2005
- Cities/County Ordinance Standardization Team (COST) workgroup developed to standardize codes and fee schedules (1996-1998)
- Standardized General Business License Application Form (No longer utilized)

SECTION III - CURRENT PROCESS

(Identifies the aspects of those functions that are not considered for consolidation and whether those aspects may be appropriate for consolidation in the future. May provide a comparison chart/table to compare similarities and differences between the local governments.)

Generally speaking, business license functions throughout Clark County are not consolidated. Business License officials from Boulder City, Henderson, Las Vegas, North Las Vegas and Clark County met to discuss the issue of consolidation with several objectives in mind including efficiency, customer service, reduction in duplication, maintaining financial integrity and cooperation amongst fellow agencies. In response to Assembly Bill 494, the SNRPC directed local licensing representatives to review the possibility of broad consolidation of business licensing. This broad consolidation did not involve the elimination of the jurisdictional licensing divisions that are governed by their respective City Councils and County Commission. The original concept was described by the SNRPC as a “no wrong door” philosophy, which would allow submission of business license applications to any jurisdictional licensing office regardless of where the business is physically located.

This model, while possible, and likely more convenient for business owners, involves far more than just the consolidation of business license ordinances. The standardization or consolidation of business licensing functions would require changes to various state laws as well as local ordinances, policies and procedures including those relating to zoning, health, safety and compliance. To accomplish the highest level of functionality, a common computer system for data entry and data access would be required. For minimal functionality, access to shared data resources and transfer of business license data would need to be addressed as well as associated network security concerns.

Further, the standardization or consolidation of business license functions is contingent not only upon the ability of the Business License Workgroup to reach consensus on the various aspects associated with the issuance of a business license but also upon consensus of the associated subject matter groups (building safety, environmental safety, fire safety, information technology, planning and zoning, and police) that play an integral part in the business license process, as well as respective legal counsel and City Councils and the County Commission.

Section IV - Organizational Differences

(Provide example and information on differences)

The cities and County differ in their ability to adopt laws and engage in certain activities. Cities may establish and create laws through their city charter whereas counties are creatures of the state and can only undertake activities the state specifically authorizes. In some cases, Cities and Counties face different limitations on fees set forth by state statute. For this reason, there may be some functions that may be considered for consolidation or reorganization that are limited or prohibited by this difference.

SECTION V - FISCAL NOTE/ESTIMATED COSTS/TIMELINE/ CHALLENGES ON CONSOLIDATION

(Provide estimates of the costs of consolidation, projection of any long-term cost savings, etc.)

In reviewing the feasibility of the implementation of a broad based consolidation such as the “no wrong door” philosophy, the Business License Workgroup identified several items that must be completed prior to the consolidation or reorganization of the required business license functions and services.

Challenges

Variations in Business License Ordinances, Fees and Renewal Frequency

All of the jurisdictions currently have different business license ordinances that set forth varying fees, renewal frequencies and regulatory standards. A key element to possible consolidation or reorganization of the business license functions is the necessity to determine standard license classifications and standardize code language, fees, renewal time frames and requirements for each identified license classification. A challenge in this particular area is the significant likelihood of modifications by the various jurisdiction’s legal counsel and governing bodies to proposed ordinance language. Due to the lack of authority of the Business License Workgroup to implement any changes without reviews and input from these stakeholders, it can be a very difficult and time consuming process to come to consensus on one license classification, not to mention several classifications. The Business License Workgroup would need to review and create common ordinances for an estimated 100 to 200 license classifications.

An attempt to create common license requirements for professional licenses was undertaken in 2005 as a result of Senate Bill 218. A workgroup made up of Business License Officials from Henderson, Las Vegas and Clark County participated in the group. Although the group came to consensus on the proposed language and processes for handling the various professional licenses, discrepancies in the ordinances resulted as changes were made to ordinances for certain jurisdictions based on pressure from various business industry groups and legal counsel from some of the participating jurisdictions. The workgroup spent several months preparing language it believed to be appropriate to meet the needs of all the jurisdictions and would result in consistent licensing of these particular business classifications. However, the end result was different language in each of the three jurisdictions.

Because the Business License Workgroup can only make recommendations regarding ordinance language, fees, renewal frequency, etc., it is impossible to determine the time frame necessary to accomplish consistent license ordinances, fees and renewal frequency. Further, at this time, we are unable to determine any possible fiscal benefit or detriment that may come from the implementation of these changes.

Zoning

All jurisdictions have a zoning code compliance component in their business license processes. The zoning regulations are site specific (physical address), type specific (type of business) and most important – unique to each jurisdiction. Zoning regulations are tied to the unique master plans adopted for that jurisdiction as required by state law, making it virtually impossible to develop a uniform zoning regulatory scheme for all cities.

The zoning regulations generally regulate site specific issues – such as amount of required parking, landscaping and signage. They also regulate land use issues – such as appropriate areas for convenience stores, gaming activities, adult businesses, etc. They may also regulate time of operation, insurance requirements, distance requirements from sensitive areas, or require special approvals by a Planning Commission or the elected body.

For most jurisdictions within Clark County, if the location does not meet zoning requirements for the proposed business, the business license application will not be accepted. For all jurisdictions within Clark County, if the location does not meet zoning requirements for the proposed business, the application will be rejected. Applications accepted for processing are subject to a different zoning clearance process within each jurisdiction.

To accomplish the consolidation or reorganization of all business license functions and classifications we would need to have standardized zoning ordinances throughout the County, the ability to verify land use approvals regardless of the approving jurisdiction, as well as an interlocal agreement that would authorize other jurisdictions to approve land-use permits outside of their boundaries. Because of the uniqueness of each master plan document and the NRS requirement that the local ordinance conform to the master plan of the city/county, it is extremely unlikely that a county-wide standardization of zoning ordinances could be accomplished.

The zoning component is an associated process to the overall business license process. The Business License Workgroup has received information from various planning and zoning professionals that the standardization of zoning ordinances could take years to accomplish and may not be possible. The workgroup was not able to determine the fiscal impacts that may come from the implementation of these changes if they were possible. Further study of this specific area must be completed in order to determine if it is feasible.

Fire Safety Inspections

All jurisdictions have a fire safety compliance component in their business license process, although each inspection is unique to a location. While fire code standards may be consistent in terms of verbiage throughout the County, the interpretation of the fire codes and the administration of the inspection process may vary. To accomplish the stated “no wrong door” philosophy the jurisdictions must have the ability to schedule and verify fire inspections and ensure consistent interpretation and application of fire codes.

The fire safety component is an associated process to the overall business license process. Further study of this specific area must be completed in order to determine if it is feasible to obtain consistent

interpretation as well as the ability to schedule and verify fire inspections for locations within another jurisdiction.

At this time the Business License Workgroup is not able to provide a time frame to accomplish the fire safety changes necessary to support broad based business license consolidation or provide any information related to any potential fiscal impacts that may result from the implementation of these changes if they were possible. Subject matter experts from the areas of Fire Safety and Information Technology would need to be consulted regarding the matter.

Building Code Compliance Inspections

All jurisdictions have a building code compliance component in their business license process, although each inspection is unique to a location. The same issues as previously discussed apply due to issues pertaining to a valid certificate of occupancy. Similarly, subject matter experts from the areas of Building Safety and Information Technology would need to be consulted regarding the matter in order to provide possible time frames and fiscal impacts.

Coordinating Business License Code Enforcement Activities

Inspections and investigations for business license code compliance vary with each jurisdiction based on resources available to each business license agency. Inspections and investigations have limitations based on what the business license codes allow and what the policies are as set by each business license department.

Additionally, NRS 171.17751 limits the authority of those designated by the County or the Cities to issue citations for violations of County or City ordinances. While it may be feasible, changes to state law would need to occur to authorize business license officers, inspectors or agents to enforce each other's respective business license codes. Policies and procedures and business license codes would need to be standardized to ensure consistent enforcement if the licensing agencies were to share the enforcement authority.

Time frames necessary to change the local codes and any associated state law(s) are unknown at this time as are any potential fiscal impacts. The Business License Workgroup will need to work with legal counsel, legislative liaisons, City Councils, the County Commission and other stakeholders to further study the feasibility of coordinated business license enforcement.

Information Technology

Each jurisdiction currently uses a different business license application. To achieve any level of consolidation an IT infrastructure would need to be in place to allow for the sharing and support of data and information exchange. Physical IT consolidation consists of data center integration and server consolidation, which may have several benefits, including cost savings, more consistent service delivery and simplified technology implementation and personnel management. Consolidated data centers merge systems dedicated to a single agency into a unified, centrally managed operation that supports both the data processing and the data storage requirements of all organizations.

Most business license agencies currently have an electronic process to route inspections and/or reviews. In some cases, these inspections and/or reviews are sent directly to field units. Without the appropriate supporting IT infrastructure, Business License Officials would be forced to resort to sending paper applications in place of electronic reviews. This would be a huge technological step backward.

The consideration of use of the Nevada Business Portal was recommended by various members of the SNRPC. However, it should be noted that at this time the Nevada Business Portal **does not** exist. Secretary of State Ross Miller developed the concept of the Nevada Business Portal to facilitate a one stop shop where entities incorporated in the state of Nevada could seamlessly transact all their State business without having to visit several different agencies.

This tool is intended to allow for streamlined entity formation, the payment of the annual business license fees and other business-related transactions online. Documentation regarding the portal indicates that it may be expanded in the future to allow for local jurisdictions to utilize data captured through the site. However, the current focus is related to utilization by various state agencies and time frames for expansion to include local jurisdictions have not been noted.

Further, input regarding system requirements from the Business License Officials of the various jurisdictions in the County has not been solicited by the Secretary of State's Office. A pilot of Phase 1 of the Nevada Business Portal covered under State RFP 1802 has a "Pilot Operations Launch" date of February 1, 2011, with "General Public Launch and Full System Acceptance – Pilot Operations Launch" of plus 30 days or longer, pending state approval."

While the use of the Nevada Business Portal may be beneficial to local licensing jurisdictions at some point in the future, the time frame and cost for such use is far beyond estimation. Further, the data needs of the local licensing jurisdictions vary greatly from the State agencies identified in the current RFP. Therefore, it is unclear at this time if the system will be able to accommodate the needs of the local jurisdictions in relation to license classification; zoning verification; health, safety and welfare compliance inspections; revenue allocation; etc.

The business license divisions/departments rely heavily on technology to handle day-to-day operations such as providing business license requirements, providing business license data to business owners and the general public, ensuring accurate and timely billing, and allocation of revenue. As each jurisdiction attempts to maintain services with less staff, their reliance on technology increases. The IT infrastructure would be critical to the implementation and success of the aforementioned processes and any business license consolidation effort.

Subject matter experts must be consulted regarding the information technology requirements to facilitate any consolidation/reorganization effort. As such, the Business License Workgroup is not able to provide a time frame to accomplish the IT changes necessary to support broad based business license consolidation or provide any information related to any potential fiscal impacts that may result from the implementation of these changes if they were possible.

Health Permits

NRS 446.877 prohibits local governments from issuing business licenses to owners or operators of food establishments until a health permit (separate for each location) has been issued by the regulatory authority. The method for receiving or verifying Southern Nevada Health District (SNHD) approval may vary between jurisdictions. If a reorganization of business license services was made to allow an applicant to apply at any of the various jurisdictional offices for a business location outside of his or her jurisdiction, a method would need to be developed to ensure timely receipt of SNHD approvals. Currently, the SNHD is able to contact the jurisdiction regarding compliance or permit verification issues based on the business location.

That would no longer be possible as a business owner would be able to file an application with any one of the business license offices throughout the County. Further study must be done by the Business License Workgroup, SNHD staff and IT staff to look for possible alternatives to resolving this situation. At this time, information regarding possible fiscal impacts and a time frame for completion of review of this functional area or implementation of possible solutions are unknown.

Background Investigations and Work Cards

Currently, each jurisdiction has different procedures for background investigations and work cards. In most cases, the jurisdictions also have differing ordinances related to these functions. The SNRPC requested that research be conducted into possible streamlining of the background investigation processes as well as work card processes in the various jurisdictions. The Business License Workgroup held discussions regarding the issues based on the directive.

However, the various police departments (Boulder City Police Department, Henderson Police Department, Las Vegas Metropolitan Police Department and North Las Vegas Police Department) are the subject matter experts in this area and must be consulted. Staff will review with the appropriate police department personnel the possible streamlining of work card requirements, reciprocity of work card and background investigations between jurisdictions, and other changes to provide for improved customer service and efficiencies while maintaining appropriate consideration for citizen safety. Changes to the work card or background investigation processes would most likely require ordinance changes as well as interlocal agreements between the various police departments. The time frames to accomplish any such changes and associated costs are unknown at this time.

The business license divisions/departments handle the issuance of privileged and non-privileged (general) licenses. The requirements related to privileged licenses are more varied than those associated with general licenses and typically reflect the unique desires of the elected officials who speak on behalf of their constituents and the qualities of the community. Therefore, while the Business License Workgroup has reviewed background investigation and work card processes as they related to business licenses, only general licensing was, and is being considered, in relation to other aspects of consolidation and reorganization.

SECTION VI - STEPS FOR FUTURE CONSOLIDATION

Prior to receiving direction from the SNRPC regarding the level of desired consolidation, the Business License Workgroup began discussion on the matter, which resulted in a possible alternative to broad based consolidation. The alternative is the concept of a multi-jurisdictional license for businesses such as contractors, consultants and other mobile businesses that are based in one location but providing services in multiple jurisdictions throughout the County. While the “no wrong door” concept is much more involved and would require involvement from many more departments and agencies, the concept of a multi-jurisdictional license for mobile businesses, while not without obstacles, may be a more feasible approach to consolidation of services. Further, as business license professionals, the Business License Workgroup believe this concept would address many of the concerns that are raised by business owners in relation to the current licensing processes.

Multi-jurisdictional licensing would cover a limited group of general license categories for businesses that are by nature mobile. These businesses would have very minimal or no associated zoning concerns other than those associated with their physical business location. The ordinances for the business license categories would need to be standardized along with the associated license fees, renewal cycles and a standardized application form. Further, policies and procedures would need to be created and mutually agreed upon, possibly through interlocal agreements to address issues such as the requirement to file applications with the business license office within the jurisdiction where the business is physically located; accounting issues such as auditing, fee collection, allocation and remittance to participating agencies; and administrative fees to help offset the additional costs associated with managing the accounting and data issues.

IT resources are a critical issue to the feasibility of the implementation of the multi-jurisdictional license. As previously stated, each jurisdiction utilizes different software applications to process and store business license data and an IT solution would have to be in place to accommodate the sharing of information related to the multi-jurisdictional licenses, proper allocation of license fees and transfer of funds, as well as the transfer of data from the business license systems to the various development services systems for use in confirming proper licensing of businesses within the development process.

SECTION VII - GROUP RECOMMENDATIONS

(Input from regional group discussion)

The workgroup proposes exploring the concept of multi-jurisdictional licensing by further researching the feasibility of implementing a pilot program. However, the implementation of the pilot program is subject to the successful completion of an IT solution to address the various data needs; creation of a standard multi-jurisdictional application form; standardization of business license ordinances for the identified classifications to be studied during the pilot; and completion of any memos of understanding or interlocal agreements to address fee allocation, policies and procedures. All of the aforementioned items must be completed in order to implement the pilot. Further, it must be noted that additional items may be required but may not yet have been identified.

The timeline and costs associated with the implementation or completion of the pilot program are unknown. The Business License Workgroup is reliant on many additional departments as well as City/County management and elected officials. If the initial pilot program is successfully implemented, additional classifications may be reviewed and added as appropriate. A successful pilot program is requisite to any additional future consolidation efforts. The Business License Workgroup will provide updates to the SNPRC Technical Committee on a semi-annual basis regarding the status of the multi-jurisdictional pilot program and associated requirements.



Cultural Programming

Prepared by the City of Henderson

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SECTION I - EXECUTIVE SUMMARY

(IDENTIFIES ASPECTS THAT ARE CURRENTLY CONSOLIDATED BY CITIES/CLARK COUNTY)

There has not been any discussion or consideration by Southern Nevada Cities/Clark County to consolidate in the area of Parks & Recreation Cultural Programming. Each jurisdiction maintains an independent and distinct mission and provides cultural programming that aligns with that respective mission. Furthermore, there are varieties of reporting structures and practices within each jurisdiction. For example, some agencies program cultural activities in broad-based and general venues, while others have venues specifically to house cultural programs.

SECTION II – HISTORY

(IDENTIFIES ASPECTS THAT HAVE BEEN OR ARE BEING CONSIDERED FOR CONSOLIDATION)

As previously stated, there are no aspects of cultural programming that are being considered for reorganization.

SECTION III - CURRENT PROCESS

(Identifies the aspects of those functions that are not considered for consolidation and whether those aspects may be appropriate for consolidation in the future)

Each jurisdiction maintains its own master calendar of cultural events whereas each calendar is distinct and there are not any areas that are prime for consolidation. The current practice is each agency establishes an annual events calendar that is in alignment with those agencies' organizational strategies. The events vary in each jurisdiction.

SECTION IV - ORGANIZATIONAL DIFFERENCES

(PROVIDE EXAMPLE AND INFORMATION ON DIFFERENCES)

- ***Clark County*** – Cultural activities programmed and operated by Parks and Recreation Department.
- ***City of Las Vegas*** – Cultural activities programmed and operated by the Office of Cultural Affairs
- ***City of Henderson*** – Cultural activities programmed and operated by Department of Cultural Arts & Tourism
- ***City of North Las Vegas*** – Cultural activities programmed and operated by Parks & Recreation Department
- ***City of Boulder City*** – Cultural activities programmed operated by city Parks & Recreation Department and the Boulder City Chamber of Commerce.
- ***City of Mesquite*** – Cultural activities/events are primarily programmed and operated by the Greater Mesquite Arts Foundation, a community-based volunteer organization that coordinates the activities of a variety of community cultural organizations. The City maintains and operates a Heritage Museum, a Fine Arts Center and Gallery, and a Community Theatre. General coordination of event programming and sponsorship occur between the City and community-based organizations.

Section V - Fiscal Note/Estimated Costs/Timeline/ Challenges on Consolidation

(Provide estimates of the costs of consolidation, projection of any long-term cost savings, etc)

There would be a variety of costs and general logistical issues that would be created in a reorganizational/consolidation initiative. There would be significant challenges in the area of safety as well.

SECTION VI - STEPS FOR FUTURE CONSOLIDATION

There is currently not an appetite for future consolidation amongst the agencies. Further discussion would be necessitated by general policy changes by elected officials.

SECTION VII - GROUP RECOMMENDATIONS *(INPUT FROM REGIONAL GROUP DISCUSSION)*

Joint Events

In speaking with the other jurisdictions, a majority of the special events are independent and take place during different times throughout the year. Each jurisdiction has a distinct mission and produces events that align with that respective mission. Fourth of July Celebration is the one event that is produced by at least four of the six agencies in the same timeframe. In speaking with each agency, it would not be feasible to consolidate this event. There would be a high degree of logistical challenges that would prohibit this consolidation, including safety and traffic concerns. A majority of the jurisdictions have furnished a master calendar of events.

The city of North Las Vegas is interested in continuing discussions related to jointly holding community events. While each jurisdiction is facing economic difficulties, it could be beneficial to discuss partnering opportunities in cases where a partnership between entities might allow an event to be held rather than cancelled due to lack of funds or sponsors. In these cases, it will be the residents of those communities who would ultimately benefit from such a partnership.

Valley-wide calendaring of cultural programs

The overall recommendation on regional reporting on all events and cultural programs is to partner with Metro Arts Council. This approach will eliminate any duplication of efforts as it is Metro Arts primary goal to create a consolidated calendar of cultural programs serving the Southern Nevada region.

Common Portal for Marketing/MyNevada.Gov

The goal in this area is to have each jurisdiction post its respective programs on the mynevada.gov website. A consolidated portal can be established via that methodology, ensuring a unified location and point of messaging for all associated entities. An online presence for cultural programming is essential in promoting cultural arts programs in the Southern Nevada region.

DRAFT



Information Technology Shared Infrastructure

Prepared by Clark County

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SECTION I - EXECUTIVE SUMMARY

(Identifies aspects that are currently consolidated by Cities/Clark County)

In response to Assembly Bill 494, the SNRPC asked that the governments of Clark County, city of Las Vegas, city of Henderson, city of North Las Vegas, Mesquite and Boulder City assess their existing Information Technology operations and report on current shared or consolidated services, and also to collaborate and determine what opportunities, if any, exist for potential further sharing or consolidation of IT services and infrastructure.

It should be noted that the IT departments within the government entities of Southern Nevada have a rich history of collaboration and working together to seek opportunities for consolidation and sharing, where practical to do so.

To this end, shared IT services are already established in areas such as GIS, MyNevada Web Portal, 911 Call Center, master hardware/software pricing agreements, animal management system (Chameleon), criminal repository (SCOPE) and wanted vehicle repository(WVS), to name a few.

Just as technology continues to evolve, so does the potential opportunity to share IT services. After some initial study, other areas that present themselves as possibilities for further consolidation and shared services include:

- Enhanced statewide Web Portal (MyNevada.gov)
- Nevada Shared Information Technology Services (NSITS) Initiatives such as:
 - Provisioning business continuity and disaster recovery
 - Sharing computing infrastructure and platforms
 - Network bandwidth/wireless sharing
 - Government cloud computing opportunities

Each of these areas is addressed further in this report as well as information about the shared IT services already established. It is through the hard work of the IT staff and the support of each government entity that collaboration and shared service succeeds. This continued relationship will facilitate the opportunity for further shared services and consolidation to develop amongst the local government entities of Southern Nevada.

SECTION II - HISTORY

(Identifies aspects that have been or are being considered for consolidation)

Two main groups of collaborating entities have been established over the past several years. There is an informal group called State of Nevada Technology Alliance (SNETA) and a more formal group called the Nevada Shared Information Technology Services (NSITS) group. Descriptions for these two bodies follow:

SNETA

State of Nevada Entities Technology Alliance (SNETA) is comprised of management from the IT organizations of government entities throughout Nevada. SNETA meets quarterly to discuss issues that impact technology throughout the State. This group has facilitated a number of IT sharing and consolidation opportunities including a feasibility study of municipal wireless service, developing best practices across government entities for the delivery of IT services, shared contract for Gartner services, development of the MyNevada web portal, the formation of Nevada Shared Information Technology Services (NSITS), and implementation of inter-organizational training opportunities. SNETA is a broad, informal, collaboration body for the IT community within the government entities of Nevada.

NSITS

The Nevada Shared Information Technology Services (NSITS) group consists of members from the city of Las Vegas, the state of Nevada, the county of Clark, the Las Vegas Metropolitan Police Department (LVMPD), and the Nevada Department of Cultural Affairs State Library and Archives. It was formed in 2006 to facilitate the sharing of information resources between governmental entities to support disaster recovery, public safety and continuity of operations initiatives as well as to provide opportunities of economies, efficiency and scalability for the participating entities by leveraging inter-organizational expertise. This body is chartered by the state and participating members.

A consultant was hired by NSITS in 2007 to conduct a shared information technology feasibility study. Specific IT sharing opportunities identified in this study included:

- Business Continuity/Disaster Recovery Infrastructure Consolidation
- Inter-Organizational Program Management Office Implementation
- Inter-Organizational Business Continuity Planning
- Inter-Organizational Digital Archive Development
- Enterprise Security
- Enterprise Platforms Virtualization/Consolidation/Licensing Opportunities
- Operational Support Service Consolidation
- Consolidated Identity Management
- Service Oriented Architecture Opportunities
- Exchange Consolidation
- Inter-Organizational Network Bandwidth Sharing
- Inter-Organizational Training Opportunities

The consultant conducted detailed analysis and produced options for the first three items listed. This included options for the best location for the shared infrastructure for business continuity and disaster recovery protection. The resultant feasibility study is available upon request, but pertinent information from the study has been incorporated into this report.

NSITS established a governance model whereby the government entities could work jointly on shared IT efforts. This model establishes a foundation for the oversight of shared technology services and could be used as the basis for future collaborative and consolidation efforts for the member entities.

Shared IT Services Currently Established

The local governments of Southern Nevada have made much progress over the years toward consolidating and sharing IT services. The following areas highlight some of these achievements:

GIS Data

One of the most successful and longest running examples of shared services is the use of Geographical Information Systems (GIS) data. Clark County maintains a GIS National Model data warehouse and associated Southern Nevada GIS Metadata to facilitate data sharing among participants. GIS interlocal agreements exist among many of the local governmental agencies. Costs are reduced as one government entity facilitates the aerial photography and maintains the street centerline for the entire region. The other entities utilize this data for their own needs and in return then update the central repository with more current and specific information.

Criminal Repository and Vehicle Repository

Clark County manages the Shared Computer Operations for Protection and Enforcement (SCOPE) system and the Wanted Vehicle System (WVS). These systems are shared by more than 70 federal, state and local agencies and contain the regional criminal history of stolen, towed and felony vehicles and vehicles associated with missing persons. The level of collaboration has increased recently to governance levels as these systems are being replaced, and primary using agencies are involved in the oversight of the replacement effort.

MyNevada.gov Web Portal

The MyNevada.gov shared web portal is one of the many projects initiated by the members of SNETA. The portal can be used to provide citizens of Nevada and people from around the world, links to government information and services for state agencies, municipalities and quasi government entities – a “one-stop-shop” if you will- for anyone wishing to obtain any governmental service. This website is currently managed by the city of Las Vegas.

911 Call Center

Currently, the Las Vegas Metropolitan Police Department runs both the 911 and 311 systems for much of the region. The 911 system is used for emergency response calls and the 311 system is used for non-emergency police calls. Calls received outside a jurisdiction are routed to dispatchers within each entity and response personnel are dispatched. This system has been in place for a number of years and is working successfully.

SNACC

Southern Nevada Area Communications Council (SNACC) ensures communications interoperability for public safety practitioners. This joint powers authority is a shared service, providing radio communication services to all fire and police departments, (except the Las Vegas Metropolitan Police Department), as well as other government entities throughout the region. The group has made numerous strides in the area of interoperability with radios and other telecommunication technologies and is part of the Nevada Communications Steering Committee (NCSC), which serves as the primary point of contact for interoperability.

Animal Management System

The Chameleon system has been used by Clark County, city of Las Vegas, city of North Las Vegas, and the city of Henderson since 2003 to assist in the management and control of the valley's pet population. This system is hosted by the city of Las Vegas and managed by The Animal Foundation but is available to all entities in the region.

IT Consolidation or Shared Services Being Considered

(The following areas are being considered for further consolidation or shared services.)

Enhance MyNevada.gov Web Portal

A SNETA subcommittee has been formed to address further direction and enhancements for MyNevada.gov. The state of Nevada has agreed to sponsor the portal site; requirements are being developed and other government entities will be engaged as this effort evolves. SNETA will be looking to its membership to reach out to state and local entities to determine the future purpose and use for the site to improve its effectiveness. The site could become a one-stop portal for citizens and visitors to find out any information or services related to state and local government for Nevada.

Foreclosure Prevention Web Site

The Foreclosure Prevention website is a grant-funded project from Fannie Mae designed to provide Las Vegas residents a more "holistic" approach to mortgage foreclosure prevention. The city of Las Vegas Neighborhood Services Department is working in conjunction with several Southern Nevada credit counseling agencies to provide this service. Homeowners will be able to enter specific information regarding their mortgage situation into the website and then be assigned a credit counseling service to determine the most appropriate options available to the homeowner. Links to educational seminars, government, or other financial institutions to assist the borrower in avoiding foreclosure will also be available. This website is designed so any citizen in the region can use it.

SECTION III - CURRENT PROCESS

(Identifies the aspects of those functions that are not considered for consolidation and whether those aspects may be appropriate for consolidation in the future)

The Concept of Shared IT Infrastructure

IT is a large and complex field and has many disciplines ranging from end user computer device support and business software applications, telecommunications to data center operations and network infrastructure. There are certainly opportunities where sharing services could be considered within these areas. Because of the complexity of these various disciplines, the focus of this particular study is predominately in the infrastructure and data center operations fields due in the large part to the independence of these areas from the lines of business operations.

Efficiencies are more obvious and easy to attain in the areas where technology standards, configuration and expertise are relatively similar across the government entities.

For this reason, our focus is primarily on examining the base infrastructure for sharing opportunities which, if implemented, can then be used by the various entities to house business applications as needed. The infrastructure is a common platform across the government entities, whereas the applications tend to differ from government to government dependent upon specific operational requirements. Work previously performed by NSITS can be leveraged to move this effort forward on infrastructure and with this in mind, the following areas are not considered at this time as part of the consolidation or shared services model within this report.

Applications Supporting Specific Government Functions

Applications that support a specific government function are directed by the specific governmental business unit. Each specific governmental business unit would need to determine if consolidation would be an acceptable business practice. The IT organizations of each entity would then work with their respective business units to support the consolidation effort. For example, the application supporting business license processes could be consolidated, but only after the government entities agreed to standardize or consolidate the business license function. (This approach does not preclude IT from consolidating the underlying infrastructure supporting each individual business license application installation).

There are instances where the application has been consolidated, or unified, without consolidation of the associated government service. Fire dispatch is one example of this. The five fire departments in Southern Nevada have standardized on the same system and associated processes, thereby enabling the consolidation to a single fire dispatch application.

The application portfolio for each government entity to support its respective business units is large and varied. Consequently, this area is excluded from this report, allowing the non-IT business units to drive the priorities for application and process consolidation.

311 Community Citizen Relationship Management

Several years ago, each state was given the capacity to manage a 311 calling capability. For the region, LVMPD handles these non-emergency calls. This system could be utilized as an integral part of a Citizen's Relationship Management (CRM) system if it became the portal for citizen calls for the entire region. If the 311 system was utilized in this manner, anyone could call 311 and ask for information about services provided throughout the local government. Work orders could be placed for any service required and those work orders could be routed to the appropriate agency. If this service was consolidated it could relieve each agency and municipality from providing separate and distinct information services. A robust 311 system could be a perfect adjunct for the MyNevada.gov website and Interactive Voice Response (IVR) capabilities could be added to facilitate the 311 operator in-call routing.

Statewide Digital Archival and E-Records

The NSITS group has had discussions about creating a shared or consolidated digital archiving and e-records repository. Digital Archives and E-Records can support standardization and improve access to records at all levels and possibly reduce or eliminate the duplication of records and the potential for more than one source record. Consolidation makes archiving and retrieval more efficient and organized.

SECTION IV - ORGANIZATIONAL DIFFERENCES

(Provide example and information on differences)

The primary organizational difference between Clark County, city of Las Vegas, city of Henderson, city of North Las Vegas, Boulder City, and Mesquite are the charters by which they operate and the strategic plans they strive to achieve. These establish the priorities by which technology decisions are made. For this reason, the sharing and consolidation opportunity for technology is focused mainly on the foundation technology, or infrastructure - separately to specific applications. When the government entities align operational decisions, the corresponding applications can leverage the shared infrastructure and web portal.

The specific organizational differences for IT are identified as follows:

- Technology standards and contracts exist between the various government entities but differ from each other.
- The level of technology investment amongst the entities has varied over the years creating differences in existing base technology platforms at various stages of modernization.
- Collective bargaining agreements differ between the various government entities' IT departments, with some IT departments/staff not participating.

Any further assessment into the feasibility of sharing infrastructure would need to address the impact of these differences to determine the level of effort and associated cost to overcome them.

SECTION V - FISCAL NOTE/ESTIMATED COSTS/TIMELINE/ CHALLENGES ON CONSOLIDATION

(Provide estimates of the costs of consolidation, projection of any long-term cost savings, etc.)

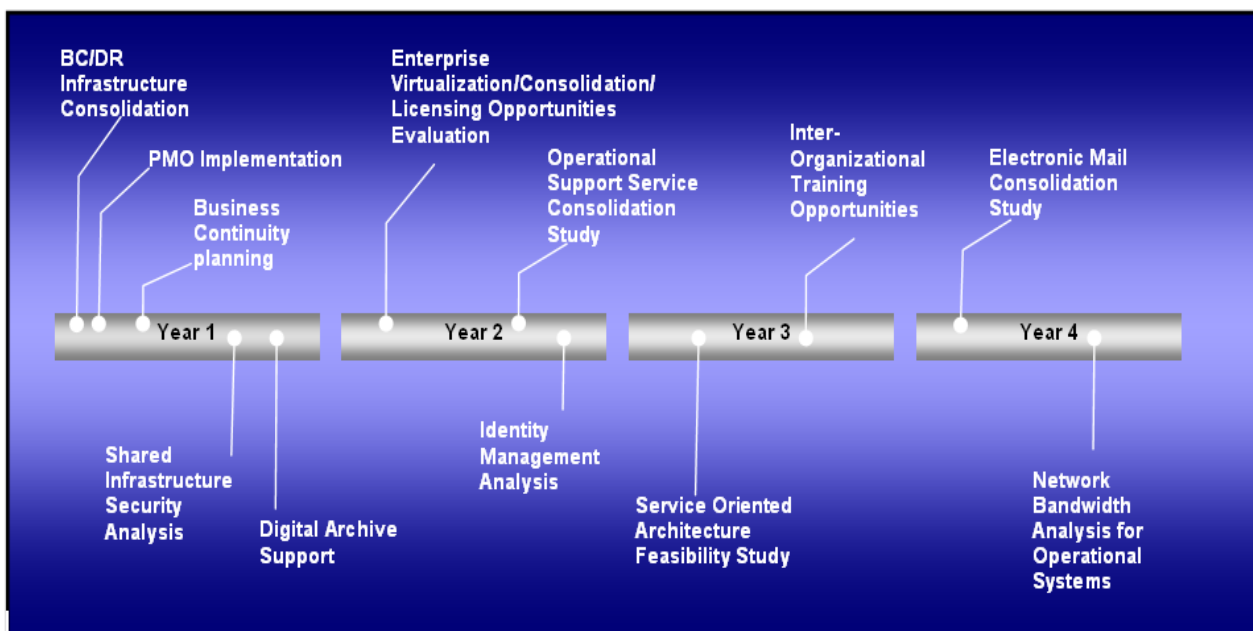
Potential cost savings and investments needed in the potential infrastructure sharing opportunities are unknown at this time.

Cost savings may be realized for shared IT infrastructure by reducing duplication of the infrastructure across participating entities. Centralization and shared use of the IT infrastructure enables increased utilization of the equipment and reduces the cost for each entity currently in this area. Furthermore, by using a shared facility, each entity can reduce the power and cooling costs they invest in their own data center environments, furthering energy sustainability initiatives that each government entity promotes.

For each proposed consolidation effort, a detailed cost benefit analysis will be part of the study. The best approach to obtaining this information depends upon the specific project, but in most cases, it is recommended that a consultant with the specific expertise be hired to conduct the cost analysis and savings projections. Most likely, this would be the same consultant who would develop the requirements list for the solution.

A cost/benefit analysis was performed as part of the 2007 NSITS feasibility study for shared IT infrastructure, which focused on disaster recovery and business continuity. These figures are dated as scope and requirements have changed. However, the same model could be used to update the figures to current needs of the local governments for Southern Nevada.

The following timeline was suggested by NSITS in 2007, encompassing various shared IT infrastructure projects:



NSITS would need to revisit the priorities and the resources assigned, but this does present a sample timetable for comparable efforts.

Challenges

Many challenges present themselves in efforts to share IT infrastructure in addition to those mentioned previously: not only the initial investment of time and money to study more thoroughly but also, inevitably, the required investment to actually consolidate or configure the sharing of infrastructure. Some other considerations follow:

Distribution of Costs

Budget management is the key to controlling costs, assuring standards and building an enterprise-wide architecture. Without true budget consolidation, the participating agencies will flounder under the constant struggle to negotiate funding with the various operational departments or end users, which could result in the limited funding resources invested disproportionately to the participating agencies' needs. A chargeback system may be used, but the costs for the services provided must be clearly communicated.

Service Level Agreements

In addition to budget management, ensuring that the services provided to the end users are meeting their business needs must be addressed early in the stages of consolidation as well as in the creation of new services, and subsequently revisited throughout the support lifecycle. To this end, IT environments will need to be defined clearly based on reasonable Service Level Agreements (SLAs). The measurement of performance and customer satisfaction will be the foundation for analyzing the effectiveness of the services and a basis for service cost allocation.

Asset Ownership and Maintenance Contracts

Determination of the respective infrastructure assets would need to be agreed upon and associated maintenance contracts established with one of the appropriate entities.

Technical Standards

Technology standards differ amongst the participating entities. A common set would need to be established and agreed upon.

Transition Planning

Planning for transition from current state to shared state will be complex, time consuming and resource intensive. It will not be a trivial effort.

Section VI - Steps for Future Consolidation

If, after further study, the shared IT infrastructure recommendations in Section VII of this report are implemented, the local governments of Southern Nevada would have at their disposal shared infrastructure that could be leveraged for future application and business process consolidations. As the local governments determine specific functions to consolidate or share, IT will be prepared to house those functions within a shared environment, meeting the end user needs with agility and lower costs. This environment could also be used for disaster recovery and business continuity purposes.

Committees and Governances

SNRPC is the agency designated to coordinate, prioritize and be the clearinghouse for consolidation efforts throughout the governmental entities of Southern Nevada. The IT teams of the local governments of Southern Nevada look to SNRPC and their own local government leadership for direction concerning the recommendations made in this report and opportunities that align with other functional consolidation efforts.

SNETA, with NSITS and other technical committees, will work with SNRPC and their own local governments to ensure appropriate oversight, transparency and governance of IT collaboration and shared services occurs.

Specific Consolidation Steps

Before we could even begin to implement any shared services the aforementioned challenges would need to be overcome and the following implementation steps need to be taken:

1. Determine an organizational structure leveraging the NSITS governance model.
2. Identify a single set of operating policies and procedures.
3. Identify functional and technical requirements.
4. Identify standards and inventories for any consolidated or shared facilities, hardware, software and contractual relationships.
5. Develop transition plans.
6. Determine the customer service levels for end-user support and operations.
7. Determine resource requirements, current utilization and project time tables.

THERE ARE COMPLEXITIES, INVESTMENT REQUIREMENTS, AND TIME NEEDED TO PROPERLY ANALYZE AND IMPLEMENT EACH STEP. A DEDICATED TEAM IS NEEDED TO MANAGE AND EXECUTE THIS EFFORT.

SECTION VII - GROUP RECOMMENDATIONS

(Input from regional group discussion)

Outlined below are the opportunity areas recommended by Clark County, city of Las Vegas, city of Henderson, city of North Las Vegas, city of Henderson, and Mesquite for further study and analysis to determine feasibility for infrastructure sharing or consolidation.

Enhance MyNevada.gov Web Portal

Continue forward with the MyNevada.gov effort as described in Section II. This provides a single electronic portal for citizens throughout the region to access government services electronically.

Nevada Shared Information Technology Services (NSITS) Initiatives

The current NSITS membership should be expanded to include a broader set of entities. Leveraging the NSITS governance model and work previously performed, the following specific areas are potential opportunities for shared IT services and consolidation and therefore should be studied in more detail by the group.

Many of the potential benefits in these areas apply to not only the group members, but are also applicable to other smaller entities that may not have the budget or citizenry to support robust information technology investments. Sharing technology infrastructure allows these entities to leverage the spending power of the larger entities, thereby lowering costs while providing their citizens improved services.

Provisioning Business Continuity & Disaster Recovery

Business continuity is essential for any entity to ensure that critical services can be provided to citizens regardless of any disaster or outage. One of the initiatives considered by the group was to investigate ways to share information technology infrastructure to support disaster recovery, public safety, and continuity of operations initiatives and to take advantage of opportunities related to economies, efficiencies, scalability and leveraging of the inter-organizational expertise.

North/South contingency sites would contain equipment and infrastructure necessary to allow any entity to continue critical operations during an event and facilitate a more rapid recovery after the disaster has occurred. Key issues to be studied and resolved would be location, custodianship, security and service levels.

Shared Computing Infrastructure & platforms across entities

Most entities in Nevada have existing data centers that may have capacity and ability for sharing resources. This may be achieved through improved utilization of capacity and flexible capacity management while also enhancing disaster recovery capability.

Network Bandwidth/Wireless sharing

Most entities have significant network connections, infrastructure and bandwidth both, between each other, and to the Internet.

The opportunity to share some of this network infrastructure should be studied; in particular, sharing bandwidth on communication circuits (including fiber), as well as optimizing the number of connections and traffic volume.

Government Cloud Computing Opportunities

Cloud computing is a general term for anything that involves delivering hosted services over the Internet. A cloud service has three distinct characteristics that differentiate it from traditional hosting. It is sold on demand, typically by the minute or the hour; it is elastic, which means a user can have as much or as little of a service as they need at any given time; and the service is fully managed by the provider. The goal of cloud computing is to provide easy, scalable access to computing resources and IT services. This concept can also be applied to a government-only cloud. In a government cloud, the cloud environment is limited to government entities only.

This approach mitigates the security concerns that generally arise from cloud computing. The cloud services could be provided by a particular collaborating entity that has the capacity, or procured from a commercial entity with a Nevada based operation to house the services.

By focusing on these opportunity areas, and carrying out more in-depth studies, we are optimistic that some ability for sharing and consolidation of services will become apparent and that these in turn will enable the collaborating entities to reduce operating costs.



Multi Species Habitat Conservation Plan and Desert Conservation Program

Prepared by Clark County

Participant:

Jodi Bechtel- Clark County

SECTION I - EXECUTIVE SUMMARY

(Identifies aspects that are currently consolidated by Cities/Clark County)

The Desert Conservation Program (DCP) oversees mandated regional compliance with the federal Endangered Species Act through implementation of the Multiple Species Habitat Conservation Plan (MSHCP) and Section 10(a)(1)(B) Incidental Take Permit #TE034927-0. The United States Fish and Wildlife Service (USFWS) provides regulatory oversight and monitors compliance.

Per section 2.8.3.3 of the MSHCP, Clark County is responsible for providing management and administration of the MSHCP, on behalf of Clark County, the cities of Boulder City, Henderson, Mesquite, Las Vegas, North Las Vegas, and Nevada Department of Transportation (collectively "Permittees"). To oversee implementation of the MSHCP, the DCP is managed by a plan administrator and is housed within the Clark County Department of Air Quality and Environmental Management (DAQEM). Funding for the implementation of the MSHCP is derived from the mitigation fees paid by developers (\$550 per acre disturbed). These funds must be used for the sole purpose of implementing the MSHCP. The DCP does not directly utilize any county or city general funds.

This study examines two key elements related to the implementation and administration of the MSHCP, governance structure and opportunities for consolidation of the mitigation fee assessment and collection process.

SECTION II - HISTORY

(Identifies aspects that have been or are being considered for consolidation)

The emergency listing of the desert tortoise as an endangered species in 1989 brought about the inception of the DCP. The Permittees partially consolidated compliance efforts associated with the federal Endangered Species Act requirements. While Clark County was designated as the lead agency providing overall administration of the program, all of the Permittees are listed in the Implementing Agreement and Permit. Each Permittee is responsible for collecting mitigation fees and tracking disturbed/developed acres within their jurisdiction. The fees and acreage information are forwarded to Clark County on a monthly basis and compliance reports are submitted to the USFWS by Clark County.

The Permittees are currently preparing an amendment to the MSHCP that will explore ways to increase the efficiency, effectiveness and accountability of the DCP. The current structure of the DCP is one of "fragmented consolidation," with Clark County functioning as plan administrator (within a department largely tasked with Clean Air Act compliance) with no formal accountability to the Permittees. In addition to overall governance and accountability, challenges with varying fee collection procedures in each of the Permittee organizations, and audit findings related to these procedures, the Permittees are exploring ways to increase the accuracy and efficiency of the fee collection process to determine if consolidation of those functions would enhance overall customer service and reduce costs for the Permittees.

Section III below discusses these considerations in further detail.

SECTION III - CURRENT PROCESS

(Identifies the aspects of those functions that are not considered for consolidation and whether those aspects may be appropriate for consolidation in the future)

Governance Structure

The organizational structure of how the MSHCP shall be administered is outlined under Section 2.8 of the MSHCP (*Measures to Minimize, Mitigate, and Monitor Impacts of Take*). The MSHCP designates Clark County as plan administrator and provides guidance for implementation and administration of the MSHCP. In general, the plan administrator is responsible for day to day activities, and for making recommendations to the Clark County Board of Commissioners, which has final decision making authority over implementation of the MSHCP. Despite the fact that all of the Permittees are named on the Permit and have an equivalent stake in ensuring compliance with the MSHCP and the Endangered Species Act, the Permittees do not have a formal seat within the governance profile of the MSHCP and final decision making authority rests with the Clark County Commission. To address this disparity, the DCP meets with staff level representatives from the Permittees to discuss issues and receive input on administrative and implementation issues. The Permittee representatives are expected to brief Department Directors and/or City Managers, who then need to brief and receive feedback from their City Council members, which is then provided back to DCP. While this informal consultation process serves to ensure communication and feedback among the Permittees and the DCP, it does little to resolve broad policy conflicts or disputes among the Permittees.

The challenges with implementation and efficiency are further complicated by the fact that the DCP currently resides within the DAQEM. Because DAQEM is primarily dedicated to ensuring compliance with the Clean Air Act, the DCP is often challenged with receiving the proper authority and recognition necessary to administer regional compliance with the Endangered Species Act, which at times is a highly political effort requiring direct access to elected officials and county and city management.

Consolidation or reorganization are potentially appropriate actions to address implementation and governance structure challenges.

Fee Collection Services

Landowners proposing to develop on non-federal land deal directly with the municipality in which the development is to occur, and pay a fee per acre developed (\$550). Mitigation fees collected for purposes of implementing the MSHCP are assessed and collected by each of the Permittees, through their respective development/planning departments at the time of issuance of the building or grading permit. The Permittee is required to track the number of acres being developed and transfer the assessed fees to Clark County on a monthly basis. The Permittees are also required to provide a report to Clark County detailing the amount of acres developed, the amount of fees collected and any refunds made during the applicable reporting period.

In 2003, Clark County commissioned an audit of each Permittee's fee assessment and reporting processes and procedures. The audit documented a number of problems and inconsistencies with these processes among the Permittees, including inconsistent development code, lack of written policies and procedures guiding the assessment and collection of fees, collection of incorrect fees and

errors in acreage accounting and reporting. Efforts to develop consistent written procedures, provide training to each Permittee staff, and reduce and/or eliminate accounting and reporting errors have been implemented. However, errors continue and staff turnover contributes to continued inaccurate implementation of procedures. The challenges associated with coordinating and streamlining the fee collection process among five different municipalities tends to increase the likelihood of error or misapplication of agreed upon procedures.

Failure to accurately report disturbance can have a significant impact on one or more of the Permittee's ability to ensure a smooth and efficient development process. Section 2.12.2.4 of the MSHCP (*Failure to Accurately Report*) states that if any Permittee fails to accurately report development fees collected, the USFWS may suspend or revoke the 10(a)(1)(B) permit within the jurisdiction of the defaulting Permittee. Any suspension or revocation of any part of the permit poses compliance problems for all the Permittees and especially for Clark County as plan administrator.

In addition to these challenges, changes to the mitigation fee collection requirements, and required on-site minimization measures implemented in conjunction with these fees, are anticipated to occur as a result of permit amendment. These changes may make this process more complicated and heighten the need to address efficiency and accuracy.

Consolidation of these services may be an appropriate means to address challenges related to fee collection and tracking of disturbed acres.

SECTION IV - ORGANIZATIONAL DIFFERENCES

(Provide example and information on differences)

The largest organizational difference between Clark County and the cities of Boulder City, Henderson, Mesquite, Las Vegas, and North Las Vegas, as it pertains to the MSHCP, is that Clark County is the agency that provides overall administration of the program.

Additional differences between Clark County and the other Permittees are with each agency's priorities and strategic plans, particularly as they pertain to planning and development. The MSHCP allows for development and other land disturbing activities to occur, per requirements set in the Endangered Species Act, but it does not set standards on how and where that development occurs. Each agency develops and implements long range plans that further the purpose and vision of its respective jurisdiction and residents. Operational decisions are based on these plans, and elected boards and councils use them for guidance. Each community has distinct and differing policies and political opinions that influence these plans. These separate interests must be taken into account when considering governance structure for a regional program like the DCP.

SECTION V - FISCAL NOTE/ESTIMATED COSTS/TIMELINE/ CHALLENGES ON CONSOLIDATION

(Provide estimates of the costs of consolidation, projection of any long-term cost savings, etc.)

The DCP is currently pursuing an amendment to the MSHCP. This is a large-scale, multi-year effort. Any changes to governance structure and consolidation of the fee collection service should be performed in conjunction with this effort. The DCP anticipates a new permit to be issued by 2012, at which time implementation of that permit would begin, along with any reorganized or consolidated efforts. The DCP will be reviewing implementation of the MSHCP in conjunction with the Permittees, the USFWS and other stakeholders. Because discussions on implementation have not yet begun, complete analysis and details related to items in this study are not available. The DCP may also consider other alternatives not discussed in this study.

Current options for addressing the shortcomings of the existing governance structure include:

- Implementing the DCP through an existing regional entity, such as the SNRPC
- The creation of a newly formed consolidated governing board to oversee the existing administrative apparatus of the DCP.
- The development of a more detailed operational interlocal agreement that provides for streamlined coordination and decision making among the Permittees.

Further analysis of the opportunities and limitations of each of these alternatives, and the details of how it might function, is necessary before a recommendation can be forwarded. Cost associated with these efforts will require further analysis, which will be conducted during the cost analysis phase for administration requirements and implementation needs of the amended MSHCP.

Consolidation of fee collection and tracking of disturbed acres could be implemented under the current structure, where Clark County would continue to function as plan administrator, and could provide a centralized fee collection service. Should overarching governance structure change, the new structure should be considered before determining where and how this service should be provided. If the program resides under an existing or newly formed consolidated governing board, the fee collection service should also be provided centrally under that structure. If the program operates under an interlocal agreement among the permittees, the fee structure could reside under one jurisdiction. Clark County, as a regional government, would make sense as the entity to manage this service, as opposed to one of the cities. Further analysis on the pros and cons of each of these alternatives is warranted, and a decision on the governance structure needs to be made before a decision is made on the fee collection services.

Section VI - Steps for Future Consolidation

The next steps to address the challenges facing the DCP related to its current governance structure and fee collection would need to coincide with the current effort to amend the existing MSHCP and incidental take permit.

Next steps in the amendment process include:

- Community Advisory Committee to make recommendation to the Clark County Board of Commissioners, fall 2010.
- Draft MSHCP available for public comment, spring/summer 2011.
- Implementing Agreement signed by Permittees, fall 2011.
- Final MSHCP and Record of Decision issued, fall/winter 2011.

Further discussion and analysis related to the items discussed in this study will be conducted over the next several months with final decisions on any consolidation or reorganization expected to occur in spring 2011. DCP may employ a consultant to conduct necessary analyses. Implementation of any changes would not likely occur until 2012.

SECTION VII - GROUP RECOMMENDATIONS

(Input from regional group discussion)

As stated in Section V, given the current efforts to amend the MSHCP, the DCP will be reviewing implementation of the MSHCP in conjunction with the Permittees, the USFWS and other stakeholders, over the next several months. Because discussions on implementation have not yet begun, and all options have not been considered, the DCP may consider other alternatives related to future consolidation and reorganization not discussed in this study.



Productions and Functions of Television Stations

Prepared by Clark County and the City of Las Vegas

Participants:

**Erik Pappa- Clark County
David Riggleman - City of Las Vegas**

Section I - Executive Summary

(Identifies aspects that are currently consolidated by Cities/Clark County)

In March 2010, communications staff from the county and city began discussing the possible consolidation of television operations at the respective government access channels, 2 and 4. While the formal process started at that time, the topic had actually been broached before by both organizations in hopes of potentially stretching dollars and increasing efficiencies. Even in those earliest discussions it appeared the potential gains did not justify the loss of services, especially when it came to communicating critical information during an emergency. Both television operations are small, so the possibility of significant savings is limited.

The recent renewal of discussions about the consolidation of television operations were based on the following assumptions:

First, that both Channels 2 and 4 would maintain their positions on the current and future cable systems. The reasoning for this was simple. With the current statewide franchising agreements in place, it is unlikely that any new government channels would ever be added, and conversely, the loss of channel placement would be permanent. In addition, for a community as large as that of the collective Las Vegas valley, two government access channels is a very low number. Metropolitan areas such as greater Denver, Colorado, for example, have 20 different government channels operating. In addition, maintaining the individual channel placement would allow for live coverage of meetings to take place at the same time, as happens currently with the City Council and County Commission. It would also create some redundancy in the event of an emergency.

The second assumption was that while Boulder City has its own government access channel, due to its distance from the television facilities at Clark County and the city of Las Vegas, it would be impractical to include that community in a viable consolidation effort.

The third assumption was that both operations would function out of the same facility, but broadcast to the cable system simultaneously. This model has worked well around the country when the communities being served are located close together. In this situation, a single location serves as the hub of television operations for the government entities in that area. The city contemplated having this single facility as part of the studio portion of the new City Hall currently under construction.

The fourth assumption was that the broadcast of public meetings would remain the responsibility of each individual entity.

And the fifth assumption was that if the operations did consolidate to any degree that the editorial control of content would remain with each agency. In other words, the city would not control information coming from the county, or vice versa. Only the television production itself might be shared.

Since the city was already in the process of planning and building a studio facility in the new City Hall, the city provided three options to the county to share workload. They ranged from a simple collocation of the two operations to providing full production support. In each scenario, the city was to provide space, services, and/or equipment, and the county would pay an associated fee. Those proposed fees ranged from about \$25,000 for the plan to collocate the operations, to \$200,000 to provide production support for the county.

The county extensively reviewed each option. Those options are outlined in greater detail along with the county analysis in Section V.

In each case, because the operations of both channels are small, the benefits of collocation or consolidation do not appear to “pencil out.” In each case the analysis demonstrated that any potential savings were so small or did not exist that it did not justify making the change in the first place, and the taxpaying public would see no benefit or savings by attempting to join the two operations.

Section II - History

(Identifies aspects that have been or are being considered for consolidation)

The history of video production and cablecasting in Southern Nevada goes back to July 21, 1981, when the Clark County Commission entered into a Community Antenna Television System (CATV) franchise agreement with Prime Cable TV, the local cable provider at the time. By August 1990, communications students from the University of Nevada, Las Vegas began taping and cablecasting recordings of the meetings of the County Commission on local cable television Channel 31. In June 1991, the County Commission formally requested that Prime Cable TV comply with contractual agreements entered into with the County to provide a government access channel and an emergency broadcast channel for County use. “We believe a dedicated government channel is essential to convey local government’s actions to the people and to invite greater public participation in the democratic process,” County Commission Chairman Jay Bingham said at the time. “Additionally, it is critical we establish a functional and reliable emergency broadcast signal in the event of a major disaster in the area.”

In March 1995, Prime Cable TV provided equipment, including three video cameras, for the launch of a County cable television station. In June 1996, Thomas “Tom” G. Warden, an anchor/reporter for KLAS TV Channel 8, was hired to oversee public communications as assistant to the county manager. Four months later, Warden brought on David Linder, formerly managing editor for KLAS TV Channel 8 and a longtime television newsmen in major West Coast markets, to serve as cable station manager, the station’s first. On Feb. 18, 1997, the County Commission authorized the activation of the Clark County Community Channel, called C4 for short. The board directed staff to meet with representatives of the entities of the Regional Telecommunications Jurisdictions and the UNLV Hank Greenspun School of Communications to develop a contract whereby available time on the channel would be shared. The interlocal agreement with UNLV was completed and provided 14 hours of programming time per week, an allocation comparable to UNLV programming.

In early 1997, County Commission meetings were aired live on local television for the first time. This increased public scrutiny marked the first time that the meetings of a local government body were available live to a mass local audience.

In August 1999, Clark County entered into an inter-local agreement with the Regional Transportation Commission and the Regional Flood Control District so that Channel 4 staff may use 1,900 square feet of the RTC/RFCD building, located next to the County Government Center, for a studio and office space. The county agrees to air RTC and Flood Control District programming as part of the inter-local agreement.

KCLV Channel 2 first launched on January 5, 2000. From its inception, the city channel did not draw from the General Fund. It was supported by cable fees in an enterprise fund, meaning the station could operate much like a small business, but at the same time had to be self sustaining. For cable customers in the city limits, 2% of their cable bill went to the city to fund KCLV. The City Council felt cable television customers should receive some direct benefit from the franchise fees being paid to the city.

Channel 2 also receives funding from production work for other entities. For example, KCLV is responsible for the production of the Flood District's show called, *The Flood Channel*; production of a program called *Homeowner Talk*, a show highlighting issues for homeowners; and serves as the studio production facility for Cox Communications.

Due to this unique funding approach, Channel 2 was able to ramp up quickly and effectively. The station won the Beacon Award in 2002 as the top government access channel in the nation. It has also won numerous awards from the National Association of Telecommunications Officers and Advisors (NATOA), the National Association of Government Communications (NAGC), and the City-County Communications and Marketing Association (3CMA).

Most notably, KCLV won a 2008 Emmy Award for a special on gang activity in Southern Nevada, and has received two Emmy nominations for 2009 programming involving special events in Las Vegas.

Channel 2 first provided closed captioning of its City Council meetings for hearing impaired viewers and "streamed" its programming live on the Internet in 2001. These features continue currently. In addition, the city provides "on demand" viewing of City Council meetings, Planning Commission meetings, all its programs (*Las Vegas Town Hall*, *City Beat*, *Access City Council*, *City Scene*, special programs, and public service announcements), and public safety videos. On demand is a service where viewers can watch programming whenever they prefer via the Internet.

City programming is also available on YouTube.

Channel 2 also provides a two-hour block of Spanish programming three times a week. As part of this block, the popular city show called *City Beat* is overdubbed into Spanish and a community calendar of events is also televised in Spanish.

During its infancy Channel 2 began conducting an annual viewer survey. That effort continues and is done in the fall of each year via the telephone. Consistently viewers have indicated satisfaction with the channel, with more than 85% saying the programming is “good,” “very good,” or “excellent.” The consultant who conducts the survey, FMR from Tucson, Arizona, indicates this level of satisfaction is among the highest for any government access channel in the United States.

For about two years, KCLV operated from the city’s Fire Training facility, but moved into a separate studio facility next to City Hall in 2002. The facility was built as part of an expansion of the current City Hall.

Currently, KCLV Channel 2 produces well more than 200 programs annually. They include:

- City Council meetings live
- Planning Commission meetings live
- *Las Vegas Town Hall*, a live phone-in show with Mayor Oscar B. Goodman and City Manager Betsy Fretwell
- *Access City Council*, a show highlighting city issues and events in each ward with the council members who represent those areas
- *City Beat*, a popular magazine-format program about city events
- *City Scene*, a show about city services provided to the public
- The mayor’s weekly news conferences live
- Naturalization ceremony carried live annually
- Special programs, such as the Emmy Award winning, *Las Vegas Gangs*, *Not Our Kids*, and emergency preparedness programming
- *The Flood Channel*, a magazine-format show from the Flood District
- *Homeowner Talk*, a show about issues impacting homeowners
- *Cox Connect*, a show about events in the community hosted by Cox Communications’ Steve Schorr

In January 2002, Channel 4 programming became available for video-streaming on the County website for the first time. On-demand playing of video was already available on the County website, and it would subsequently become available on YouTube and occasionally on other social media sites. The following year, a community survey of 500 community residents showed that half of respondents watched Channel 4 and offered favorable ratings for its usefulness. When asked to rate the usefulness of the information using a 5-point scale where 5 was the most useful, respondents offered a mean score of 3.55. Over half (55 percent) of those who watched Channel 4 rated the usefulness favorably, as a four or five.

In spring 2003, a review of CCTV programming prompted several changes. A new award-winning show that tells people what's happening in their neighborhoods, called *In Your Neighborhood*, was launched and featured County commissioners. A show about animals and Animal Control, called *County Critters*, was also launched. A parks and recreation show, called *What We Do*, was reformulated so that it focused strictly on recreational and cultural amenities and events available to citizens. At the same time, the name of the station was changed from *Clark County Community Channel (C4)* to *Clark County Television (CCTV)*, which more accurately reflects what the station is all about. Other shows the County produces include *County Chronicles*, a news magazine show; *Flight Path*, about the operations of McCarran International Airport; *UMC Digest*, about UMC; *On Scene with the Clark County Fire Department*; and more. Over the years, CCTV has won numerous awards for its work, including being recognized for three years in a row (2004-6) for "overall excellence" and being the best station of its class in the states of California and Nevada by SCAN NATOA (the States of California and Nevada National Association of Telecommunications Officers and Advisors). (The station has not entered its work in contests in recent years due to budget restrictions.)

In June 2004, CCTV work space was expanded from 1,900 square feet in a corner of the Regional Transportation Commission building at 600 S. Grand Central Parkway to 2,550-square feet, which frees up bottlenecks in work flow and allows staff to operate more efficiently. The expansion includes five edit bays and space for offices and storage. In early 2010, County officials negotiated a zero-dollar lease for the facility. In return, CCTV staff must shoot, edit and produce a limited number of videos and provide technical support for news conferences and events.

In March 2010, Clark County and City of Las Vegas communications staff begin meeting to study the idea of consolidating operations of the county and city government access stations with the approach that both channels would maintain their positions on the cable system. With the current statewide franchise agreements, it is unlikely that any new government channels will be added, further, any elimination of that space on the cable system will be permanent for local governments.

Section III - Current Process

(Identifies the aspects of those functions that are not considered for consolidation and whether those aspects may be appropriate for consolidation in the future)

The structure and functions of the Clark County and City of Las Vegas video production units are very similar. Each has its own studio and production facilities, a dedicated staff that produces videos for their respective television stations as well as for the Internet and other uses (how-to, training, presentation, orientation, safety and other videos for websites, lobbies, work places & classes.). Each station has a number of staff with a cable station manager who reports to a communications director. With the new fiscal year, each station will be provided funding through each entity's General Fund. The television stations' staff:

- Air meetings of the County Commission and Las Vegas City Council and the entities' planning commissions. The County also airs the meetings of the RTC, the Regional Flood Control District

Board, the Metro Fiscal Affairs Board, the SNRPC Committee on Homelessness and the Southern Nevada Water Authority board.

- Produce numerous 30-minute shows, including news magazine shows, elected official interview shows, etc.
- Produce town hall meetings.
- Produce public service announcements.
- Produce numerous how-to, training, presentation, orientation, safety and other videos for websites, lobbies, work places & classes.
- Produce television station identification messages and community messages (e.g. Happy Holidays, Happy Hispanic Heritage Month, Happy Black History Month, Happy Western Heritage Month, etc.).
- Set up audio visual equipment for news conferences and shoot video of them for airing, etc.
- Produce news conference video clips for websites and Video News Releases (VNRs) for television newscasts, radio stations and news websites.
- Produce highlight videos for playing at government facilities.
- Set up microphone systems and public address systems for special meetings, some of which are held at sites away from the main government facilities. These group meetings have included Office of Emergency Management committee meetings such as the Homeland Security Work Group and the Local Emergency Planning Committee (LEPC).
- Disseminate information to the community in the event of an emergency, including live airing of news conferences, text messages along the bottom of the television screen called “crawls,” packaged information about what citizens, families and businesses can do to protect themselves, etc., and Amber Alerts.
- Produce and air meetings of any task forces.
- Record telephone marketing messages for telephone switchboard. These messages are heard by callers after hours and when they are on hold.
- Set up portrait photo shoots for website, news media, etc.
- Coordinate airing of Election night returns.
- Record interviews with County and City staff as part of media training program aimed at improving news media access and transparency.
- Produce and air some concerts organized by the County Parks and Recreation Department and spots to promote those and similar community events.
- Produce specials as needed (e.g., foster care information).
- Provide audio visual support to those who hold meetings and use the Commission chambers and air meetings held there as appropriate.
- Air PSAs, specials, etc., provided by other local governments and non-profit organizations as appropriate
- Provide information using text as part of a daily bulletin board.

SECTION V - FISCAL NOTE/ESTIMATED COSTS/TIMELINE/ CHALLENGES ON CONSOLIDATION

(Provide estimates of the costs of consolidation, projection of any long-term cost savings, etc.)

As noted above, there are few differences between the stations in terms of how they are organized and set up to operate. Each entity believes it is right sized for its mission, particularly in light of recent budget cuts.

Clark County has historically prioritized its spending in areas other than television production (e.g., public safety, the judicial system, foster care, etc.). Therefore, CCTV operates in very lean fashion and is making further cuts. On July 1, 2010, its six-person staff is being reduced to five (three funded through the General Fund). CCTV staff also are expected to take on additional duties associated with running the County Commission Chambers, where an A/V Systems Supervisor position is being eliminated. Previously, two half-time positions were eliminated.

Meanwhile, CCTV has a zero-dollar lease for the use of its 2,550 square feet of studio space. And its supplies budget for FY11 is miniscule at \$23,462 (which could be pushed higher if necessary equipment fails and needs replacing, but the total would unlikely surpass \$70,000 in such a case).

KCLV also operates conservatively with a staff of 10, but 2 of those positions rely upon external funding sources such as the Regional Flood Control District. The station's total nondiscretionary budget, which includes everything from custodial fees to computers and telephones, is \$503,928.92. The City also owns its own studio but makes annual debt payments of \$200,000.

Clark County CCTV Channel 4	City of Las Vegas KCLV Channel 2
FACILITY 2,550-square-foot facility (\$0 lease w/the RTC/FCD)	FACILITY 7,100-square-foot facility now (annual debt payments of \$200,000) 14,000-square-foot facility @new City Hall to be occupied in February 2012
STAFFING 5 staff as of July 1 @ \$517,317 (includes 3 Gen. Fund @ \$336,930 in FY11) With loss of A/V Systems Supervisor, CCTV staff will take on added responsibility for operation of BCC Chambers	STAFFING 10 staff @ \$1,161,340 (2 positions are reliant upon external funding sources)
SUPPLIES \$23,463 budgeted for FY11 (additional dollars may be needed for potential equipment failures but the total would not be expected to surpass \$70,000)	SUPPLIES \$503,928.92 budgeted for FY11
TOTAL \$540,780	TOTAL \$1,865,269

SECTION V - FISCAL NOTE/ESTIMATED COSTS/TIMELINE/ CHALLENGES ON CONSOLIDATION

(Provide estimates of the costs of consolidation, projection of any long-term cost savings, etc.)

We believe that the County and City stations are operating efficiently and are right-sized to meet the needs of the respective organizations. But several proposals were developed and examined to see if any of them made sense to both organizations and the citizens they serve.

The City of Las Vegas suggested three potential scenarios for consolidating production functions of CCTV and KCLV. City Scenarios 1 and 2 create no efficiencies and save no money for Clark County.

Specifically, the City's first scenario would be a collocation of the City and County television stations at City Hall, with the entities sharing the studio only. All other operations would remain independent. In this scenario, the County would lease space only and operate out of the new facility independent of City staff. This would include 1,500 square feet of office/cubical space for 5 County employees, usage of three edit bays (County equipped) and use of studio space for 20 studio productions per year. The County would supply and maintain all equipment including on-air server, PCs and all other equipment necessary for shooting and editing. The County would be charged:

- Office space: 1,500 sq. ft. including telephone, water, electricity, gas, waste removal and sewer services at \$19,440.05 per year.
- Studio usage: 20 studio productions @ 2 hours per \$4,400 *1-Engineer in charge required \$2,611.20 (2 hours per) \$7,011.20.

The yearly charge to County would be \$25,190.65 with an additional per-hour engineering fee of \$65.28. This proposal assumed that County output would be reduced by two-thirds.

The City's second scenario called for a blending of some services. The County would employ the City's Scenario 1 plus share use of a full-time engineer and playback technician for maintaining and programming the on-air server and other equipment. Again, the City assumed that the County's output would be reduced by two-thirds and there would be an annual charge to the County of \$102,477.31.

The City's third scenario would provide the full range of production services with the exception of public meetings, which County staff would air. The City would handle all aspects of CCTV programming. The County would maintain one or possibly two producers to control all content for County programming. Three to four other full-time positions would be eliminated. The City would provide all aspects of television production and server programming. All equipment would be supplied and maintained by the City of Las Vegas. The cost to the County assumed that the County would reduce its output by two-thirds to 20 productions and 24 public service announcements annually.

The third scenario crafted by the City would create revenue for the City of Las Vegas but engender no discernable benefit to the County. Scenario 3 advocated eliminating 4 County staff positions while the

County would retain one writer-producer position. However, three of the four positions are needed for other purposes, so the reality is that only one position would be eliminated under this scenario. To wit, one position must be maintained to help run the Commission Chambers since the A/V Systems Supervisor position is being eliminated and the City would not assume responsibility for airing meetings there. Two of the remaining three positions are funded by non-General Fund departments, which intend to leave their funding intact for FY11. That leaves 1 position which would be eliminated – a position that costs the County less than what the City indicates it would charge for production services (\$198,180 for 20 productions and 24 PSAs.), an amount which reflects one-third of CCTV's current output.

It also should be noted that the City's Scenario 3 proposal would significantly reduce Clark County's video production output, erode the County's ability to be responsive to the needs of the organization and its leaders, and diminish the County's ability to communicate effectively with its citizens generally and especially in the event of a community emergency.

SECTION VI - STEPS FOR FUTURE CONSOLIDATION

City and County video production units operate in lean fashion and, following recent cuts, are right sized for today's economic realities. But organizational leaders will continue to examine spending in their respective video production units to ensure that they operate efficiently and are right-sized for the citizens they serve.

SECTION VII - GROUP RECOMMENDATIONS

(Input from regional group discussion)

City and County video production units operate in lean fashion and, following recent cuts, are right sized for today's economic realities. But organizational leaders will continue to examine spending in their respective video production units to ensure that they operate efficiently and are right-sized for the citizens they serve.



Purchasing

Prepared by the City of Las Vegas

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SECTION I - EXECUTIVE SUMMARY

(Identifies aspects that are currently consolidated by Cities/Clark County)

This report discusses and recommends expanding the use of cooperative bidding as a primary bidding strategy for Southern Nevada purchasing organizations as the key consolidation strategy. Cooperative bidding combines the requirements of multiple agencies to gain pricing advantages of volume based pricing. Success of this procurement strategy is dependent on agreement of technical specifications among the participating local government agencies, which will require functional departments to agree to a common set of technical and performance specifications that enable Purchasing organizations to prepare and issue cooperative bids. Likewise, attorneys among participating agencies will need to agree on a common set of contract terms and conditions.

Though this report specifically provides details on the local government purchasing organizations, as required by AB 494; namely, Clark County, Las Vegas, North Las Vegas, Henderson, Boulder City, and Mesquite, the cooperative bidding strategy to be implemented will involve other purchasing agencies where synergies are applicable. These agencies include Clark County School District, Clark County Water Reclamation, Las Vegas Metropolitan Police Department, Las Vegas Valley Water District, University of Nevada Las Vegas and Regional Transportation Commission of Southern Nevada. This group will establish a cooperative bidding implementation plan with specific assignments for each agency and a reporting methodology to measure the effectiveness and outcome of the cooperative bidding and standardization strategy.

SECTION II - HISTORY

(Identifies aspects that have been or are being considered for consolidation)

The local government purchasing organizations in Southern Nevada are subject to the same purchasing and bidding statutes. Most are active members of the Nevada Public Purchasing Study Commission (NPPSC) formed by the Legislature to study practices in governmental purchasing and related laws. Members of the NPPSC participate in the development of new laws to increase the effectiveness and efficiencies of the public purchasing process. As a well networked team of professionals, the Southern Nevada purchasing organizations have shared information to keep each agency informed of procurement issues, challenges and resolutions to ensure bidding and contracting processes are conducted in a consistent manner.

It is routine to join contracts awarded by other governments when the terms are in the best interest of the organizations. These jointers are also a procurement strategy which helps manage staffing resources. On occasion the local governments have shared resources to develop and issue cooperative bids to gain the benefit of volume based pricing on contracts. It has been historically challenging to use cooperative bidding in spite of the support for this procurement strategy, primarily due to differing requirements by the departments within the agencies, the legal counsel desiring different contract terms, and purchasing staffing effort required to coordinate the cooperative bid.

SECTION III - CURRENT PROCESS

(Identifies the aspects of those functions that are not considered for consolidation and whether those aspects may be appropriate for consolidation in the future)

While each government entity is subject to the same public purchasing statutes, the respective Purchasing organizations are vastly different in terms of staffing, responsibilities and workload. The matrixes illustrate the differences.

PURCHASING ORGANIZATIONAL DIFFERENCES

Summary of Agency's Operation	City of Las Vegas	City of Henderson	City of North Las Vegas	City of Mesquite	Boulder City
Type of Purchasing Organization	Centralized	Hybrid	Centralized	Decentralized	Decentralized
Public Works Construction Bids	Yes	No	Yes		
Professional Services Contracts	Yes, including A&E	Yes, excluding A&E	Yes		
Commodity & General Services Bids	Yes	Yes	Yes		
FY2010 Purchasing Division Budget Total	\$2,379,978	\$317,339 (FY09)	\$491,300		
Staffing					
Purchasing Manager	1		1		
Purchasing Supervisor		1	1 (Assistant Manager)		
Contracts Specialists	6				
Purchasing Analyst		3			
Senior Buyers	4				
Buyer II	3		1		
Administrative (Clerical)	3		1		
Administrative (Professional)	3		1 (Business Development Officer)		
Number of Total FTE's	20	4	5		
Current Limits of Authority					
Construction	\$1,000,000	\$50,000	\$100,000		
Goods/Services	\$500,000	\$50,000	\$50,000		
Professional Services	\$50,000	\$50,000	\$50,000		
P-Card	Program Administrator	A/P Administers	Program Administrator		
Surplus Property Disposition	Program Administrator		Program Administrator		
Agency Finance (Purchasing) Software	Oracle	Peoplesoft	Oracle		

PURCHASING ORGANIZATIONAL DIFFERENCES

Summary of Agency's Operation	Clark County	Clark County UMC Purchasing	Clark County UMC Contracts Mgmt.	Clark County Dept. of Aviation Purchasing	Clark County Dept of Aviation Construct/Eng.
Type of Purchasing Organization	Centralized	Centralized	Centralized	Centralized	Centralized
Public Works Construction Bids	Yes	No	Yes	No	Yes
Professional Services Contracts	Yes	No	Yes	Yes	Yes
Commodity & General Services Bids	Yes	Yes	Yes	Yes	No
FY2010 Purchasing Division Budget Total	\$2,307,370	\$821,710	\$171,201	\$1,050,000	\$2,270,000
Staffing					
Director, Purchasing and Contracts	0	1	0		
Purchasing Manager	1	0	0	0	1 (Note 1)
Purchasing Administrator	1 (assigned to UMC)	0	0	1	0
Contracts Specialists	0	0	0	0	0
Senior Buyers	3	3	0	1	0
Buyer II	11		0	3	0
Buyer	0	3	0		0
Sr. Mgmt. Analyst	0	0	1		2
Management Analyst II	0	0	0	0	8
Management Analyst	0	0	1		0
Wage Compliance Officer	1	0			0
Value Analysis Coordinator		1			0
Administrative (Clerical)	5			4	6 (Note 2)
Administrative (Professional)	3	1		0	0
Number of Total FTE's	25	9	2	9	17 (Note 3)
Current Limits of Authority					
Construction	\$1,000,000	\$500,000	\$500,000	\$1,000,000	\$1,000,000
Goods/Services	\$500,000	\$250,000	\$250,000	\$500,000	N/A
Professional Services	\$50,000	\$25,000	\$25,000	\$50,000	\$50,000
P-Card	Administer Contract	N/A	NA	N/A	N/A
Surplus Property Disposition	Administer Contract	Administer Contract	Administer Contract	Warehouse Supervisor	N/A
Agency Finance (Purchasing) Software	SAP			SAP	SAP

Note 1: Construction Contracts Manager; Note 2: Administrative staff supports the entire office, not just the Contracts Group. In addition, the Contracts Group; C&E includes architects, engineers, inspectors, etc.; Note 3: Total FTE's do not include the Bechtel staff that support Clark County Department of Aviation construction contracts.

SECTION IV - ORGANIZATIONAL DIFFERENCES

(Provide example and information on differences)

As indicated in Section II, the Purchasing function in each agency is organized uniquely to provide services that fit the needs of each of its agency customers. If consolidation efforts were to be considered beyond cooperative bidding, such as reorganization, these distinctions and variations in services and skill sets should be considered.

Centralized v. Decentralized Purchasing

Clark County is a centralized purchasing organization responsible for all procurement functions subject to public purchasing statutes (NRS 332, NRS 338, NRS 623, and NRS 625), including contract administration, bonding and insurance compliance, administration of the P-card and auction contracts, as well ensuring that the organization follows the county's surplus property guidelines, labor investigations of prevailing wage claims, procurement strategies and performance measures including cost avoidance, negotiated costs savings and contracting cycle times. Centralization allows for open, fair and honest competition by ensuring compliance with local, state and federal regulations. In addition, Clark County has two departments that are responsible for centralized procurement functions.

The Department of Aviation has a centralized purchasing division that procures all the operational goods and services and professional services for the department, and a construction/engineering division that procures construction and architect and engineering professional services, which are subject to purchasing and municipal airports statutes (NRS 332, NRS 338 and NRS 496).

The University Medical Center department has a centralized purchasing division that procures goods and services through Group Purchasing Organizations (GPOs) and a Contracts Management division that procures goods and services, professional services and construction that are subject to purchasing and hospital statutes (NRS 332, NRS 338, and NRS 450). It is Clark County's policy that all departments responsible for centralized purchasing functions adhere to the fiscal directives as they relate to the purchasing and contracts functions.

The city of Henderson operates using a hybrid of centralized and decentralized purchasing based on dollar thresholds. The departments are responsible for the identification of requirements, and with the assistance of the Purchasing Division they solicit quotes for their transactions under \$50,000. The Purchasing Division reviews/approves all solicitations and requisitions over \$10,000 for compliance with local and federal requirements, and facilitates formal bids for all non-construction contracts that exceed \$50,000. Purchasing reports on performance measures such as cost savings and cycle times. The Purchasing Division is also responsible for the administration of surplus property disposal, with the exception of vehicles, which are disposed of by the Fleet Division in Public Works.

The city of Las Vegas is a centralized purchasing organization responsible for all procurement functions subject to public purchasing statutes (NRS 332, NRS 338, NRS 623, and NRS 625), including related activities including the p-card program, the administration of an online auction program for surplus property, labor commission investigations of prevailing wage claims, city department procurement strategies and performance measures including negotiated costs savings and contracting cycle times. Centralization is the means of reducing costs, enabling consistent bidding and contracting practices, and ensuring compliance to applicable state and federal public purchasing statutes.

The city of North Las Vegas is a centralized purchasing organization responsible for all procurement functions subject to Nevada Revised Statutes 332 and 338, as well as administers the p-card program. The division acquires various goods, services, equipment and supplies for all city departments at the lowest possible cost without sacrificing quality. It also investigates and resolves claims made against the city and purchases insurances such as health, property and general liability. Purchasing coordinates 20% of the city's public works bids; the Public Works Department administers the balance of public works bids.

Mesquite has no Purchasing function and departments city wide are responsible for their purchases and often use state contracts or other governments contracts. If a competitive bid is required, the applicable department seeks approval from the City Council to solicit the bid prior to advertising.

Boulder City does not have a Purchasing function and departments are responsible for their purchases.

Public Works Construction

Clark County and the city of Las Vegas are the only two agencies that are responsible for solicitation and award of all of its agency's public works construction projects pursuant to NRS 338. The Purchasing function for public works solicitations and award are designed for an orderly distribution of bids, addenda, and controlled receipt of bids, with a clear separation of duties to maintain a level of neutrality in disputes or if protests arise. North Las Vegas, Henderson, Boulder City and Mesquite utilize their Public Works departments to perform this function, except that North Las Vegas Purchasing performs approximately 20 percent of the public works bidding. The Clark County Department of Aviation utilizes its Construction and Engineering Division to perform this function.

SECTION V - FISCAL NOTE/ESTIMATED COSTS/TIMELINE/ CHALLENGES ON CONSOLIDATION

(Provide estimates of the costs of consolidation, projection of any long-term cost savings, etc.)

Challenges on Consolidation or Reorganization

Because the consolidation focus at this time is on cooperative bidding, standardization of products and services and joining other government agency contracts, there is no direct operational cost impact. Cooperative bidding is intended to reduce or eliminate resource redundancies caused when multiple agencies independently bid similar or identical goods and services. The level of redundancy is yet to be identified.

The challenge of implementing cooperative bidding as a primary bidding strategy is two-fold. First, it requires purchasing organizations to coordinate and obtain common technical and/or performance specifications among local government agencies. Standardization of technical specifications, which is a pre-requisite to cooperative bidding, requires technical staff throughout local government agencies to agree to technical/performance specifications and to consider alternative products and suppliers. For example, if the city of Las Vegas takes the lead in issuing a cooperative bid for replacement street lights utilizing LED or another energy efficient solution, the city's Purchasing organization is likely to be challenged to establish a valleywide standard specification to enable a successful cooperative bidding opportunity. Yet, if all agencies can come to agreement, the volume based purchased price would benefit all parties of the agreement rather than independent bids issued by each agency. A cooperative would also more efficiently utilize the Purchasing resources valleywide.

Second, the Purchasing organizations have experienced disparate interpretations of Nevada purchasing statutes and related case law by the various agency legal counsels, which leads to complications of contracting and awarding of contracts, including solicitation use of bids and RFPs. The Nevada Public Purchasing Study Commission is working on a bill draft request for the 2011 Legislative Session to address the variations in legal interpretations to enable consistent practices among purchasing organizations within the state of Nevada.

SECTION VI - STEPS FOR FUTURE CONSOLIDATION

Initially, the cooperative bidding focus is for the purchase of goods because achieving standardization of specification on materials and products has a greater chance of success. In the future there are services that could be subject to cooperative bid that the Purchasing organization could evaluate.

SECTION VII - GROUP RECOMMENDATIONS

(Input from regional group discussion)

The Purchasing managers from the Southern Nevada local government agencies, including Clark County, Department of Aviation, UMC, Las Vegas, North Las Vegas, Henderson, Clark County School District, Clark County Water Reclamation, Las Vegas Metropolitan Police Department, Las Vegas Valley Water District, University of Nevada Las Vegas and Regional Transportation Commission of Nevada have compiled listings of commodities purchased from their agencies that would be candidates for cooperative bids. These commodities are currently under analysis and have been distributed among the agencies. Regular meetings will be held until each agency is identified as the lead procurement agency for that cooperative bid. All agencies have agreed to participate in providing their specifications and estimated annual quantities to the lead procurement agency, which will coordinate standardization of the specifications and contract language among the agencies. The group will establish a reporting methodology to measure the effectiveness and outcome of the cooperative bidding and standardization initiative.

Section VI- Conclusion

This report has been compiled to satisfy the requirements of AB 494 that was passed by the 2009 Legislature. The bill requires that the Clark County Commission and each individual city within the county to submit a report to the Legislative Counsel Bureau compliant with the bill. For the purposes of compliance with AB494, the county and each city within the county have opted to submit a combined report under the auspices of the Southern Nevada Regional Planning Coalition (SNRPC). The report is required to identify the functions of public safety, public works and general government performed by each entity that:

- Identifies the aspects of those functions that are currently consolidated in whole or in part;
- Identifies the aspects of those functions that have been or are being considered for consolidation or reorganization;
- Identifies the aspects of those functions that are not consolidated and whether those aspects may be appropriate for consolidation or reorganization in the future;
- Analyzes and makes recommendations regarding the consolidation or reorganization of one or more aspects of those functions.
- Provides estimates of the costs of consolidation or reorganization of one or more aspects of those functions and a projection of any long-term cost savings, to the extent feasible;
- Analyzes the benefits of the creation of a permanent committee of affected entities that would meet periodically to discuss and coordinate future efforts at consolidation or reorganization of those functions

In summary, the report:

- Identified the functions of government that are either partially or wholly consolidated within Clark County. Examples include the Regional Transportation Commission of Southern Nevada and the Desert Conservation Program.
- Identified through workgroup reports the various functions of government that are being considered for consolidation or reorganization. Examples include various Business License functions, Purchasing and Information Technology.
- Through the individual jurisdictional summary reports prepared by Clark County and the cities of Boulder, Henderson, Las Vegas and North Las Vegas. The functions that are not consolidated and the appropriateness of further study or action are identified in the report. Many functions identified were identified as inappropriate to consolidate due to geography, loss of critical revenue stream, the uniqueness of the program to the jurisdiction and other factors.
- Analyzed and recommended courses of action for the consolidation through workgroup reports and feasibility studies.
- The workgroup reports provide estimates of costs of consolidation or reorganization to the extent it is feasible.

The SNRPC has identified itself as the logical permanent entity to continue the process of analyzing potential consolidation of services. The make-up of the SNRPC as a regional policy body lends itself as the ideal group to continue to work on consolidation efforts.