CITY OF LAS VEGAS
NEVADA

FUNDAMENTAL SERVICE REVIEW

FY 2011 BUDGET REDUCTION OPTIONS

Budget Hearing

May 18, 2010

AGENDA

- Why are we here – Overview of actions since March 10
- Financial Oversight Committee Changes
- FY11 Budget Reduction Options by Department
- FY11 Budget Overview
- Going Forward
- Questions - Comments - Direction

On March 10…

- Total reduction of 190.92 positions eliminated
- Restructured Internal Service Funds
- Reduction of additional public safety vacancies
- Reductions in Marshals and Corrections
- Eliminated EVOLVE, targeted NS reductions
- Closed community schools, preserved Safekey, track break /summer camps with cost recovery fee increases
- Merged OCA and ACE
- Partial closure of Reed Whipple
- Reductions in Building and Safety

Labor Negotiations

- CEA
- POA
- PPA
- IAFF

Fiscal Oversight Committee Changes

May 2010 Update

	FY10	FY11	FY12	FY13	FY14	FY15	FY16
Ctax	198.8	198.0	203.0	209.0	216.4	225.0	236.3
Prop	126.8	102.8	92.5	94.9	97.7	101.6	106.7
Lic/Fran	80.8	84.4	86.2	88.7	92.0	95.7	99.5
Other	62.7	62.0	63.1	64.7	66.4	68.1	69.8
TI	-	-	-	-	-	-	-
	469.1	447.3	444.8	457.3	472.4	490.4	512.3

Net Change November 2009 to May 2010

	FY10	FY11	FY12	FY13	FY14	FY15	Total
Ctax	2.8	2.0	1.1	(5.0)	(10.5)	(15.4)	(25.0)
Prop	(1.4)	(9.3)	(23.0)	(26.5)	(32.1)	(37.3)	(129.6)
Lic/Fran	(1.8)	0.1	(0.6)	(1.5)	(1.8)	(1.9)	(7.5)
Other	(3.9)	(6.5)	(7.4)	(8.0)	(8.5)	(9.0)	(43.2)
TI	(1.7)	(1.5)	(1.5)	(1.5)	(1.5)	(1.5)	(9.2)
	(6.1)	(15.2)	(31.5)	(42.4)	(54.3)	(65.1)	(214.6)

FUNDAMENTAL SERVICE REVIEW

Department	Prior Cuts	Final FY11	Total All Cuts	% of Prior Budget Levels	Proposed FY11 Budget
City Council	1,232	269	1,501	31.8%	3,222
City Manager	3,119	981	4,101	26.4%	11,447
City Attorney	1,883	226	2,109	20.4%	8,237
City Clerk	235	153	388	10.1%	3,462
HR	1,995	417	2,412	36.2%	4,260
F&BS	4,480	745	5,225	33.0%	10,586
Planning	2,418	182	2,600	34.7%	4,901
Internal Audit	173	157	329	25.0%	989
IT	3,551	1,001	4,552	36.7%	7,840
Non- Dept	6,966	-	6,966	29.1%	16,955
Muni Court	5,695	579	6,274	23.0%	20,965
Metro	7,060	-	7,060	5.0%	134,211
Fire	6,231	8,066	14,297	12.2%	103,315
D & E	6,453	1,569	8,022	11.5%	61,672
PW	12,153	576	12,728	27.9%	32,857
Leisure	8,602	643	9,245	30.7%	20,827
OBD	739	-	739	100.0%	-
NS	2,826	552	3,379	29.5%	8,087
FO	6,948	701	7,648	24.7%	23,287
	82,761	16,817	99,578	17.3%	477,119

FUNDAMENTAL SERVICE REVIEW

	Prior Cuts	Final FY11	Total All Cuts	% reduction by Function	Proposed FY11 Budget
By Function					
Public Safety	19,744	9,635	29,379	8.9%	299,198
General Government	27,428	4,252	31,680	29.5%	75,542
Cultural and Recreation	10,918	876	11,794	29.2%	28,589
Judicial	6,637	692	7,329	22.6%	25,083
Public Works	14,469	809	15,278	27.3%	40,620
Economic Assistance	3,566	552	4,118	33.7%	8,087
	82,761	16,817	99,578	17.3%	477,119

FUNDAMENTAL SERVICE REVIEW

City Clerk	3.00	2.00	5.00	21.7%	18.00
Human Resources	10.96	2.00	12.96	26.5%	36.00
Finance & Business Services	23.47	7.00	30.47	22.2%	106.48
Planning & Development	21.39	2.00	23.39	40.1%	35.00
Internal Audit	0.48	1.00	1.48	18.6%	6.48
Information Technologies	17.18	9.00	26.18	26.0%	74.48
Municipal Court	38.24	5.00	43.24	21.2%	161.01
Fire & Rescue	26.94		26.94	3.9%	659.00
Detention & Enforcement	53.92	14.00	67.92	16.5%	342.48
Public Works	72.86	5.00	77.86	20.5%	302.00
Leisure Services	73.11	3.00	76.11	14.6%	445.08
Business Development	-		-	0.0%	27.44
Neighborhood Services	22.00	3.00	25.00	25.3%	74.00
Field Operations	47.95	7.00	54.95	12.5%	384.48
Building & Safety Enterprise	79.95		79.95	46.8%	90.95
Vacancy Pool	-				41.69
Grand Total	519.38	71.88	591.26	16.7%	2,942.58

Fire and Rescue

If options are approved, funding for the Department will have been reduced by 9.3% and 26.94 FTE's since 2008. Current options include:

Staff Reduction – 0

Total Budget Reduction - $4,665,758

REVISED

Organization Impacts:

- Employee training will be reduced

Community Impacts:

- A reduction in overtime will lead to an average of three brownouts daily

Fire and Rescue

If options are approved, funding for the Department will have been reduced by 12.2% and 26.94 FTE's since 2008. Current options include:

Staff Reduction – 0

Total Budget Reduction - $8,065,758

Organization Impacts:

- Employee training will be reduced
- Assumed successful negotiation/arbitration of new contract with concessions

Community Impacts:

- A reduction in overtime will lead to an average of three brownouts daily to the extent concessions are achieved

Detention and Enforcement

If options are approved, funding for the Department will have been reduced by 13.4% and 70.92 FTE’s since 2008. Current options include:

Staff Reduction – 20

Total Budget Reduction - $2,868,774

REVISED

Organization Impacts:

- Reduced preventative maintenance projects and increased response times to maintenance requests

Community Impacts:

- Closure of NW Sub-Station
- Increased response times
- Limitations to support special events
- Reduction in ability to provide ward specific crime data
- Longer investigation times
- Decrease in officer training and development

Detention and Enforcement

Closure of Jail Unit

- Reduction of bed availability from 1050 to 800 beds per day
- Potential for exceeding operational capacity
- Possible 23 hour per day lockdown
- Fewer beds for court sentencing and bed rental contracts
- Increased processing times
- Increased wait times for attorney visits
- Elimination of non-mandated inmate programs
- Elimination of inmate labor provided to City department
- Elimination of courtesy transports to Municipal Court
- Elimination of family/inmate visitation opportunities
- Reduced response times in bail release requests

REVISED

Detention and Enforcement

If options are approved, funding for the Department will have been reduced by 11.5% and 67.92 FTE's since 2008. Current options include:

Staff Reduction – 20 **(mid-year implementation for 12 marshals)**

Total Budget Reduction - $1,568,774

Organization Impacts:

- Minimal

Community Impacts:

- Closure of NW Sub-Station
- Increased response times / decreased patrol presence
- Limitations to support special events
- Reduction in ability to provide ward specific crime data
- Longer investigation times
- Decrease in officer training and development

Detention and Enforcement

Jail Operational Impacts

- Increased processing times
- Increased wait times for attorney visits
- Reduction of non-mandated inmate programs
- Elimination of inmate labor provided to City department
- Elimination of courtesy transports to Municipal Court
- Reduction of family/inmate visitation opportunities
- Reduced response times in bail release requests

Neighborhood Services

If options are approved, funding for the Department will have been reduced by 29.5% and 26 FTE's since 2008. Current options include:

Staff Reduction – 3 FTE

Total Budget Reduction - $552,494

Community Impacts:

- Temporary delays in citizen complaint hotline
- Work crews (RRT) reduced from five to four crews
- Primary focus on critical needs through neighborhood indicators
- Remaining crews deployed to address emergency abatements, illegal sign and shopping cart removal

Leisure Services

If options are approved, funding for the Department will have been reduced by 30.7% and 76.11FTE's since 2008. Current options include:

Staff Reduction – 3 FTE

Total Budget Reduction - $642,750

Community Impacts (attachments)

- Computer support for community center labs reduced, leading to potential closures of computer labs (will maintain about 50% of labs with help from federal grants)
- Elimination of Leisure on the Go (Services for low-income seniors)
- Reduction of services and supplies across Leisure Programs.

CMO - Office of Cultural Affairs

Staff Reductions – 4 FTE, 1 PTE

Organization Impacts

- 50% reduction in production/technical staff will mean a reduced ability to respond to last minute requests, including town hall meetings and the use of the mobile stage.

Community Impacts

- Fewer cultural events
- Less production value
- Less ability to provide production staff to rental clients

Offices of the City Council

If options are approved, funding for the Offices will have been reduced by 31.8% since 2008. Current options include:

Staff Reduction – 1 FTE

Total Reduction - $268,788

Organization Impacts

- Reduction in administrative support

Community Impacts

- Decreased funding for community events

Office of the City Manager

If options are approved, funding for the Offices (CMO, OAS, Communications, Cultural Affairs) will have been reduced by 26.4% and 26.21 FTE's since 2008. Current options include:

Staff Reductions (in OAS/Comm.) – 2 FTE

Total Budget Reduction - $437,488

Organization Impacts

- A reduction in graphic artists will mean the elimination of internal newsletters, diversity banners, framing, event photos, ceremonial photos
- Reduced ability to provide production services after hours and on weekends

Finance and Business Svcs.

If options are approved, funding for the Department will have been reduced by 33.1% and 30.47 FTE's since 2008. Current options include:

Staff Reduction – 7 FTE

Total Budget Reduction - $746,223

Organization Impacts

- Lapsed deadlines for contracts, data, and reports for Departments

Community Impacts

- Delays in response times to business licensing complaints
- Delays in issuing business licenses

Human Resources

If options are approved, funding for the Department will have been reduced by 36.2% and 13.96 FTE's since 2008. Current options include:

Staff Reductions – 2

Total Budget Reduction - $417,273

Organization Impacts

- Utilization of existing staff for labor negotiations
- Loss of support in recruitment and selection

Information Technologies

If options are approved, funding for the Department will have been reduced by 36.7% and 26.18 FTE's since 2008. Current options include:

Staff Reduction – 9 FTE

Total Budget Reduction - $1,042,794

Organization Impacts

- Delays in mail courier services, print shop requests, new project development, web services, and GIS services for all Departments

Office of the City Clerk

If options are approved, funding for the Office will have been reduced by 12.2% and 6 FTE's since 2008. Current options include:

Staff Reductions – 3 FTE

Total Budget Reduction - $ 246,627 (delayed implementation)

Organization Impacts

- Impacts to implementation of Enterprise Records Management (ERM) System
- Impacts to comprehensive "records inventory" and "imaging needs assessment"
- Impacts to records policies and standard operating procedures
- Impacts to implementation of a comprehensive Records training program
- Impact to DSC ERM and move to the Atrium

Community Impacts

- Elimination of staff at the front counter will lead to delays in service delivery

Planning and Development

If options are approved, funding for the Department will have been reduced by 34.7% and 23.39 FTE’s since 2008. Current options include:

Staff Reductions – 2 FTE

Total Budget Reduction - $ 182,215

Organization Impacts

- Accuracy of maps and addresses will be impacted

Community Impacts

- Longer processing times for land use applications
- Impacts to the ability to complete projects in a timely manner

Public Works

If options are approved, funding for the Department will have been reduced by 27.9% and 77.86 FTE's since 2008. Current options include:

Staff Reduction –5 FTE

Total Budget Reduction - $575,680

Community Impacts:

- Minor delays in repairs for street lights
- Delays in completing new signal construction
- Delays in completing capital projects

Field Operations

If options are approved, funding for the Department will have been reduced by 24.7% and 54.95FTE's since 2008. Current options include:

Staff Reduction – 7 FTE

Total Budget Reduction $425,376 (lesser impact due to delayed implementation)

Organization Impacts

- Reduced janitorial services at City Hall
- Reduced funding ability to rehabilitate City parking lots
- Potential loss to utilize CCSD sites to operate CLV Safe Key Programs (delayed implementation)

Community Impacts

- Increased response times to damaged sidewalks
- Potential loss to utilize CCSD sites to operate CLV Safe Key Programs
  - Delayed implementation to transition to CCSD

Municipal Court

If options are approved, funding for the Department will have been reduced by 23.2% and 43.24FTE's since 2008. Current options include:

Staff Reduction – 2 FTE (+3 through Attrition)
Total Budget Reduction - $625,000

Organization Impacts

- _Decline of defendant follow-up and assistance to pre-trial officers
- City supported judicial custodial and maintenance services

Community Impacts

- Longer response times
- Longer lines
- Eliminate in-house Petit Larceny and Impulse Control classes and develop online programs

City Attorney/City Auditor

<u>City Attorney</u>

If options are approved, funding for the Department will have been reduced by 21.0% and 10FTE's since 2008. Current options include:

<u>Staff Reductions – 3 (2 vacant)</u>

<u>Total Budget Reduction –</u>

- Partial reductions of Victim Witness Program

<u>City Auditor</u>

If options are approved, funding for the Department will have been reduced by 25.0% and 1.5 FTE's since 2008. Current options include:

<u>Staff Reductions – 1 FTE</u>

<u>Total Budget Reduction - $156,683</u>

- **<u>Impacts: To be Determined</u>**

Major Budget Outcomes

As a result of reducing the City's budget by an additional $16.8M:

- Significant reductions in Detention & Enforcement
  - Jail Operations
  - Marshal Services
- Brownouts for the Fire Department
- Further reductions to Leisure programming affecting Seniors and Children
- Reduction of field maintenance for CCSD sites
- Significant challenges to meeting City Clerk objectives
- Theater Tech Unit support
- Rapid Response Unit impact
- $10 increase for traffic tickets (restore Victims Witness Program)

Fiscal Year 2011 Final Budget

	FY09	FY10	FY11
Total Budget	$1.5 B	$ 1.6 B	$ 1.5 B
City Population	603,000	605,000	591,422
General Fund	$557 M	$530 M	$ 477 M

General Fund Recap

Beginning Fund Balance	$66M
Revenues	$448 M
Expenditures	(477)M
Budget Deficit	(29)M
Reserve Transfer In	8 M
Ending Fund Balance	$45 M

FY11 Capital Improvement Plan

General	$ 29.2 M
City Facilities	93.9 M
Fire Services	29.2 M
Public Works	14.9 M
Traffic	13.7 M
Parks & Leisure	237.5 M
Road & Flood	172.5 M
Detention & Enforcement	.2 M
Special Assessments	4.7 M
Total	$ 595.8 M

RDA FY11 Operating Budget

Tax Increment Revenue	$ 21.6 M
Less Affordable Housing	(3.9)M
Net Increment	17.7 M
Debt Service	16.1 M
Operations (net)	6.1 M
Expenditures	22.2 M
Operating Loss	$ (4.5)M

Budget Transmittal

Department of Taxation

- Tentative Budget filed is in compliance with the law and appropriate regulations

Citizens Priority Advisory Council

- May 15, 2009
- Budget Policy Review

Going Forward.....

- $16.8 million in further reductions allows more time for thoughtful deep reduction in FY12
- $47 million left per revised model
- So substantial will require a “new” city
- Need to start FY 12 early to allow time for decision and implementation

Creating the Vision for a "New" City

- Verify and validate a comprehensive list of potential reductions ($47 – $60 million)
- Build several new models of organization based on service delivery priorities
- Plan in open, transparent process
  - Engage employees
  - Engage Community
  - Engage City Council
  - Communicate with public

FUNDAMENTAL SERVICE REVIEW

- Questions
- Comments
- Direction