



MINUTES

City of Las Vegas

CITY HALL COUNCIL CHAMBERS, 400 STEWART AVENUE, LAS VEGAS, NV 89101
229-6011 (VOICE) • 386-9108 (TDD)

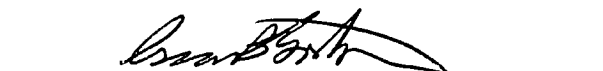
**SPECIAL CITY COUNCIL
STRATEGIC PLANNING/PRIORITY SETTING WORKSHOP
MEETING OF
February 25, 2004**

CITY COUNCIL	PRESENT	ABSENT	EXCUSED
MAYOR OSCAR B. GOODMAN	☒	☐	☐
COUNCILMAN GARY REESE MAYOR PRO-TEM	☒	☐	☐
COUNCILMAN LARRY BROWN	☒	☐	☐
COUNCILMAN LAWRENCE WEEKLY	☒	☐	☐
COUNCILMAN MICHAEL MACK	☒	☐	☐
COUNCILMAN JANET MONCRIEF	☒	☐	☐
DOULAS SELBY, CITY MANAGER	☒	☐	☐
BRAD JERBIC, CITY ATTORNEY	☒	☐	☐
BARBARA JO RONEMUS, CITY CLERK	☒	☐	☐

APPROVED BY REFERENCE: JULY 21, 2004

ATTEST:


CITY CLERK


MAYOR

City of Las Vegas

SPECIAL CITY COUNCIL MEETING

STRATEGIC PLANNING/PRIORITY SETTING WORKSHOP

DOOLITTLE COMMUNITY CENTER

1950 NORTH "J" STREET, LAS VEGAS, NEVADA

CITY OF LAS VEGAS INTERNET ADDRESS: <http://www.lasvegasnevada.gov>

WEDNESDAY, FEBRUARY 25, 2004

9:00 A.M.

CALL TO ORDER

ANNOUNCEMENT RE: COMPLIANCE WITH OPEN MEETING LAW

PLEDGE OF ALLEGIANCE

NEW BUSINESS:

1. Discussion, direction and possible action regarding Strategic Plan development for the City of Las Vegas to include vision, mission, priorities, goals and other related issues

CITIZENS PARTICIPATION: Items raised under this portion of the agenda cannot be deliberated or acted upon until the notice provisions of the open meeting law have been met. If you wish to speak on a matter not listed on the agenda, please clearly state your name and address. In consideration of others, avoid repetition, and limit your comments to no more than three (3) minutes. To ensure all persons equal opportunity to speak, each subject matter will be limited to ten (10) minutes.

THIS MEETING HAS BEEN PROPERLY NOTICED AND POSTED AT THE FOLLOWING LOCATIONS:

City Hall Plaza, Special Outside Posting Bulletin Board
Court Clerk's Office Bulletin Board, City Hall Plaza
Las Vegas Library, 833 Las Vegas Boulevard North
Clark County Government Center, 500 S. Grand Central Parkway
Grant Sawyer Building, 555 E. Washington Avenue
Doolittle Community Center, 1950 North "J" Street

AFFIDAVIT OF MAILING

(Mailing required under the provisions of NRS Chapter 241)

STATE OF NEVADA)

) ss

COUNTY OF CLARK)

Paula Clark, an employee of the City of Las Vegas, Nevada being first duly sworn, deposes and says that on the 18th day of **February, 2004**, a copy of NOTICE, the attached of which is a true and correct copy of the Notice – re: **Special City of Las Vegas, City Council Meeting** to be held on the 25th day of February, 2004, was deposited in the United States Mail, Postage prepaid, First Class Certified Mail, to each person and/or organization whose name appears on the list maintained in the Office of the City Clerk.

Paula Clark

SIGNATURE

City Clerk

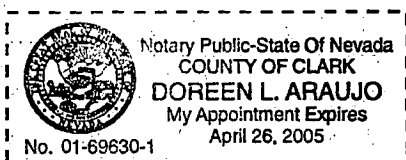
DEPARTMENT

Subscribed and sworn to before me this

18th day of February, 2004

Doreen L. Araujo

NOTARY PUBLIC in and for said County and State



AFFIDAVIT OF POSTING
(Posting required under the provisions of NRS Chapter 241)

STATE OF NEVADA)

) ss

COUNTY OF CLARK)

Eva Cotton and Jo Ann Williams, employees of the City of Las Vegas, Nevada being first duly sworn, depose and say that on the 18th day of February, 2004 at the hour of 4:00 P.M. there were posted copies of a NOTICE, the attached of which is a true and correct copy of a **City of Las Vegas, Special City Council Meeting** to be held on the 25th day of February, 2004, at 9:00 A.M., Las Vegas, Nevada; to be posted on Public Bulletin Boards at the following locations:

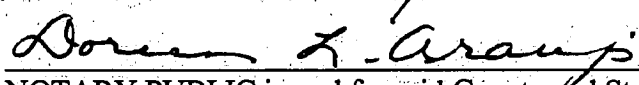
- gc* 1. City Hall Plaza, Special Outside Posting Bulletin Board, 400 Stewart Avenue (in the walkway area between Metro and Municipal Court).
- gc* 2. Court Clerk's Office Bulletin Board, City Hall Plaza, 400 Stewart Avenue (near the entrance to the Court Clerk's Office);
- gc* 3. Clark County Government Center, 500 S. Grand Central Parkway
- gc* 4. Las Vegas Library, 833 Las Vegas Blvd.
- gc* 5. Grant Sawyer Building, 555 E. Washington Avenue
- gc* 6. Doolittle Community Center, 1950 North "J" Street

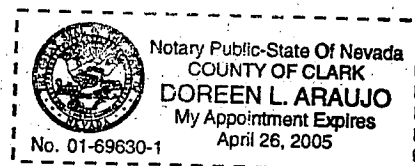
 _____
SIGNATURE

City Clerk
DEPARTMENT

Subscribed and sworn to before me this

18th day of February, 2004


NOTARY PUBLIC in and for said County and State



**CITY COUNCIL AGENDA
SPECIAL CITY COUNCIL MEETING
STRATEGIC PLANNING/PRIORITY SETTING WORKSHOP
FEBRUARY 25, 2004**

- CALL TO ORDER
- ANNOUNCEMENT RE: COMPLIANCE WITH OPEN MEETING LAW
- PLEDGE OF ALLEGIANCE

MINUTES:

PRESENT: MAYOR GOODMAN and COUNCIL MEMBERS REESE, BROWN, L.B. McDONALD, WEEKLY, MACK, and MONCRIEF (arrived at 9:15 a.m)

Also Present: CITY MANAGER DOUG SELBY, DEPUTY CITY MANAGER STEVE HOUCHENS, DEPUTY CITY MANAGER BETSY FRETWELL, CITY ATTORNEY BRAD JERBIC, DEPUTY CITY ATTORNEY JOHN REDLEIN and CITY CLERK BARBARA JO RONEMUS

ANNOUNCEMENT MADE – Meeting noticed and posted at the following locations:

City Hall Plaza, Posting Board

Court Clerk's Bulletin Board, City Hall

Las Vegas Library, 833 Las Vegas Boulevard North

Senior Citizens Center, 450 E. Bonanza Road

Clark County Government Center, 500 S. Grand Central Parkway

(9:01)

1-1

MAYOR GOODMAN led the audience in the Pledge.

(9:01)

1-6

**AGENDA SUMMARY PAGE
SPECIAL CITY COUNCIL MEETING
STRATEGIC PLANNING/PRIORITY SETTING WORKSHOP
FEBRUARY 25, 2004**

DEPARTMENT: CITY MANAGER

DIRECTOR: DOUGLAS SELBY

☐

CONSENT

☒

DISCUSSION

SUBJECT:

ADMINISTRATIVE:

Discussion, direction and possible action regarding Strategic Plan development for the City of Las Vegas to include vision, mission, priorities, goals and other related issues

Fiscal Impact

☒

No Impact

Amount:

☐

Budget Funds Available

Dept./Division:

☐

Augmentation Required

Funding Source:

PURPOSE/BACKGROUND:

The City Council is expected to receive reports regarding the strategic planning priorities for the City of Las Vegas that were established in 2001. The City Staff will present the progress of the strategic planning process and an update on the City's priorities alignment with current community priorities and critical issues.

RECOMMENDATION:

Approve any new or modified priorities and direct staff accordingly.

BACKUP DOCUMENTATION:

1. Submitted at meeting – Copy of PowerPoint presentation given by Ron Portero
2. Submitted at meeting – Copy of PowerPoint presentation given by Terri Murphy
3. Submitted at meeting – Suggested priorities in draft form

MINUTES:

MAYOR GOODMAN asked COUNCILMAN WEEKLY to briefly speak about the Doolittle Community Center. COUNCILMAN WEEKLY commented that the center is a blessing to the community and that without the support of the Mayor and Council, it would not have happened. He credited staff for taking something old and making it new again. It is the most active community center in the City of Las Vegas. He was honored that the Doolittle Community Center was chosen to hold the Strategic Planning Meeting.

(9:01 – 9:02)

1-20

CITY MANAGER DOUG SELBY welcomed the Mayor and Council and stated that two and half years ago they met with the executive staff in Mesquite, Nevada with a follow up meeting at the Veterans Memorial Community Center in Summerlin, to discuss vision, mission, values and

CITY COUNCIL MEETING OF FEBRUARY 25, 2004

Administrative

Item 1 – Discussion, and possible action regarding Strategic Plan development for the City of Las Vegas to include vision, mission, priorities, goals and other related issues

MINUTES – Continued:

priorities. The City's mission statement is: "A vibrant, affordable, and diverse city of opportunity in which all citizens enjoy their neighborhoods, feel, safe, and know they will be heard". Two years ago the City Council set seven priorities and during today's meeting the focus will be those priorities, which staff believes will work for the foreseeable future. As part of the session, deputy directors and senior managers were invited to participate. These are people who stand in for the directors in their absence and who have the potential to move up within the organization. He introduced RON PORTERO, Totally Quality Resources, who has experience in facilitating meetings for both regional and local governments. MR. PORTERO facilitated last month's director's retreat.

(9:02 – 9:05)

1-56

MAYOR GOODMAN welcomed RAY FLYNN, Las Vegas Metropolitan Police Department. Metro's participation is important because the City and Metro work closely together.

MR. PORTARO stated that he has lived in Las Vegas for 11 years. He briefly summarized his accomplishments beginning with his graduation from law school to being appointed as an assistant professor in the College of Business teaching Business Law until 1993 in Las Vegas. Once he moved to Las Vegas, he found he wanted to remain in Las Vegas and gave up a full-time teaching position. As a resident, he is committed to this City. Before he became a consultant to the City, he served on the Lone Mountain Master Plan. In 1998 he chaired the Council Review Committee, which looked at whether the City Council should be expanded from four to six. The committee recommended that the people should decide with a vote. In 2000 he served on the Steering Committee for the 2020 Master Plan. In 1998 he was asked by CHARLIE KAJKOWSKI and DICK GOECKE to help with the 1MGD Plan at Bonanza and Mojave. He became a facilitator as a neutral person to help facilitate different goals and reach a consensus. He thanked City staff, CHRIS KNIGHT, GAIL HALL and MIKE DAYTON, Administrative Services, for the large amount of work they put in preparing for this meeting.

MR. PORTARO pointed out at the Directors Retreat held on January 30, 2004 that everyone came together as a group under the Greater Team Approach. As an example of what the Greater Team Approach entails, he recalled a project he was tasked with by the Green Bay Packers, to examine what it would take to bring the Green Bay Packers back to the dynasty they were in the 1960s. Utilizing the Greater Team Approach, he suggested that both a great coach and quarterback be hired. What makes a team great is the ability to operate within a distinct organizational philosophy. It has to have strong leadership in order to execute distinctive strategy for winning, and they must recruit and select the talent pool that fulfills the team

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Item 1 – Discussion, and possible action regarding Strategic Plan development for the City of Las Vegas to include vision, mission, priorities, goals and other related issues

MINUTES – Continued:

strategy for winning. Lastly, they excel at players' relations. The Greater Team Approach can also be implemented in the City. The Council's vision and mission is driven from the top and creates a great opportunity for the citizens of Las Vegas. City staff has been recruited, the constituents have elected the Council, and the Council appointed directors and deputy directors. There has to be a good relationship between the Council, the directors and deputy directors. They have to excel to be able to deliver the services to the community that the citizens expect.

He indicated that over the years he has had opportunities to work with City staff from different departments. He found that they are the most courteous, polite and professional people working on the Council's behalf. The Green Bay Packers discovered that the team is not only the eleven players on the field, but it is the coach, his assistant, the general manager who drafts the players, the owner who provides the resources to hire the players, and who establishes a winning philosophy on how to make it happen. He provided a slide presentation on, Achieving the Greater Team Approach, which he submitted for the record. He summarized that each department, together with the City Council is part of one organization, one team. A team cannot accomplish what it is going to do unless it has a greater team approach. MR. PORTARO introduced TERRY MURPHY, Strategic Solutions, who gave a report card on the City's current priorities.

MS. MURPHY has lived in Las Vegas since 1979 and is a resident of Ward 4. Two years ago the City Council set priorities and if those priorities are achieved, ultimately the vision is achieved. SEAN ROSS from her office interviewed all the directors and created measurements for each of the priorities. He researched how well they were doing and what activities they were engaged in that would lead toward the achievement of those priorities. At this point the City is doing a great job in achieving those priorities, however areas were identified where the City needs to do better. She reviewed and submitted a slide presentation of the City's key priorities and opportunities for improvement. She suggested that Business Development ask business license applicants on what type of business they have and what diversity means to them. Regarding Government Economics, she indicated that revenue generation for government is very difficult. City staff has been doing a very good job in containing City costs and in planning for the future and economic downturns. Reviewing the priority of Open Government, MS. MURPHY commended the City for implementing neighborhood associations as a phenomenal communication tool. While reviewing the Recreation priority, MS. MURPHY indicated that she did not have a good understanding of what the City Council meant by an intergenerational nature, whether that meant seniors and children acting together or just providing services in those range of areas. Staff needs better direction in terms of what exactly the City is trying to provide. It may be that the seniors do not want to interact with children.

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MINUTES – Continued:

MS. MURPHY pointed out that based on the five key measures for all seven priorities, they reveal that a tremendous amount of work is being done and that City staff is performing in alignment with the priorities that the Council has set for them. MS. MURPHY expanded on how these priorities relate to what the community actually wants. Recent polls and surveys conducted by UNLV College of Business and Nevada Development Authority's Las Vegas Perspective, United Way, and South West Group found that the number one concern is education. Public safety and crime is a category that comes up as a common community concern, but is not clearly reflected within the City's current priorities. Other concerns are Yucca Mountain, nuclear waste, growth and population, the economy, health care, traffic congestion/transportation, taxes, and environmental concerns. She suggested that the Council consider on creating a specific priority to address public safety, environmental concerns, education and health care. Possibly, the constituents should be asked what they really want from the City of Las Vegas. People do not distinguish between levels of government.

MS. MURPHY verified for DICK GOECKE, Director, Public Works, the last survey was taken in 2002.

MR. PORTARO noted that topics might arise which are focused on what is being discussed, but that would need to be addressed at a later time. Therefore, he suggested that a list of forward action items be created.

(9:05 – 9:50

1-123

RECESSED 9:50 A.M. TO 10:00 A.M.

After the recess, MR. PORTARO explained that the City Manager, together with the directors, went through the priorities at the January 30 session. A presentation will be made to the Council about these priorities and draft recommendations presented on rewording those priorities. Then the Council would be asked to either adopt those or interface together in an exchange to make sure those priorities reflect their recommendations and the Greater Team Approach.

CITY MANAGER SELBY reiterated that the priorities adopted by the Council are being used in the hiring decision. Every time there is a vacant position and justification is made, one of the things asked is how the position would help meet one or more of the seven priorities. Priorities help with recommendations on budget issues and for day-to-day resource allocations, especially in those circumstances where there might be a limited resource. He noted that during new employee

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MINUTES – Continued:

orientation the Strategic Plan is covered in a very abbreviated form. It is important to understand the priorities that were developed two and a half years ago and how at times it is a struggle to understand what a priority means, how staff is doing, and if resources are being spent the wrong way. It is important that the priorities be clearly understandable, not just to the executive staff, but the entire staff all the way to the people who do the day-to-day maintenance at City Hall. It is important that staff understands those priorities without having to go through a lengthy orientation, but by just reading them. The City clearly needs to represent these priorities to the public. The question today is whether these priorities are still appropriate or if new priorities are needed to address the Council's concerns, such as the environment. In fact, the City is already working towards things such as the sustainable community at Kyle Canyon as a prototype for other communities.

At the director's retreat groups consisting of directors, deputies and senior managers analyzed each of the seven priorities. He introduced DEPUTY CITY MANAGERS BETSY FRETWELL and STEVE HOUCHENS, who reviewed each of the priorities.

DEPUTY CITY MANAGER FRETWELL began by reviewing the priority, "Maintaining the Master Planning Approach as Growth Happens". She invited ROBERT GENZER, Director, Planning and Development and MR. GOECKE to help with the discussion. She indicated that a lot of time and effort was spent on this particular priority. Master planning is a tool and a way to coordinate orderly growth over time and make sure that everything fits together. A variety of plans go into master planning such as public safety, housing, land use, parks, roadway and flood control plans. They are all supported through the Capital Improvement Plan effort. Some of the plans need fine-tuning because they might not be solid enough to work well together and achieve what the Council directed.

MR. GENZER noted that while discussing this priority the question arose whether or not anyone really understood this priority. As a planning director, he did not. The question mark in his mind was the last three words of the priority, as growth happens. The fact is that master plans are created to guide that growth, whether it is a land use, utility, trails or open space plan. It is the tool that is used to make something happen, not as it happens. The group felt that this particular priority, while necessary, should be reworded. MR. GOECKE suggested that the flood control master plan and the flood control detention basin elements be revisited. There are many detention basins being looked at as potential future park sites. There is an appropriate time to develop a master plan and perhaps with a guidance document. The Northwest Charette looked at roadways, which would have been a mistake to incorporate them into the master plan at his point in time. DEPUTY CITY MANAGER FRETWELL noted that the draft language achieved incorporates many of MR. GENZER'S and MR. GOECKE'S ideas. The new language might be "to create an orderly development and integration of all elements of a safe, healthy community". The master plans would then become a tool to achieve that priority.

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MINUTES – Continued:

DEPUTY CITY MANAGER STEVE HOUCHENS talked about government economics, business development and open government priorities. There is still an issue trying to catch up with revenues, support the revenue base and operate efficiently while living within those revenues. In fact, upon discussing this priority, three areas need to be addressed. One is to optimize the discretionary revenue, continue to achieve operating efficiencies, and apply good business practices. Government cannot be run like a business, but business practices can be applied to the operations of government. Discussion was held on how the City is doing on achieving the priorities that have been identified. Revenue generation was looked at, as it relates to charging an appropriate amount for services the City provides or if the City is recovering the costs wherever appropriate. Is the City collecting the revenues that are due while monitoring and administering those entrepreneurial type operations, such as parks and sanitation funds, where they are counted as a business in an enterprise fund.

Labor cost is a significant issue in local government; 57% of the City's budget is employees' salaries; 43% is Metro, which combined with the City's personnel is about 80% of the general fund. Ways to minimize full time people and do more with less, as well as ways to control labor costs as it relates to overtime, sick leave and associated benefits, needs to be explored. Benefit rates need to be improved. In fact, recently the City went through a revision of the health insurance program. Operations and maintenance costs need to be monitored, and seek ways to be energy-efficient in order to minimize utility costs.

Through the use of performance-based budgeting, the City is looking for ways to apply the budget to equate what is being spent. Debt and capital: In the area of debt the City has an obligation to improve and solidify the bond ratings and utilize effective debt management practices. In capital purchases, the City has a very successful program with the Council to prioritize all the major capital improvements that the City wants to build and acquire. Any changes made to that list have to come before Council. By looking at these different categories, the current priority was reworded to state: "manage cost and revenue resources to achieve efficient operations". MARK VINCENT, Director, Finance and Business Development, added that the group had difficulty with the idea of reconciling the escalating costs of doing business with revenues. The priority was reworded to better explain the priority.

CLAUDETTE ENUS, Director, Human Resources, stated that opportunities are available on holding the line on labor costs. One concern is increasing the dialogue with employee groups, both appointive and non-appointive employees, pursuing potential interest based bargaining and not mortgaging the City's future, in terms of salaries and benefits. Another area is looking at Nevada Revised Statutes and those statutes that govern bargaining in the public sector. There may be an opportunity to pursue with the State legislature some modifications to the benefit of municipalities and County.

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MINUTES – Continued:

DEPUTY CITY MANAGER HOUCHENS addressed a third priority, aggressively attract diverse businesses to the City regardless of geography, geography being not just downtown, but Wards 1 through 6. Looking at this, four critical goals were determined that would strengthen the economy and enhance the quality of life. One is to create high quality and high paying jobs, achieve positive economic impact through growth, attract high quality commercial development, and build a diverse economic base. Upon discussion of geographic concentration, it was determined that the City is really looking to improve under-performing properties, target properties through acquisition, develop and improve infrastructure, provide strategic incentives, such as the tax increments and entitlements, and monitor and follow up on agreements. At the end, the priority was changed to “aggressively attract and retain quality businesses”. The City is successful in this endeavor if an existing business stays and grows in the City. The City wants to attract companies and jobs with comparable wages, attract commercial building issues and their valuation, as well as new and renewed businesses licenses. This pertains to the entire City, regardless of geography and it includes the desire to diversify the economy and to add industry that does not currently exist here.

DEPUTY CITY MANAGER HOUCHENS introduced IAIN VASEY, Acting Director, Office of Business Development, who stated that three basic factors were reached. The first is to be able to communicate with the average citizen on why the City is attracting and targeting certain types of businesses for development. Second, establish quantifiable methods; the number of jobs, types of wages, economic impact, and tax generated for each kind of property that is built. Lastly, focus on local businesses that already have grown and help them to expand, instead of concentrating only on attracting out-of-state businesses. PAUL WILKINS, Director, Building and Safety, pointed out that the Building Department has to be involved in making sure that plans get out fast and inspections are properly conducted to ensure that buildings are safe.

DEPUTY CITY MANAGER HOUCHENS commented on the priority to “strengthen the dialogue between the City and its citizens”. How does the City provide prompt information concerning public safety issues and public services, provide courteous customer services throughout the City, convenient communication, maximize efficient equipment, expand in efficient delivery of information, expand services on a 24/7 basis, and practice digital democracy, which is the connection between government, citizens and business. The existing priority dealt with the concept of existing communication tools. A broader area needs to be examined. The new language is, “provide an open government which allows access, participation, and respectful two-way communication”. This is achievable through KCLV Channel 2, Las Vegas website, Town Hall meetings, Hansen system, on-line live help desk, voice response, computer base training, online applications; business licenses and Human Resources applications, and meeting and agenda information. This created the fundamental basis for an open exchange of communication with the constituency.

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MINUTES – Continued:

DAVID RIGGLEMAN, Director, Office of Communications, indicated that this priority originally was good, but since it was first developed the focus became open government. It goes beyond KCLV Channel 2, and the web. It goes into things where communication is being monitored at all levels, i.e., is the City getting the message out that a particular job needs to be filled. What kind of response is the City receiving? Is the right target market of employees being targeted that might want to fill that job. How is the City monitoring its ability to follow that two-way communication? The consensus was to expend and measure beyond the obvious that has been done. JOE MARCELLA, Director, Information Technologies, added that the City is growing at an enormous rate and services need to be provided and additional staff cannot be hired or more equipment added. Therefore, alternatives are being looked at to deliver services 24/7, as well as an alternative for citizen not to come to City Hall for a particular transaction. This will extend services without adding burden and expense to the overall City and its citizens.

Regarding the priority about revitalization and invigorate mature areas, DEPUTY CITY MANAGER FRETWELL noted that this relates to the preservation of older neighborhoods with safe roadways and to, respond to development and resolve problems within neighborhoods. Unique and vibrant neighborhoods are created with things like the West Las Vegas Plan, the development of the East Las Vegas Community Center, the Downtown North Plan, and to respect, maintain and protect that core area through revitalization efforts. This particular priority does not address downtown, although a tremendous amount of time, effort and resources have been invested in downtown, neighborhoods adjacent to downtown, whether it be East Las Vegas, West Las Vegas, Las Vegas Boulevard North, Stupak Center, Arts District, and John S. Park. She asked whether the Council could consider a priority that deals strictly with downtown and adjacent neighborhoods.

MARGO WHEELER, Deputy Director, Planning and Development Department, added that livability is key, whether it is downtown or the northwest, West Las Vegas or the far eastern areas. Continuing to emphasize new residential is crucial to making those areas livable and to allow for the necessary economic reinvestment. It is important to have these priorities written so that every department participates and everyone can utilize them in their daily work, either through the budget, new employees or in the business plan.

CHARLIE KAJKOWSKI, Deputy Director, Public Works Department, noted that public infrastructure has high visibility and it can promote and revitalize an area. This has happened with a major street improvement on Fourth Street where it spontaneously changed the properties. There has been other street reconstruction in other neighborhoods and recreational facilities and public facilities have been built to create a contagious positive air. It is essential that these public investments be done in the infrastructure.

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MINUTES – Continued:

DEPUTY CITY MANAGER FRETWELL explained that upon discussing this particular priority it was recommended to take the entire priority and roll it in with neighborhoods and leisure services because it is neighborhood/community focused. But after looking at what the investment patterns are today, the revitalization effort was used to also include downtown redevelopment. Instead of merging the two, the priority will be separate to have a dynamic, successful, and livable urban core. She suggested that the Council consider using the word nurture, shape or expand to explain what the Council wants to see accomplished.

With regards to the neighborhoods and leisure services priorities, DEPUTY CITY MANAGER FRETWELL recommended that the intergenerational goal be combined with the neighborhood's goal. Currently the priority states "develop and support neighborhood integrity and livability". There needs to be public protection through community-based resources, making sure that each community gets what they need with regard to public safety, roads, infrastructure, leisure services, and community health. No neighborhood is an island unto itself. She recalled that ORLANDO SANCHEZ, Director, Neighborhood Services, gave a definition of community being a group of people with a common set of characteristics and interests that live together within a large society. The intent is to promote the community involvement and neighborhood identification because that breeds the commitment to community and the feeling of home.

It was unclear if a neighborhood with integrity means that it is safe. Therefore, a citizen may not recognize that the City will continue to focus on public safety efforts from a neighborhood and community perspective. That is what makes a neighborhood livable and have integrity. The recommended language to consider is to "develop and support community safety, health, livability, and pride". One weakness that should be explored is the concept of the word neighborhood, because neighborhood as a part of community still needs to be in this priority.

DEPUTY CITY MANAGER FRETWELL questioned whether the word intergenerational really means multi-generational. She noted that it probably means the latter and presented some considerations. Many seniors do not want to use the same entrance that is used by young kids, and likewise with the kids. Parks and leisure activities are contributors to strong communities. She suggested that this priority be combined into a community/neighborhood priority because it is integral to having a livable community with a strong and safe neighborhood. She asked that the Council explore whether this priority means that the City wants to develop parks and recreational opportunities. The City has over 200 acres of park space planned for development over the next year. Over the last three years the City has developed over 500 acres of parks. The language needs to be fine-tuned and should remain a separate priority. She mentioned that outreach is changing. It does not have to be facility-based anymore. There can be a better use of

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MINUTES – Continued:

City parks and other community facilities without having to build great places like the Doolittle Center. There are many other ways to do it, whether it is an outreach vehicle, neighborhood planners, neighborhood liaisons and Council liaisons working directly with communities to ensure that the right services are provided. Additionally, the private sector is also offering more opportunities.

Two other areas that might not be a responsibility through the Charter are the overall health and welfare of public and education. Regarding health, the City provides programs such as hearts and parks, general recreation programs and providing fitness equipment in all of its centers. Other ways to provide community health is things like the Mayor's walking group. The entire neighborhood participates and walks with the Mayor three days a week. That promotes community health and engages the entire community. The City supplements the Clark County School District and educational opportunities.

(10:00 – 10:57)

4-1719

RECESSED 10:57 TO 11:06 A.M.

After the meeting reconvened, MR. PORTARO recommended that the Council give their thoughts on what has been discussed thus far, and go through each one of the drafted priorities, modify and/or add to them as appropriate.

MAYOR GOODMAN commented that he would like to explore the idea of whether or not it would be appropriate or legal to assign a Councilperson to monitor each priority and to report back periodically to the rest of the Council, as to whether or not the Council is succeeding in that particular priority. He believes this would involve the Council with the process on a continuing basis rather than waiting to go through this kind of analysis every two years.

He opined that he is not sure the City is doing its best on providing events. When he was elected four years ago there was a lot of criticism that the City was not a good place to do business. However, over the years the City has become a preferable place to do business. As a result, developers and businesses are coming in the City. It may be time for the City to change its emphasis as to how it solicits new businesses and new housing developments, and maybe the emphasis should be on how to attract these businesses.

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There is firm feeling from both the Las Vegas City Employees Association and the Fire Fighters Union perhaps cutting back on the kind of services the City offers to its constituents, and whether to make it a 10-hour day and four days a week rather than eight hour days. He firmly believes that what differentiates the City of Las Vegas from other municipalities is the fact that it is a full service city with a full service staff. The City should be opened five days a week, eight hours a day, and maybe even consider having somebody on a temporary basis to cover the weekends. Working with the team approach concept, this area should be explored to effectuate that goal.

COUNCILMAN REESE thanked MS. MURPHY and MR. PORTARO for their presentations. He indicated that crime and traffic are his constituents' main concerns. It is important that the Sheriff ask for a bond issue to raise property and or sales tax. More police officers are needed in order to get the services that the citizens demand. He would like the City Council to support the Sheriff and his request for a bond issue. As far as the revitalization of downtown, the City has been successful. However, more money is needed for the mature areas for the upgrade of sidewalks and fences. It needs to be a team effort and thanked the Council for working with him to help his area. He is looking forward to making sure the City is active in every part of the City.

COUNCILMAN BROWN thanked staff for their work and was pleased with the team approach. It is obvious that staff understands the intent of this Council. Over the last few years there has been a tremendous effort internally to break the silos down, and far more productive for the individual departments to get in at the front end with all those departments they directly or indirectly impact. He complimented everyone present.

COUNCILWOMAN McDONALD commented that ten years ago Council retreats were a dreaded day for staff, with Council screaming and pointing fingers during the horrible experience. The new atmosphere at these retreats is dramatically different. She applauded everyone involved in preparing this particular strategic planning meeting. She pointed out that the post-September 11th experience shaped the viewpoint of public safety needs to be a goal in itself. It needs to be separate and apart because of the complexities that have been added. While having the goals is very important, she asked what the action item behind the goal is and how they will be tactically achieved.

She opined that mature areas go beyond the downtown area. It includes Wards 2, 4 and 6, which have neighborhoods that are 30 years old along the Jones, Torrey Pines, and Rainbow corridors. These areas are as much in need of neighborhood services and public works services. They are

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no longer exclusive to downtown. Business development is about diversification of the economy and being less dependant on gaming and trying to attract non-gaming oriented businesses that bring higher wages. Growth has been triggered by gaming, but statistics show that 45% of Clark County residents, even with two wage earners, earn \$35,000 annually or less. In addition, the price of housing is increasing each and every day. Higher wages would help affordable housing issues and it should be included because it is a very serious policy question.

COUNCILMAN WEEKLY noted that he never imagined the many accomplishments that have been made in Ward 5. During the Strategic Planning meeting two years ago the Council spent a lot of time creating a mission statement to include diversity, neighborhoods, opportunity for everyone to be heard, and achieve the team approach concept. With the entire Council's approval, projects such as the Doolittle Community Center became a reality. Next month the center will celebrate one year since its refurbishment. He referred to MS. MURPHY'S report card about all the good things that have been accomplished after that strategic planning meeting two years ago. However, he would have liked to hear about some of the shortcomings that the City endured, and how to rectify those areas. Nevertheless, he commended staff for the seven priorities, which shows that they listened to the Council's direction over two years ago. He believes that the Council is on the right path.

COUNCILMAN WEEKLY continued stating that two years ago the words "mature area" were used instead of older neighborhoods, which are areas that have been overlooked, suffered neglect and blight. There is a big difference between each Ward and that some wards may be more successful than others. But a ward is not successful if other parts of the city are not living to that same success. The Council is responsible for the entire City. He applauds the beautiful things that happen in other wards because he is part of the same team. The City of Las Vegas' success will grow by creating vibrant and more beautiful neighborhoods as a whole. He asked what attracting quality businesses regardless of geography means and what is the definition of livable.

COUNCILMAN MACK thanked MR. ROSS, MS. MURPHY and MR. PORTARO for facilitating the meeting, as well as the City Manager's Office for their team effort and leadership. He acknowledged Metro and Fire and Rescue's presence. All the departments working closely together will make this City a much better place, and because obstacles on how business is done in the City of Las Vegas no longer exist. He would like to see an updated master plan done on an annual basis. Working together with Clark County and with interlocal agreements, transportation and trails plans have been tied together as not to create confusion. From a business and finance standpoint, the City is thinking out of the box in creating more revenue

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opportunities, whether it is by installing vending machines in City parks or advertising opportunities on cell tower sites and billboards. He agreed with COUNCILWOMAN McDONALD on the City's need to diversify the economy and bring higher paying jobs. Technology and education are an important component as well. The City of Las Vegas has a great form of open government through the television station and Internet opportunities. Other entities like the Regional Transportation Commission, Regional Flood, Las Vegas Water District and Las Vegas Convention and Visitors Authority should be offered the opportunity to provide information to the public by using the City's television station.

Even though the focus has been on downtown, all core areas need help. COUNCILMAN MACK encouraged the Council to support Metro's bond initiative, which is vital to the growth, health and welfare of all communities. He mentioned that Salt Lake City has more crime per capita than Las Vegas. There is more crime on the Strip than in the downtown area. The City is providing more intergenerational opportunities to its citizens, and the City should continue to look at private/public partnerships. The average age of Las Vegas citizenry is 47 years old.

Being the newest Council member, COUNCILWOMAN MONCRIEF indicated that she would listen to the discussion. However, she opined that wards are divided between older and newer. Mature areas, downtown and the newer areas need to be looked at as a whole. With Las Vegas being one of the fastest growing cities in the United States, the master plan should be the number one priority. If growth happens in a more easy way, crime, education and tax issues can be resolved. Regarding recreation and leisure, she believes that it should be multigenerational because she knows that senior citizens need a place for themselves without having to share it with the children.

RECESSED 11:39 A.M. TO 12:21 P.M.

(11:06 – 11:39)

2-632

MAYOR GOODMAN reconvened the meeting. MR. PORTARO referred to and submitted a draft document with six priorities and asked that each priority be taken one at a time, dissected, receive input and then for the Council to direct staff if a priority should be changed or not.

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MAYOR GOODMAN pointed out that, as the Mayor, he represents the City at large, and he is sometimes concerned when there is a deviation from the master plan, particularly in Town Center. Town Center was designed for commercial and because of the residential boom exceptions are being made. He asked the Council members who represent these areas to explain how they envision the master plan being used and whether it is has a significance to guide their decisions.

COUNCILMAN BROWN disagreed with the Mayor's comments. Even though the master plan and general plans are most profiled and controversial, it has to be taken into context with all the different zoning and rezoning items. He strongly believes that the master plan approach taken over the last four years has been very successful. COUNCILMAN REESE stated that when he was first elected if someone came in with a general plan amendment, it was required for the applicant to explain the master plan and why the change was needed. However, he opined that this is no longer the case.

COUNCILWOMAN McDONALD remarked that sometimes the master plan is created based on ideals, but then it has to react to the market. She has seen cases where something ideal might have commercial development and then is changed to residential. Oftentimes there might be a parcel with a commercial designation, but residential needs to be created in order to support that commercial. COUNCILMAN MACK concurred with the Councilwoman's comments and added that all the new businesses are happening on their own. Markets are driving many of the changes from commercial to residential. He reiterated that the master plans should be revisited on a regular basis and fine-tuned. Commercial has been added in certain areas in the northwest that has not been addressed. Services and infrastructure have been added and there is a great housing demand, which has changed the cost of land. A big issue is the lack of federal lands. The City needs to cohesively work with other entities, as well as the State and Federal Government on releasing more land to create affordable housing. The GPA's are tools to help tweak and fine tune the master plan. It gives the residents the public hearing process, opportunities to attend meetings and provide their input.

MAYOR GOODMAN pointed out that master plans are multi-faceted. The Council's vision is how they want to see the City grow. But he pointed out that potential investors should be able to rely on the master plan. COUNCILMAN MACK commented that in the northwest, particularly Centennial Hills, the change has been down zoning. A residential piece of property has never been changed to commercial. Infill pieces are a different situation because each individual property is looked at differently. But a major section line road in the northwest has never been plotted down for a convenience store.

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First priority:

DEPUTY CITY MANAGER FRETWELL indicated that the focus has been on staying ahead of growth and creating orderly development with flexibility and responsibly revisiting those elements on a regular basis. Therefore, not only look at the land use plan, but also look at things such as affordable housing or the public safety element. She wondered if “Create and manage orderly development and integration of all elements of a safe, healthy community” encapsulates what has been discussed thus far, fully knowing that that means there have to be good solid master plans as a way to achieve it. In this case, updating the master plans would be a key strategy for accomplishing that priority. COUNCILMAN MACK remarked that the words “smart growth” and “sustainable communities” could possibly go into the draft priority. Every homebuilder is now talking about energy efficiencies and water conservation.

He stated the idea is to create a live/work environment where people have an option to walk or bike without relying on their car. This might be considered healthy because it will improve the air quality in that particular area. MR. PORTARO pointed out that anything the Council puts in a priority can be used as a tool or can be a sub categorization under each priority that states how it will be achieved. MR. GENZER opined that development is more encompassing. The focus should not necessarily be on growth because growth is not only happening in newer areas, but in older wards as well. MAYOR GOODMAN commented that the Council is creating legislative history. Their comments will be utilized by the Manager’s Office in effectuating the Council’s desires. He questioned whether or not any other words are needed after the word “development”.

After discussing safety and where it should be within the priority, CITY MANAGER FRETWELL suggested that a public safety priority be created in and of itself. COUNCILMAN MACK agreed. COUNCILWOMAN MONCRIEF pointed out that growth and development are different from each other.

COUNCILMAN REESE moved to adopt the newly created priority: “Create, integrate, and manage orderly and sustainable development of our community”, which was approved unanimously.

COUNCILMAN WEEKLY verified with MR. GENZER that the priority as discussed would work better because it is more comprehensive than the original priority.

Second priority:

DEPUTY CITY MANAGER HOUCHEMS addressed the second draft priority “manage cost and revenue resources to achieve efficient operations”. MAYOR GOODMAN questioned how this

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goal would be achieved, as he does not want to task the City Manager with something that might be a burden and not be able to accomplish that goal. According to City Manager's briefings, costs are rising, primarily as a result of employee salaries and benefits, at a rate faster than revenues received. Unless the City Manager's Office and staff feel they are able to adjust that, he believes that an objective is being created that may not be achievable. CITY MANAGER SELBY responded that they deal with this priority every day. It is a day-to-day goal to look at all the operations for efficiency and effectiveness. It is not only rising labor costs, but also the cost of goods, utilities and other services. Priorities can be challenging, but he committed to do his best to meet those priorities.

MAYOR GOODMAN indicated that at the conference of Mayors discussion was held about proposed legislation where cities, counties and states will be told how to engage in collective bargaining. Additions may be made. He asked that this particular legislation be closely followed to ensure that the City has an effective way of paying employees, buying equipment and running the City. He believes it will be more of a challenge than right now. DEPUTY CITY MANAGER HOUCHEMS pointed out that the City has a little reprieve because construction is happening, which will generate jobs and ultimately jobs generate revenue. However, this will not last and the City has to continue to be efficient as best as possible. Part of the objective is to find out what those are and maximize them to their extent.

COUNCILMAN REESE asked what the City is doing to collect outstanding monies from fines and services. MARK VINCENT, Director, Finance and Business Services, replied that over the years the City has been consolidating the collection efforts. Collection agencies are being used to collect monies. As an example, the City collects probably 99% of in-state tickets, but out of state tickets are never collected. By using collection agents several hundred thousand dollars a year in revenue is being collected that was never collected before. When it comes down to making decisions, ways of generating revenues will be found that are not just going to the day-to-day operations. There are certain infrastructure needs and if they can be managed correctly and efficiently, with the Council's guidance over what the priorities are, monies can be freed up and prioritized. One of the goals of having efficient operations was to maximize the discretionary revenues for other projects and the priority as written does not say that, but it is implied. The City needs to continue looking at the services it provides and whether or not they should continue to be provided or if those resources should be redirected elsewhere.

COUNCILMAN REESE moved to adopt the priority "Manage cost and revenue resources to achieve efficient operations", which carried unanimously.

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Third priority:

Speaking on economic development priority, DEPUTY CITY MANAGER HOUCHEMS indicated that the verbiage of the third draft priority is “aggressively attract diverse businesses to the City regardless of geography”. However, that was changed to “aggressively attract and retain quality businesses”. He mentioned that a question was asked as to the definition of a quality business. He is not sure there is a straight answer, other than it is a business that adds to the community, the wage base, and high paying jobs. MAYOR GOODMAN was bewildered to hear that a two income family salary is less than \$35,000. He was never given any data as to what living wage has to be paid or earned in order for that person not to become a burden upon the City’s financial resources. It will be hard to talk about attracting businesses until it is known what that pay is and whether it is sufficient to maintain the City’s ability to provide services.

COUNCILWOMAN McDONALD pointed out that a substantial amount of people that have jobs in this community are getting their meals at Catholic Charities, and a substantial amount of people that have jobs have no insurance. The two are interrelated because the wage is so low or they are working part-time. Many rely on charity organizations and in turn those organizations look at the City for help in providing these services. MAYOR GOODMAN indicated that it would be hard to use the word “quality” without first getting an answer on the average wage. MR. SANCHEZ informed him that that information might be acquired from the federal regulations, which stipulates the dollars that range from about \$35,000 for single up to \$90,000 for a family of five or six. However, it does not answer the question as to whether or not those salaries are paying for someone’s existence without becoming a burden upon the government. MAYOR GOODMAN stressed that it is important for the City to know what someone should earn. If the City is going to attract businesses and help these businesses their employees should earn a wage that would not make them rely on the City for help.

DEPUTY CITY MANAGER HOUCHEMS clarified that the City would be looking at businesses that pay, not only more than the minimum wage levels, but more than the median salary. COUNCILWOMAN McDONALD pointed out that the goal should be specific. MAYOR GOODMAN declared that for future discussion this might be an interesting way to control the kind of growth that the City is looking for. MR. PORTARO asked if the Council would like to add the language “quality business bringing median or above wage scale jobs and benefits”. MAYOR GOODMAN responded that that language would not do because the minimum wage may not be enough any more and there is not enough information to make that judgment.

DEPUTY CITY MANAGER FRETWELL suggested that, if the Council liked the concept of a livable wage, they could consider putting that word in to describe the kind of businesses it is looking for, and then over the next few months, staff can work on defining what livable means to

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the City of Las Vegas. She gave an example of a city in Southern California that requires on a contractual basis that any business that does business with their city to pay their employees a living wage. They had to do some research to identify that livable wage. Staff may come up with its own definition that is meaningful to the City of Las Vegas.

COUNCILWOMAN McDONALD cautioned that this might raise the costs of such things as affordable housing. COUNCILWOMAN MONCRIEF indicated that livability means different things to different ethnic groups. MAYOR GOODMAN emphasized on COUNCILWOMAN McDONALD'S comments about bringing non-gaming businesses to diversify the economy. COUNCILMAN MACK suggested that non-gaming be referenced in the priority and MAYOR GOODMAN added that diverse businesses should be included so as not to preclude the City from bringing gaming into the City.

COUNCILMAN BROWN asked for clarification of diverse. IAIN VASEY, Acting Director, Office of Business Development, responded that staff struggled with the term. When talking about non-gaming they were looking for businesses that would help insulate the economy against a downturn within a single sector of the economy. Currently, the City leans heavily on the gaming industry, but is looking to broaden its dependency against decreases or California legalized gaming. In addition, staff struggled with the term quality as applied to businesses and determined that would be defined as businesses that create jobs. Livable wage could not be defined since it is relative to each person. Primarily staff looked to businesses that create jobs with benefits for employees, as well as generate revenue for the City.

COUNCILMAN BROWN expressed fear over trying to define a livable wage. He cited his own example where \$48,800 is a low income for his family of five. Consideration must also be given to the resulting burden on government in providing social services. These services may include food stamps or subsidized school lunches. It is significant that someone making \$50,000 a year may qualify for food stamps, free school programs or scholarships at a City leisure center. There is a hint of elitism where a good company may employ 300 people, 20% of which make six figure incomes and the rest get paid a very fair wage but still rely on government services. The City wants to aggressively attract the best businesses, but not create an atmosphere in the business community that its focus is only on certain business aspects. The company providing a number of jobs is equal to a business with three employees.

MAYOR GOODMAN wondered whether or not a bond requirement could be imposed that if in fact a "big box" is left vacant and becoming a potential blight, that that bond be used to renovate it and lease it to somebody else or have it demolished. He was concerned with the new Costco

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open in Summerlin whether the one located at Martin Luther King might become vacant leaving an empty "box". CITY MANAGER SELBY replied that this particular issue has been explored, but it could be brought back for further discussion. COUNCILMAN WEEKLY pointed out an example of such blight is the vacated Smith's supermarket at Jones Boulevard and US95. His constituents fear that it will be left empty for years. COUNCILMAN BROWN added that the northwest is not exempt from similar issues as there is a vacant building in Ward 4, at Lake Mead Boulevard and Rampart Boulevard. It has been boarded for a couple of years. It is not just geography that plays a part in that, but the entire market. MAYOR GOODMAN cited the example of Westwood Industries that moved to California because the City was unable to break the land away from the BLM at Hualapai and Alta. That was a viable business and the City needs to do more to ensure that these businesses are retained.

COUNCILWOMAN McDONALD asked if "attract" means that staff will aggressively recruit businesses. MR. VASEY replied staff would be looking to attract businesses from outside the region and from within the region if they expand into the City of Las Vegas and create direct revenues that can be measured, either property or sales tax or other forms of revenue. DEPUTY CITY MANAGER HOUCHEMS added that staff would also be looking to target industries, particularly in California. MAYOR GOODMAN affirmed that the Premier Outlet Mall has been very successful and the City is obtaining excellent tax revenue. The plans for the furniture mart will help to diversify the economy and Las Vegas will become the furniture capital of the world.

MAYOR GOODMAN welcomed MRS. KENDALL'S third grade class from the Andre Agassi School. TYLER, a student who also is the mayor at the school, indicated that she conducts city council meetings in order to make classrooms a better place. COUNCILMAN WEEKLY added that MRS. KENDALL'S husband works for the City of Las Vegas in the Department of Leisure Services.

MR. VASEY verified for COUNCILMAN REESE that his staff could work with this priority.

COUNCILMAN REESE moved to adopt the priority "Aggressively attract and retain diverse businesses in addition to gaming", which carried unanimously.

Fourth priority:

DEPUTY CITY MANAGER HOUCHEMS asked the City Council to comment on the fourth draft priority "provide an open government priority which allows access, participation, and respectful two-way communication". COUNCILMAN WEEKLY noted that the City Council, the Manager's Office and departments have done a great job with reaching out to the citizens. When he attends conferences around the country and meets other council members they are

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amazed at the type of communication the City of Las Vegas has with its citizens. He always encourages his constituents to participate by giving their input. His emphasis would be on respectful two-way communication, but he asked that disrespectful communication should be dealt with as well. Verbal attacks on the Council are improper.

MAYOR GOODMAN commented that that is one of the prices an elected official has to pay. The question is how to and whether it is the Council's place to teach civility. COUNCILMAN REESE discussed with CITY ATTORNEY JERBIC that the Council is limited by free speech and judges have upheld that position. MAYOR GOODMAN reported a finding by the Ninth Circuit Court of Appeals finding actionable conduct by the past mayor of Reno, MAYOR GRIFFIN, who limited the remarks of a very disrespectful citizen and then had that individual escorted from the chambers. Even though he is no longer the mayor, he could be liable for damages if a jury finds against him. CITY ATTORNEY JERBIC added that under Section 1983, any award of damages will be tripled by the Court as a phenomenal penalty. COUNCILMAN MACK pointed out that Las Vegas meetings are very calm compared to those held in Reno. He simply moves beyond the insults given to him.

COUNCILMAN MACK stated that Transferring to a paperless entity provides greater access and a cost savings. COUNCILMAN WEEKLY concurred. However, two-way communication cannot take place when a party treats others with disrespect. Parties can agree to disagree without disrespect.

COUNCILWOMAN McDONALD indicated that there is a line. Society today has created instances where there is an issue as to personal safety for elected officials. Security for Council chambers was enhanced. CITY ATTORNEY JERBIC agreed that threats to life, crying fire, fighting words, extreme vulgarity or words inciting to riot are among the very small group of speech not protected. Unless the exchange falls into one of those categories or disrupts the meeting, it comes with the territory and is protected. MAYOR GOODMAN outlined his policy to provide an opportunity to respond at the end of Citizens Participation to clear the spurious or false accusations.

MR. PORTARO encouraged the Council to focus on the 95% of respectful participants and, with that focus, keep that language in the priority. COUNCILMAN MACK recommended inclusion of the use of technology in providing information. COUNCILMAN WEEKLY reiterated that respectful should be retained. The Council does not yell out at the audience. Two-way communication is redundant. MAYOR GOODMAN and COUNCILWOMAN MONCRIEF

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concurrent. DEPUTY CITY MANAGER HOUCHEMS suggested something to the effect of an open, online government. Online opportunities was recommended and then revoked. MAYOR GOODMAN discussed with COUNCILMAN MACK that there would be legislative history as to the intent to focus on technology. MR. MARCELLA and MR. PORTARO noted various options.

MR. RIGGLEMAN explained that the initial crafting of the language focused on communication by the City at all levels being respectful as well as timely. The priority may be a little long, but it addresses issues well.

COUNCILMAN MACK moved to adopt the priority “Provide an open government which allows access, participation, and respectful communication using traditional and technically-advanced methods”, which carried unanimously.

Fifth priority:

DEPUTY CITY MANAGER FRETWELL advised that discussion from the morning reminded her of a comment by a director in the past. That director questioned the need to revise the language of the priority at all, which is “have a dynamic, successful, and livable urban core”. The existing language truly captures the intent of the priority. It is important to remember that the Downtown, while not always considered mature, actually is a mature neighborhood.

COUNCILWOMAN MONCRIEF indicated that while she liked the old language, she would like to incorporate language to address the desire for urban core living. MAYOR GOODMAN encouraged the use of the word urban core as it encompasses more than just Downtown. COUNCILMAN BROWN clarified the language as “revitalize and invigorate the mature areas and the urban core”. COUNCILWOMAN McDONALD supported the language as expanding to cover mature areas outside the urban core as well as within the urban core.

COUNCILMAN REESE moved to adopt the priority “Revitalize and invigorate the mature areas and the urban core”, which carried unanimously.

Sixth priority:

DEPUTY CITY MANAGER FRETWELL raised the question as to creating a public safety priority. Staff sought direction from the Council regarding that concept versus the two current priorities for “develop and support neighborhood integrity and livability” and “development of recreation and leisure opportunities should be intergenerational in nature”. Staff’s recommendation was to combine the two under one priority reading “develop and support community safety, health, livability and pride”. The City’s focus for service delivery has been on neighborhoods and that might need to be added to the language.

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MAYOR GOODMAN supported adding the word neighborhoods. COUNCILWOMAN McDONALD questioned the assumption that livability would include affordability. MAYOR GOODMAN supported explicitly listing affordability into the language. DEPUTY CITY MANAGER FRETWELL stressed that creating neighborhood livability and pride tie together. MR. PORTARO pointed out that it appeared the intent was to create a separate safety priority. MR. GENZER pointed out the confusion with using the words communities and neighborhoods. COUNCILWOMAN MONCRIEF indicated that the word communities include the businesses in an area rather than just the residents.

MAYOR GOODMAN expressed concern with the term health and a definition of that. DEPUTY CITY MANAGER FRETWELL responded that it would be a key component and tie to leisure activities. MIKE SHELDON, Director, Detention and Enforcement, noted that the term health is broader and this process is what the City is all about, pulling everything the City does into this priority. Staff simply needs to be able to measure and implement whatever language the Council finalizes. COUNCILMAN BROWN expressed discomfort with the City committing to this type of City services. It should remain a stand-alone priority. DR. BARBARA JACKSON, Director, Leisure Services, outlined a concern with the department's dependence on other departments. There are competition and outreach issues as well as safety concerns, which keep programs from being utilized. There are many opportunities to be broader and programming multi-generational services at a facility has been the focal point for several years.

COUNCILMAN BROWN commented that the function attracts the other aspects proposed for the priority. DEPUTY CITY MANAGER FRETWELL suggested creating language the Council can be comfortable with as to community focus and then weave other issues in another retooled priority. The retooled priority can look at emerging trends. It may result in more priorities, but that does not matter so long as the overall number remains manageable. MAYOR GOODMAN supported the suggestion.

DEPUTY CITY MANAGER FRETWELL read the proposed language as "develop and support housing affordability, livability and pride in our communities". KEN RIDDLE, Deputy Chief, Fire Services, offered alternative language of "develop and support healthy, livable and affordable housing in our neighborhoods, promoting community pride". MR. VINCENT opposed language moving to focus so strongly on housing where housing is only one component of the priority. COUNCILMAN BROWN indicated that community is a bigger picture and neighborhoods the smaller, targeted area. MAYOR GOODMAN agreed that taking out housing and talk about affordable livability, it includes everything necessary to make a pleasant lifestyle.

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MINUTES – Continued:

COUNCILMAN BROWN expressed concern with losing the focus by staying with the bigger concept. MAYOR GOODMAN suggested that using both, such as in our neighborhoods and community, brings in both. BILLIE BASTIAN, Deputy Director, Leisure Services, agreed that using communities means looking at smaller areas versus community, which translates to the City at-large.

MR. PORTARO encouraged addressing community at the same time as addressing a safety priority. MR. VINCENT encouraged the broader picture that ties the work place and residence as to safety and affordability. COUNCILMAN BROWN replied that the answer would be based on the definition of a neighborhood. In his mind, that would include the supporting businesses within the area. MR. PORTARO questioned whether the language was sufficient given the clear intent. COUNCILMAN BROWN requested the use of neighborhood. The intent of the process is to create a focus and target. He responded to MAYOR GOODMAN that the flaw in using both would be to blur that focus.

DEPUTY CITY MANAGER FRETWELL explained that each priority should be a snippet of how the City gets to where it wants to be. She read the proposed language as “develop and support affordability, livability and pride in our neighborhoods”. MR. GENZER questioned how the City would develop these concepts. The City can provide incentives for private developers to create affordability. COUNCILWOMAN McDONALD suggested language to encourage or facilitate. DEPUTY CITY MANAGER FRETWELL noted that to encourage is to cheerlead versus facilitating. MAYOR GOODMAN selected facilitate. DEPUTY CITY MANAGER FRETWELL read the revised language.

COUNCILMAN MACK and DEPUTY CITY MANAGER FRETWELL discussed that the City encourages and supports development through various grant and other funding.

COUNCILMAN REESE moved to adopt the priority “Support and encourage affordability, livability and pride in our neighborhoods”, which carried unanimously.

RECESSED at 2:01 P.M.

RECONVENED at 2:17 P.M.

Seventh priority:

MAYOR PRO TEM REESE recalled the meeting and directed that the next item of business would be the leisure services priority. DEPUTY CITY MANAGER FRETWELL outlined staff discussions during the break regarding maximizing public/private partnerships and a new trend of taking advantage of services that are not facility-based. As a start, she suggested “develop and maintain multi-generational leisure opportunities, including non-traditional delivery approaches and public/private partnerships”.

CITY COUNCIL MEETING OF FEBRUARY 25, 2004

Administrative

Item 1 – Discussion, and possible action regarding Strategic Plan development for the City of Las Vegas to include vision, mission, priorities, goals and other related issues

MINUTES – Continued:

COUNCILWOMAN MONCREIF and COUNCILMAN WEEKLY questioned non-traditional. DEPUTY CITY MANAGER FRETWELL explained that perhaps programs could be handled through the parks or using a partner to make things happen rather than all programming within specific facilities. DR. JACKSON verified that the City already operates in a non-traditional manner and has a number of partnerships. The goal is to think outside of the box and assist communities where staff has been asked to do more. This is an extension beyond the building. It is possible the City could offer more multi-generational planning and greater diversity using other venues. COUNCILMAN WEEKLY encouraged the suggestion, but expressed a concern with the ongoing staffing problems that already exist. Doolittle has tremendous potential but not enough staff to meet that potential. DR. JACKSON stressed that such an issue would be addressed by the “maintain” portion of the priority. Certainly Detention & Enforcement as well as Human Resources will help with the staffing questions, given that this is a Council priority.

DEPUTY CITY MANAGER FRETWELL reaffirmed a comment from the morning by CITY MANAGER SELBY that the priorities will be used to evaluate filling positions, budget recommendations to Council and projecting staffing needs. That makes setting these priorities now critical. COUNCILMAN WEEKLY strongly supported “maintaining multi-generational programming and public/private partnerships”. He cited various examples of great public/private partnerships. However, he has other areas within his Ward where programming is desperately needed but staffing is not available.

COUNCILWOMAN McDONALD noted that some of the partnerships are public/private, public/public and public/non-profit. DEPUTY CITY MANAGER FRETWELL recommended removal of the descriptor and simply citing them as community partnerships. COUNCILMAN WEEKLY explored specific definitions and guidelines in establishing such partnerships. He was looking to build in flexibility and push the envelope to make things happen. DEPUTY CITY MANAGER FRETWELL explained that the proposal mentioned by COUNCILMAN WEEKLY that failed did so as a result of risk management issues. With the guidance from the Council as a result of these priorities, staff can approach things from a different perspective. DR. JACKSON reported that the situation discussed involved solicitations and donations, which must be addressed in a priority with a non-traditional component. DEPUTY CITY MANAGER FRETWELL responded that if staff could find no realistic answer, the matter would be brought back to the Council to revisit. Staff has looked at cost savings through partnerships versus the new thought involving solicitations and donations. As written, the priority does not include who, when, where or how.

CITY COUNCIL MEETING OF FEBRUARY 25, 2004

Administrative

Item 1 – Discussion, and possible action regarding Strategic Plan development for the City of Las Vegas to include vision, mission, priorities, goals and other related issues

MINUTES – Continued:

MR. PORTARO advised that once the priorities are established, staff will be responsible for creating an action plan under each one. Council will need those plans in the future. First the Council must establish the vision, then the priorities and then staff's report on the proposed action plans. COUNCILMAN BROWN recommended a simple statement to "develop and maintain multi-generational leisure opportunities". MAYOR GOODMAN concurred.

COUNCILMAN REESE moved to adopt the priority "Develop and maintain multi-generational leisure opportunities", which carried unanimously.

Eight priority:

DEPUTY CITY MANAGER FRETWELL summarized the initial language for the public safety priority as using a community-oriented approach and assure public safety in our neighborhoods and business community. COUNCILMAN REESE articulated his proposed language as require public safety in our neighborhoods and business communities. LIEUTENANT FLYNN identified this as a good goal. The Marshals and Fire Services will then approach implementation. In actuality, the goal will utilize several other departments. MAYOR GOODMAN suggested that the word require be replaced by assure. COUNCILMAN BROWN countered that the City departments do provide safety.

COUNCILWOMAN McDONALD questioned whether the language should spell out tourists and visitors as well. MR. PORTARO replied that business communities would tie in visitors, but it could be set out as well. COUNCILMAN MACK stressed the essential nature of visitors. DEPUTY CHIEF RIDDLE clarified that the City provides safety to the residents and visitors, to people, rather than neighborhoods or communities. MAYOR GOODMAN agreed that the simplified language was appropriate and inclusion of the community would be implicit.

MR. GOECKE pointed out that construction of infrastructure, such as a flood control structure, it provides safety for infrastructure as well as people. MR. SHELDON countered that community-oriented would tie in everything. DEPUTY CITY MANAGER FRETWELL added that preventing damage to infrastructure also protects the people. Another suggestion was to change the language to people and property. COUNCILMAN MACK stated the priority could be as simple as providing a safe environment. MR. SHELDON assured the Council that staff understands the intent and expectations of the Council and their constituents and will use resources as effectively as possible.

COUNCILMAN REESE moved to adopt the priority "Provide a safe environment for our residents, businesses and visitors, using a community-oriented approach", which carried unanimously.

CITY COUNCIL MEETING OF FEBRUARY 25, 2004

Administrative

Item 1 – Discussion, and possible action regarding Strategic Plan development for the City of Las Vegas to include vision, mission, priorities, goals and other related issues

MINUTES – Continued:

MR. PORTARO asked the Council's charge to the City Manager's office now that the eight priorities had been established. CITY MANAGER SELBY discussed with COUNCILWOMAN McDONALD the dependency of the City on other entities to attain the goals or priorities established. MAYOR GOODMAN stressed that the other entities would include the legislature. CITY MANAGER SELBY opined that because that dependency applied to every priority, it would be a component of the action plans. DEPUTY CITY MANAGER FRETWELL confirmed that action plans must include who needs to be involved and the application of resources in order to be successful.

COUNCILMAN BROWN stated that it is not just a dependency, but also an opportunity to give up functions that are better provided on a regional level. That ties back to adopting a more non-traditional approach. Each such function should be examined individually, from an efficiency standpoint. The City so frequently takes the lead in leadership, causing other entities to become dependent on it. MR. PORTARO cited, as a perfect example, the Northwest Charette involving the County, North Las Vegas, Regional Transportation Commission and Nevada Department of Transportation.

MR. PORTARO requested a list of any items the Council will like included in future reports from the City Manager's office during the action planning stage. COUNCILMAN REESE thanked MR. PORTARO, Department Directors and staff for all the information that will help him function better.

COUNCILMAN BROWN requested staff work on a land investment strategy or plan. Had the City acquired land in the past, it would be in a better position. That same philosophy will apply in the future for land the City does or does not acquire and land bank. Land could be assembled Downtown or where it is clear there will be a future need. He applauded MS. ENUS for bringing up the need for better communication with represented units, appointive positions and everyone on staff. Regardless of how legislation stands, everyone at the City must come together to do this sometime in the near future. As things stand, there will be an impact that will be felt by elected officials and staff. MR. PORTARO suggested language regarding increased communication with the City's labor force and look for monetary solutions to the impact.

COUNCILMAN BROWN supported COUNCILMAN WEEKLY'S comments regarding creative alternatives. That creativity should be used along with the traditional methods. It must be recognized that there has to be a balance between services and fiscal infrastructure. A past issue involved Council members dealing with staff directly in a positive way while looking for

CITY COUNCIL MEETING OF FEBRUARY 25, 2004

Administrative

Item 1 – Discussion, and possible action regarding Strategic Plan development for the City of Las Vegas to include vision, mission, priorities, goals and other related issues

MINUTES – Continued:

answers. The response was that doing so disrupted the workflow. There were no comments regarding that during this briefing. He would like a report in the future. It is his belief that positive interaction creates consistency in dealing with staff and the City as a whole. He thanked everyone involved in this process. It hopefully provides staff with better direction and at the same time it helps him focus his efforts.

Lastly COUNCILMAN BROWN pointed out that in the past the positive things listed involved Summerlin. Today it includes Summerlin, Town Center, Doolittle and Eastern Community Centers, Chelsea Outlet Mall and Downtown. The incremental successes are a positive reflection on the Council and what staff has been able to accomplish in a very short time.

COUNCILWOMAN McDONALD complimented everyone on a great set of details and she looks forward to the tactical approach on achieving those goals.

COUNCILMAN WEEKLY agreed on the need for creativity in dealing with growth. The City must bring in new without forgetting about the old.

COUNCILMAN MACK commended everyone for the event and for allowing the Council to establish the goals. His concern deals with when the City can no longer do more with less and hits the point of diminishing return on service. It appears that point has been reached. Creative staffing will allow the City to provide the services the constituency expects. Public/private partnerships are also very important. Lastly the Bureau of Land Management has strangled the Valley due to the lands it holds. The proposed land sale may be delayed until 2005. Only releasing 1500 or less acres is a serious disservice to the City, especially as it relates to affordable housing. That, in turn, forces higher density. The City needs to work with the Federal delegation in an attempt to have at least 2,000 acres released per quarter.

COUNCILWOMAN MONCRIEF thanked the Council, staff and everyone involved for this great learning experience.

MAYOR GOODMAN thanked MR. PORTARO on the quality program and commented on the camaraderie and cohesiveness of the extraordinary people that work together in a committed effort to accomplish common goals. The Council considers itself very lucky to be working with such qualified, dedicated people. He gave credit to the diverse members of the Council who have one goal, to make the City a better place. He thanked each member for their contributions.

(12:21 – 2:56)

2-1811

STRATEGIC PLANNING/PRIORITY SETTING WORKSHOP

February 25, 2004

Staff suggested starting points for priorities:

- Create and manage orderly development and integration of all elements of a safe, healthy community
- Manage cost and revenue resources to achieve efficient operations
- Aggressively attract and retain quality businesses
- Provide an open government which allows access, participation, and respectful two-way communication
- Have a dynamic, successful, and livable urban core
- Develop and support community safety, health, livability, and pride

Special
Submitted at City Council
Date *2/25/2004* Item #1

Greater Team Approach



Special
Submitted at City Council

Date *2/25/2004* Item *#1*

"Individuals play the game, but teams win championships."

- Source Unknown

Achieving the "Greater Team" Approach

- ❑ Facilitates buy-in
- ❑ Produces plan that employees respect and support
- ❑ Offers opportunity to explore how individual energies can be harnessed in pursuit of group goals
- ❑ Provides sense of purpose, commitment, and ownership in priorities
- ❑ Engages council, directors, and staff in the vision
- ❑ Generates focus

"The nice thing about teamwork is that you always have others on your side."

- Margaret Carty

Achieving the "Greater Team" Approach

The Problem:

In the majority of organizations, the expected contribution from each director, manager, or staff member coincides with the individual's job description. The head of Finance worries about finance and so on.

"Like Knights of the Round Table, they recognize and respect that each has his or her own individual quest to pursue. Put less metaphorically, 'my job' is far more clear-cut and easier to commit to than 'our job.'"

Jon Katzenbach, *The Wisdom of Teams*

"Coming together is a beginning, staying together is progress, and working together is a success."

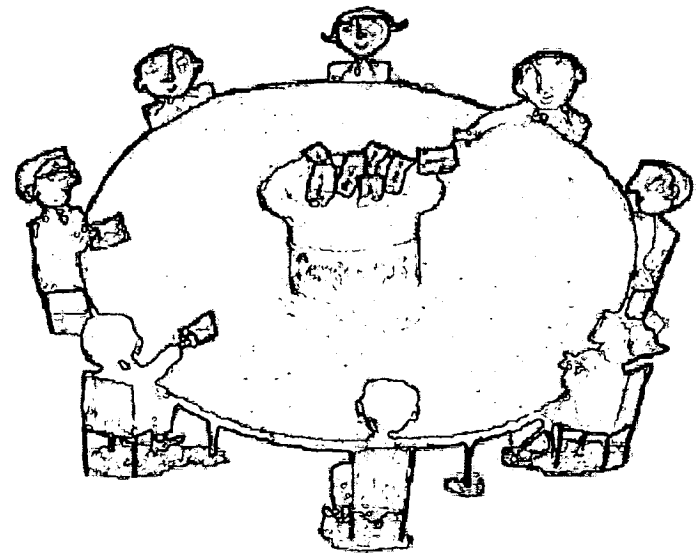
- Henry Ford

Achieving the "Greater Team" Approach

Government Trend:

"There is a revolution taking place in public management. Around the world, many highly regarded public managers are transforming hierarchical, rule-bound public bureaucracies into organizations driven by a commitment to common purpose, by a concern for serving the public promptly and well, by empowerment and shared leadership, and, most of all, by a dedication to public service."

Robert Denhardt, *Pursuit of Significance*



Attitudes are responsible for 80-85% of an individual's success while only 15-20% is due to knowledge or skill.

- Stanford University Study

Achieving the "Greater Team" Approach

The Solution – Changing Mindsets:

Deeply ingrained biases toward individual accountability and achievement reinforce "executive behavior patterns" that run counter to team requirements.

Teams at the top – such as a mayor, council, and directors – must develop a sense of mutual trust and interdependence.

They must change their mindset from an "executive behavior pattern" to a "team behavior pattern."

"Teamwork is the ability to work together toward a common vision. It is the fuel that allows common people to attain uncommon results."

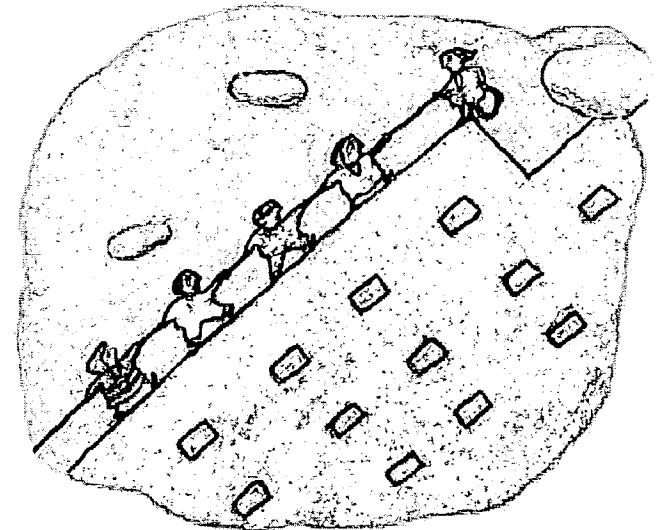
- Source Unknown

Achieving the "Greater Team" Approach

Team Leadership:

"Leadership is no longer conceived in terms of control but is instead associated with the development of effective cooperation. Leadership is no longer conceived as a position someone holds but as an activity engaged in by different people at different times. Leadership is no longer the prerogative of those at the top but rather something to be encouraged at all levels of the organization. Perhaps most distinctive, leadership is viewed as sharing power."

Robert Denhardt, *Pursuit of Significance*



"Alone we can do so little; together we can do so much."

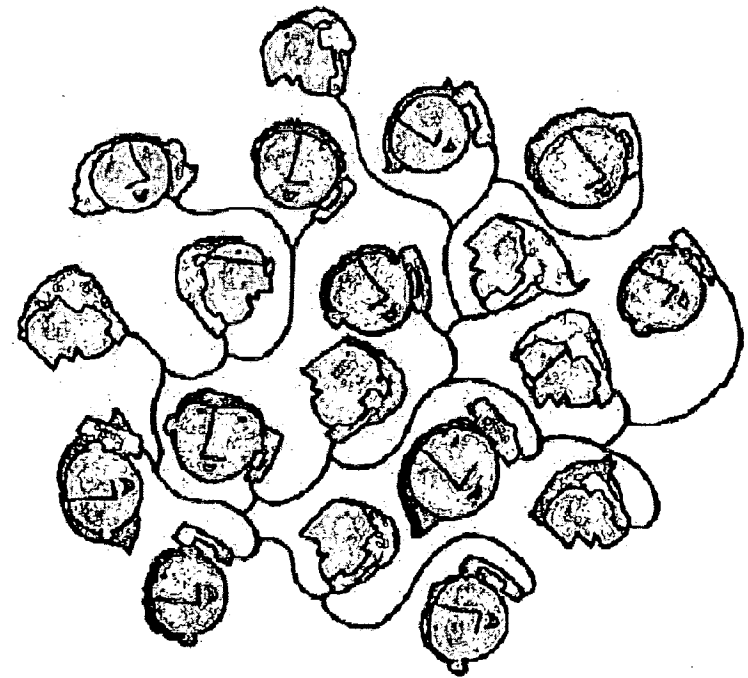
- Helen Keller

Achieving the "Greater Team" Approach

Case Study:

City of Richmond, British
Columbia, Canada

Using a team-based
model, teams are formed
(comprised of directors,
staff, and council members
if they desire) to
implement core strategies
and move the city closer to
achieving its priorities and
toward its vision.



"Every member of staff has a role to play in moving the City towards its vision."
- City of Richmond

Achieving the "Greater Team" Approach

City of Richmond –

Teams are formed to support the City's vision, achieve priorities, and implement the City's strategic plan:

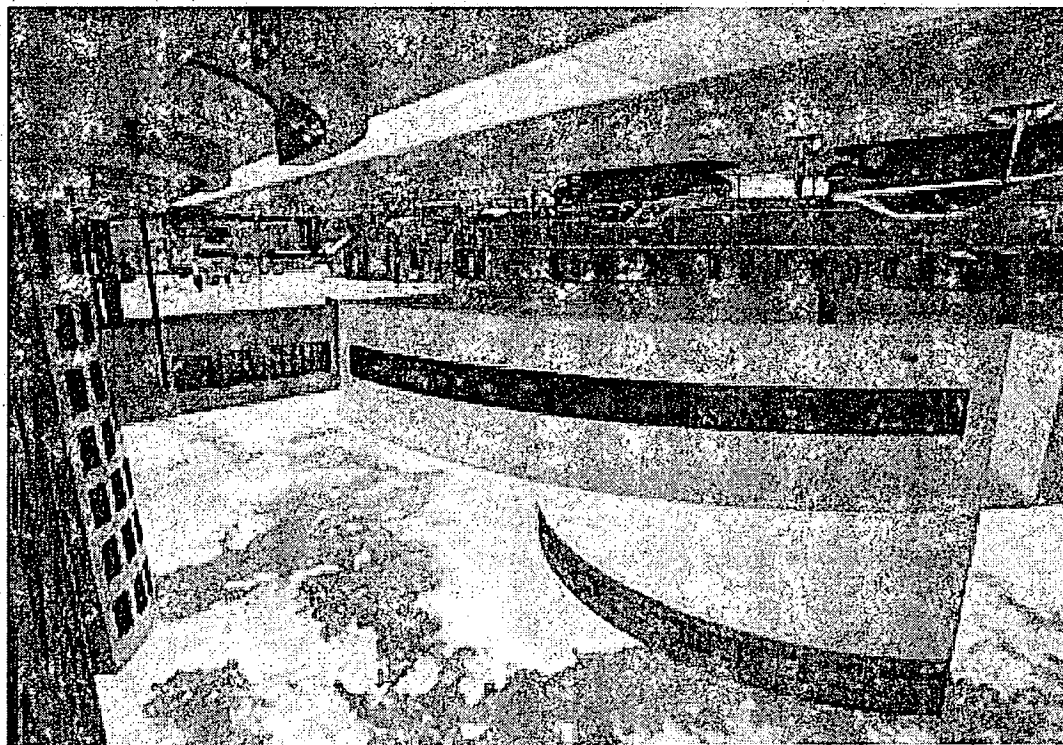
Strategy Development Team – a senior management team (may include council members if they so desire) develops strategies specific to achieving priorities and realizing the City's strategic plan and vision; ensures that targets and goals are achieved throughout the organization.

Work Team – a cross-departmental team is responsible for creating awareness and action (within all departments) around the priorities, with focus on specific measures and deliverables. The work of this team helps create buy-in, too.

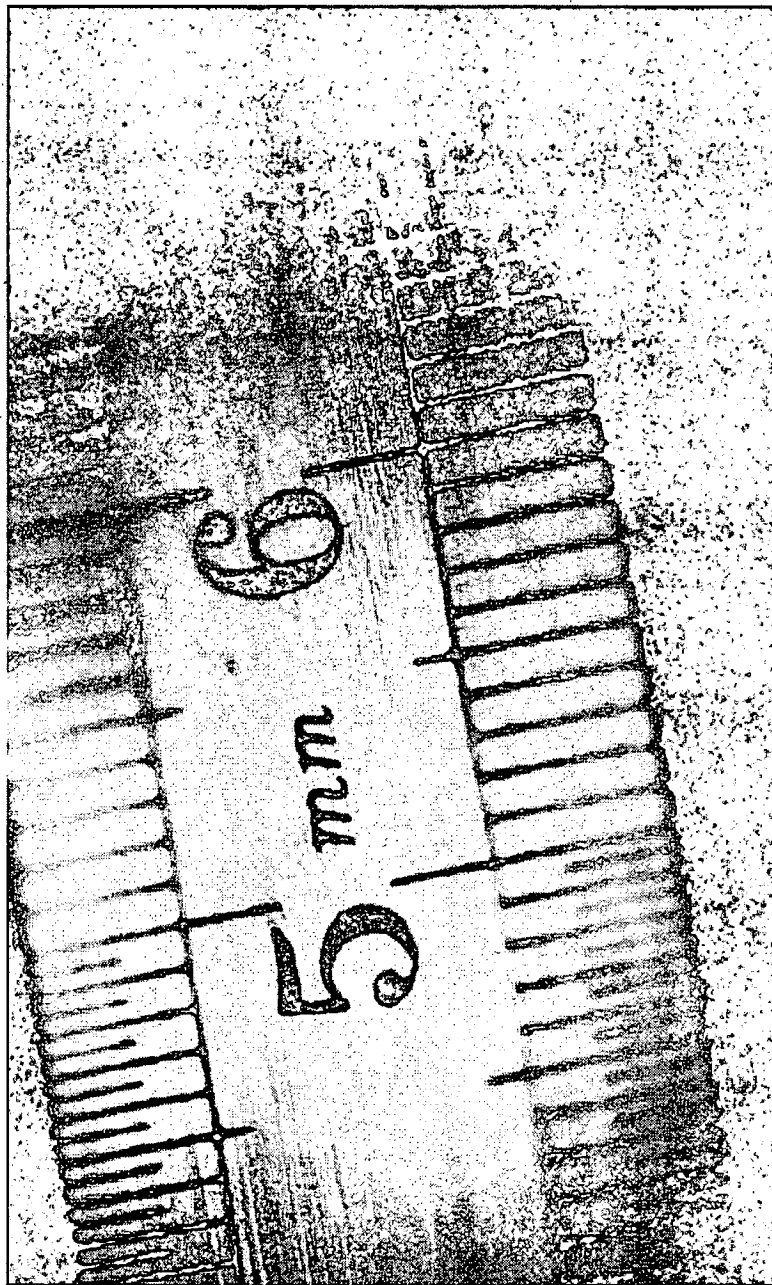
Task Force(s) – comprised of staff with specific expertise, this team is formed to undertake projects and initiatives in support of the City's priorities and vision.

Resource Team – a specialized staff team providing expertise in research, analysis, communications, and technical services as needed to support City's strategic plan.

David
Submitted at City Council
Date 7/25/07 Item #1



Measuring Priorities



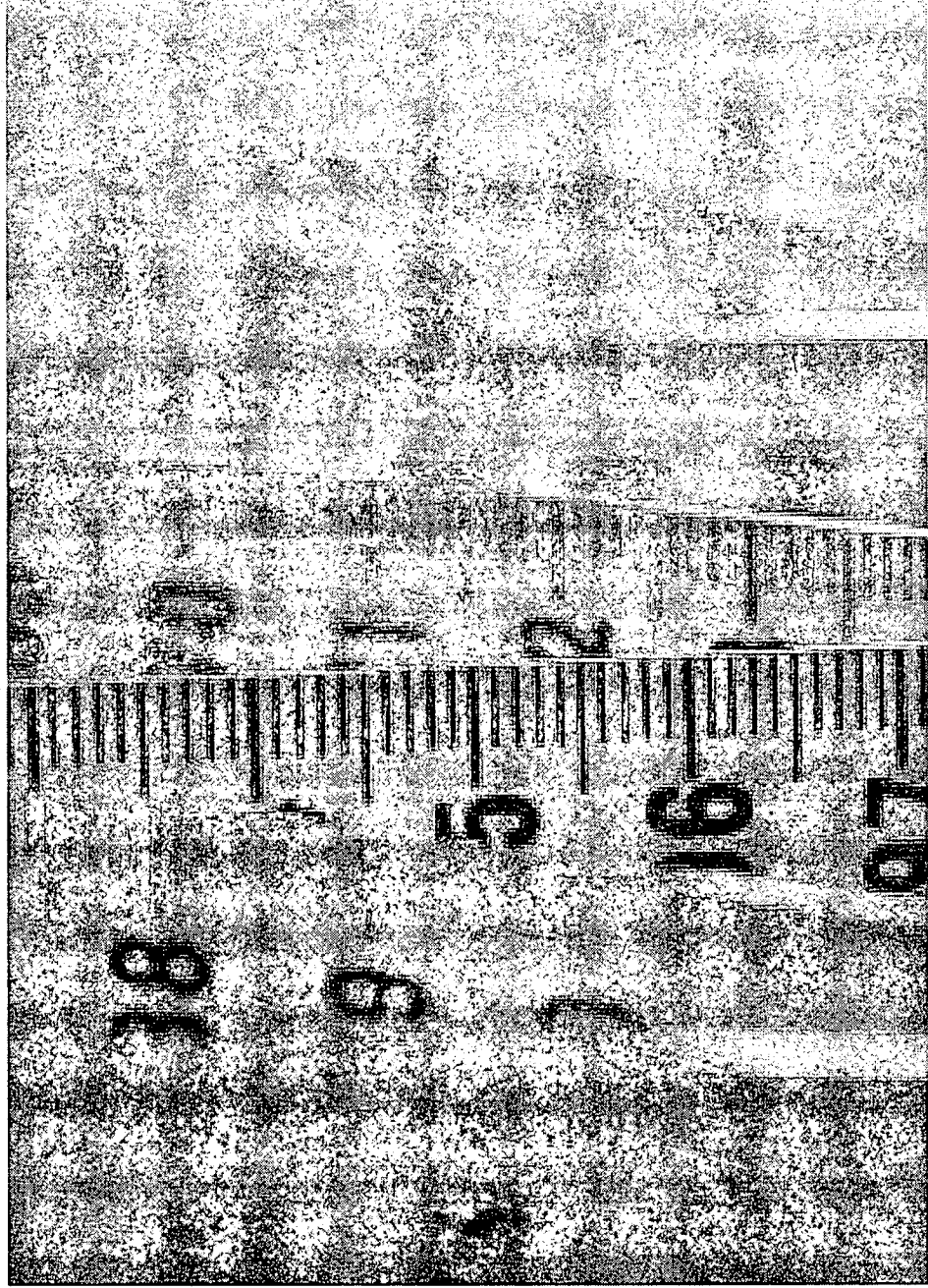
"Officials reluctant to tackle new performance measurements are a little like the overburdened logger who, facing a stack of uncut logs, felt he could not spare the time to sharpen his dull saw."

- Frederick Lane, *Current Issues in Public Administration*

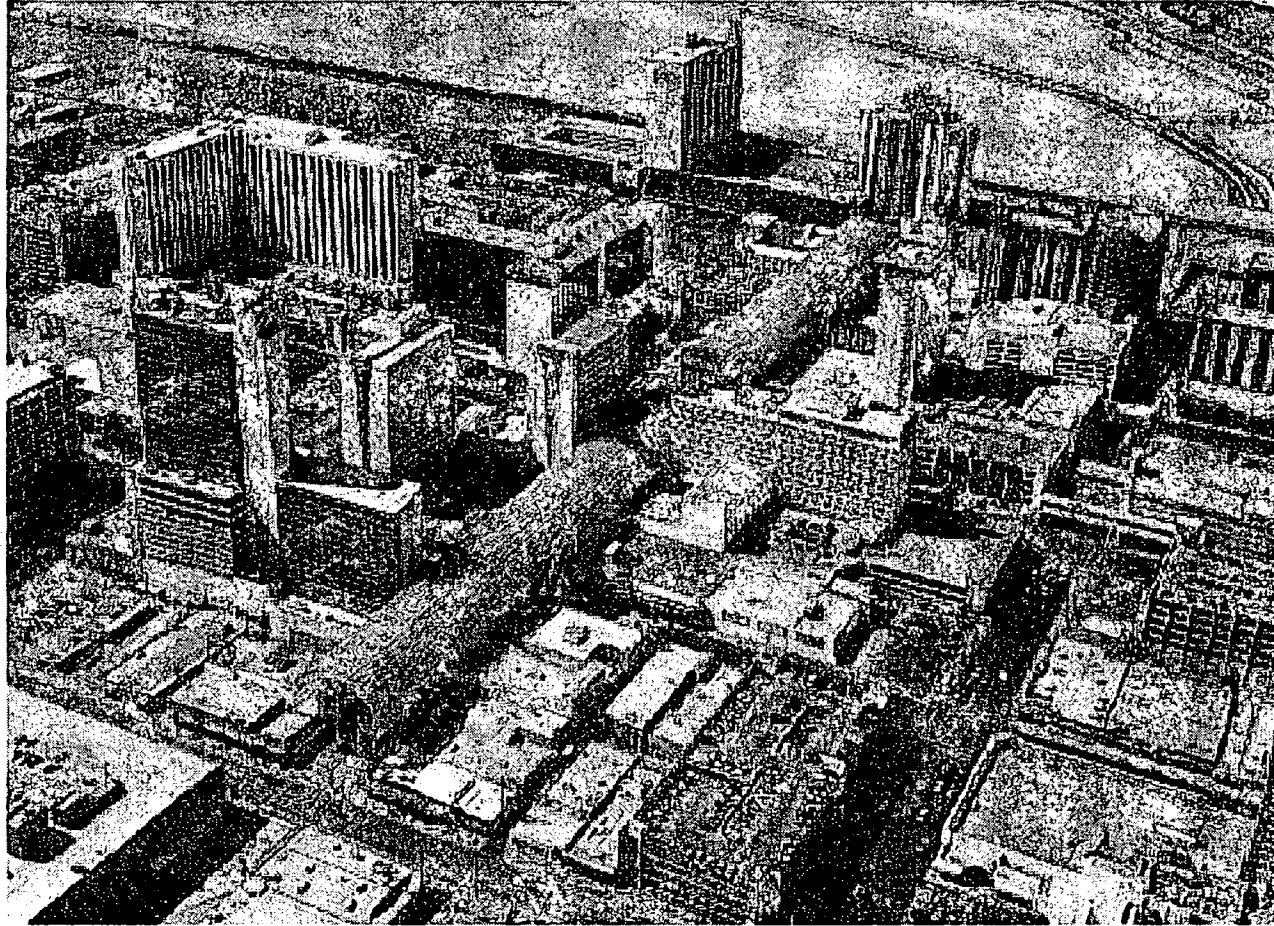
Development of Key Priority Performance Measurements

- ☐ Five key priority alignment performance measurements were developed for each of the City's 7 priorities.
- ☐ Directors' input/endorsement of the key measurements was solicited.
- ☐ Other work, achievements, and accomplishments reflective of the City meeting its priorities was also solicited.

City Priorities



Business Development



How is the City doing with the Business Development Priority?

Strength

- The baseline data suggests a lot of city services are dedicated toward this priority. Success is also demonstrated in a number of key measurement areas:
- The City issued 33,784 business licenses in 2002, which is up 8.5%, its highest year-to-year percentage increase. The “regardless of geography” portion of the priority is also evidenced by the solid business activity in all planning areas, including the Neighborhood Revitalization Area.
- The Office of Business Development reports significant developer investment. 2003 complete projects (totaling 1,130,960 square feet) total \$220,812,248 in developer investment in the city.
- Labor force growth measures are an indication that the quantity and quality of the potential labor force are increasing. Between 1990 & 2000, the 18-64 population grew by 131,891. The number of college graduates increased by 34,425 during that same period. The percentage of the population 25 years and over with a college degree increased from 13.4% to 18.2%, between 1990 and 2000.

Opportunity to Improve

- Not a weakness per se, but more information is needed to determine the City’s achievement of the priority. The priority uses the wording “attract *diverse* businesses,” and, therefore, the *nature* of businesses will need to be determined and tracked to ascertain if “diversity” is being achieved.

Neighborhoods



How is the City doing with the Neighborhoods Priority?

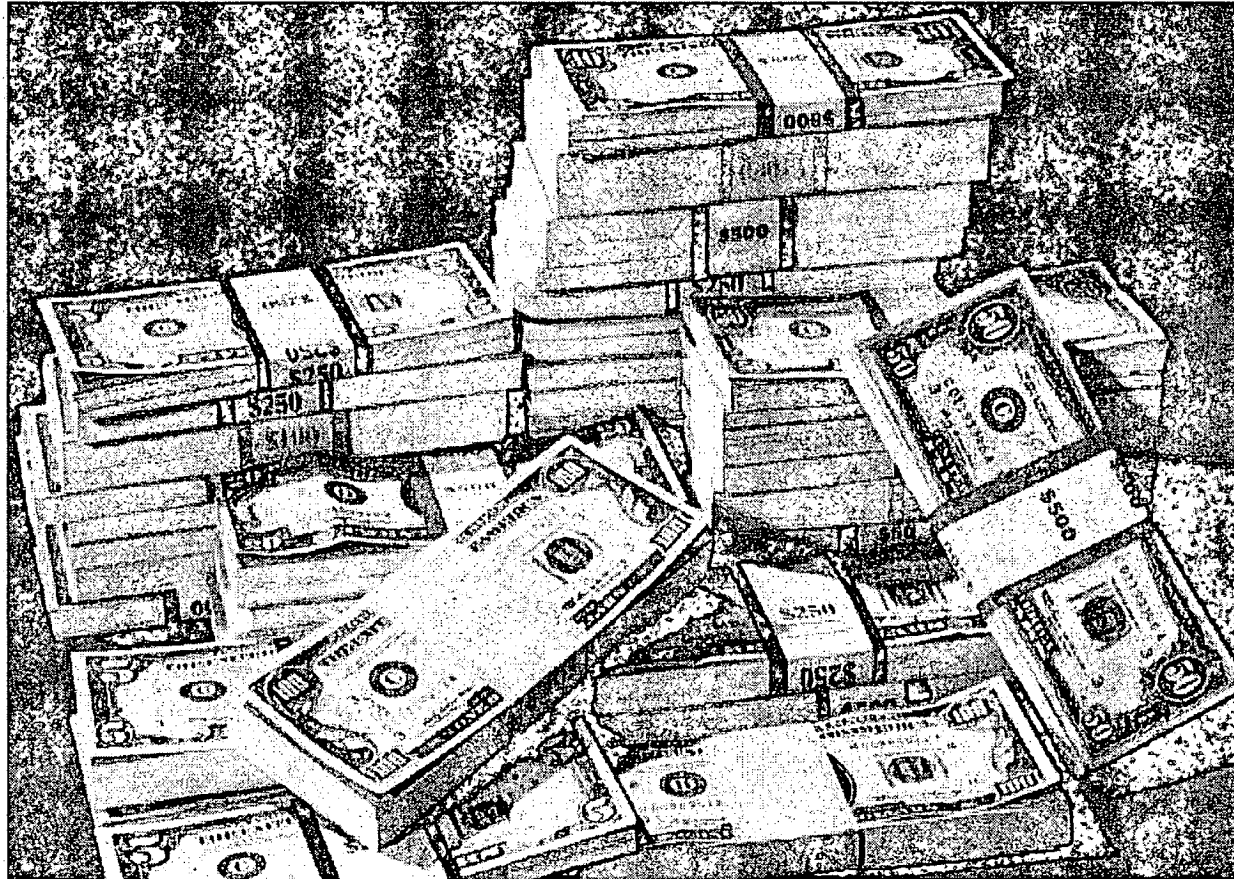
Strength

- A number of city services are dedicated to achieving the priority.
- Over 80,000 abatement projects were completed in FY02-03, when totaling the abatement categories.
- The Integrated Services Team (IST) offers a lot of benefits and their work seems aligned with the priority. Neighborhood indicators are a good "neighborhood condition analysis" measurement system.
- Public Works is reaching its goals in regard to installing audible pedestrian signals, implementing the Neighborhood Traffic Management Program, and reducing citizen complaints during construction.

Opportunity to Improve

- The measurement data will improve in the future due to the IST and Hansen System; these were in their relative infancy during the baseline year.

Government Economics



How is the City doing with the Government Economics Priority?

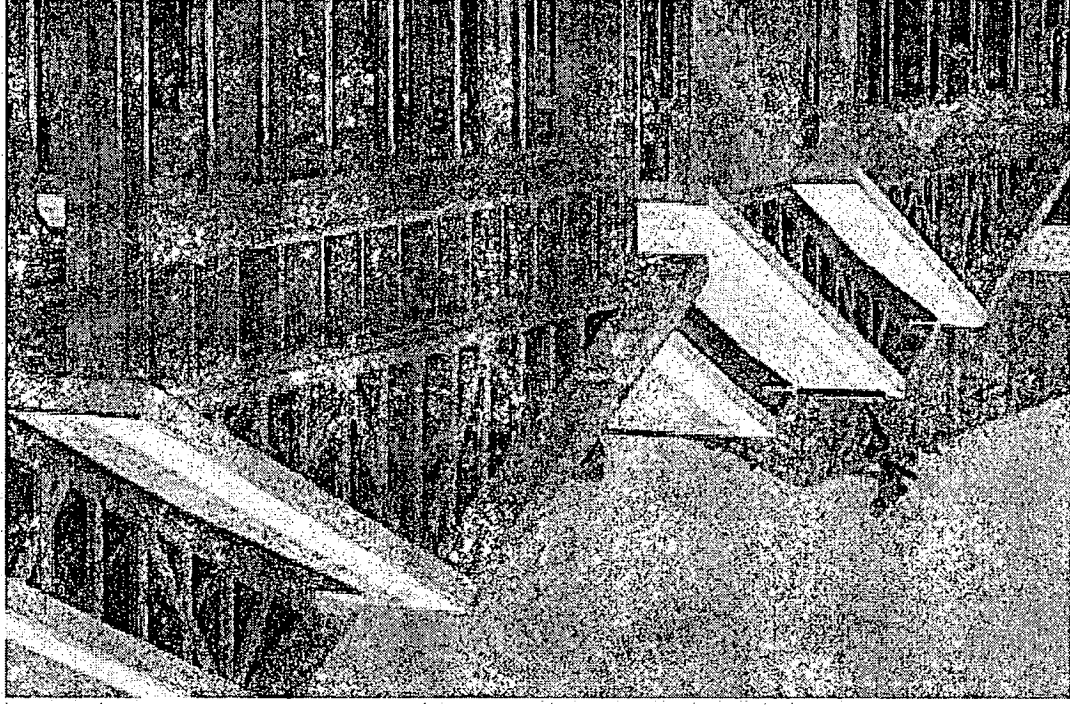
Strength

- The one revenue area that the City has some control over is charges for services such as permitting, inspection, sanitation, judicial, and recreation. City wide charges for services in fiscal year 2003 (\$190,777,392) increased by 32 percent over fiscal year 2002 (\$144,361,771).
- Another strength has been the City's willingness to partner with the private sector to minimize operating losses. The City agreement with the YMCA to operate the Durango Hills Leisure Center is an example of such a venture, one that saved the City \$564,000.
- Finally, the City's fiscally sound Budget Policies have maintained a balance between operational needs and available revenues. In the short term, evaluation of all vacant positions by the Position Justification Committee ensures positions are filled based on demonstrated need as well as maintains an effective budget cushion for unforeseen events. On the long term, the City policy of ensuring at least an 11.2-cent cushion between the actual operating tax levy and the statutory cap imposed by the State Department of Taxation provides revenue capacity in the event of a longer-term economic downfall.

Opportunity to Improve

- Property tax is the only non-elastic revenue source the city has. All other revenue sources tend to ebb and flow with the economy. Furthermore, despite the City's 11.2-cent cushion policy, property taxes are capped by statute and overlapping rates complicate the City's ability to raise taxes. Moreover, determining the city's alignment with this priority should not be fully measured by quantifiable measures. Looking at other revenue sources (such as the City exploring marketing opportunities by utilizing city space) and developing ways to reduce expenditures (such as moving more toward e-government/services) are not all reflected by quantifiable measures.

Master Plan



How is the City doing with the Master Plan Priority?

Strength

- The City is doing a lot of work to align itself with this particular priority, as evidenced by plans such as Lone Mountain, Centennial Hills, and Town Center, as well as the current planning of Kyle Canyon Gateway and Northwest Open Space Plan.
- The key measure pertaining to permitted projects in master plan areas shows the growth activity and how it occurs in plan areas. Using valuation of permits issued in the 2nd Quarter of 2003 as a baseline, the greater part of the development in special plan areas is occurring in the northwest. During this period, 14% of permits issued in the city were issued in the Lone Mountain, Lone Mountain West, & Town Center plan areas combined.

Opportunity to Improve

- Due to the importance of the Las Vegas 2020 Master Plan, it should be determined how the main elements of this plan (i.e., housing, parks, and public safety) are being achieved as "growth happens." The 2020 Plan, for instance, emphasizes the development of more downtown housing.

Revitalization



How is the City doing with the Revitalization Priority?

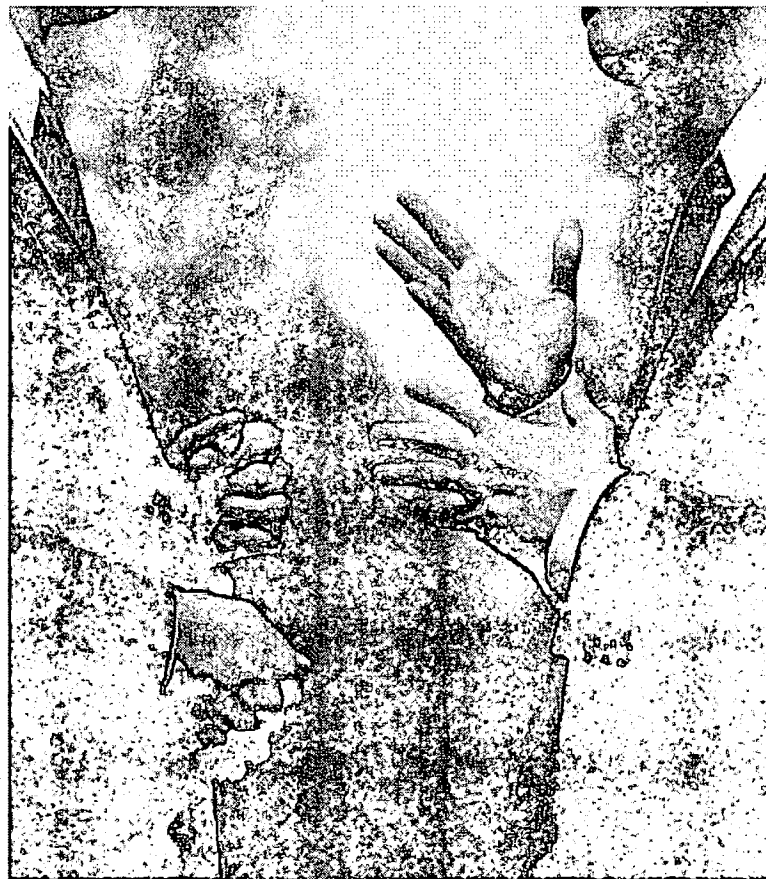
Strength

- During FY03, the city completed 44 single-family owner occupied rehabilitation and emergency repair projects using \$99,067 of CDBG funding & \$372,026 of HOME funds
- Again, IST offers a lot of benefits and will help the city align with the priority. Neighborhood indicators are a good "neighborhood condition analysis" measurement system.
- The valuation of the building permits in the Neighborhood Revitalization Area totals \$23,896,904 in 2nd quarter 2003. This reflects the investment and activity occurring in this mature area of the city.
- Numerous successful infill projects have occurred, including in Downtown, East Las Vegas, and West Las Vegas.

Opportunity to Improve

- The key measures do not reflect any weaknesses in this area. After reviewing the baseline information, targets may be useful in determining where the City would like to be in the future in relation to this priority.

Open Government



How is the City doing with the Open Government Priority?

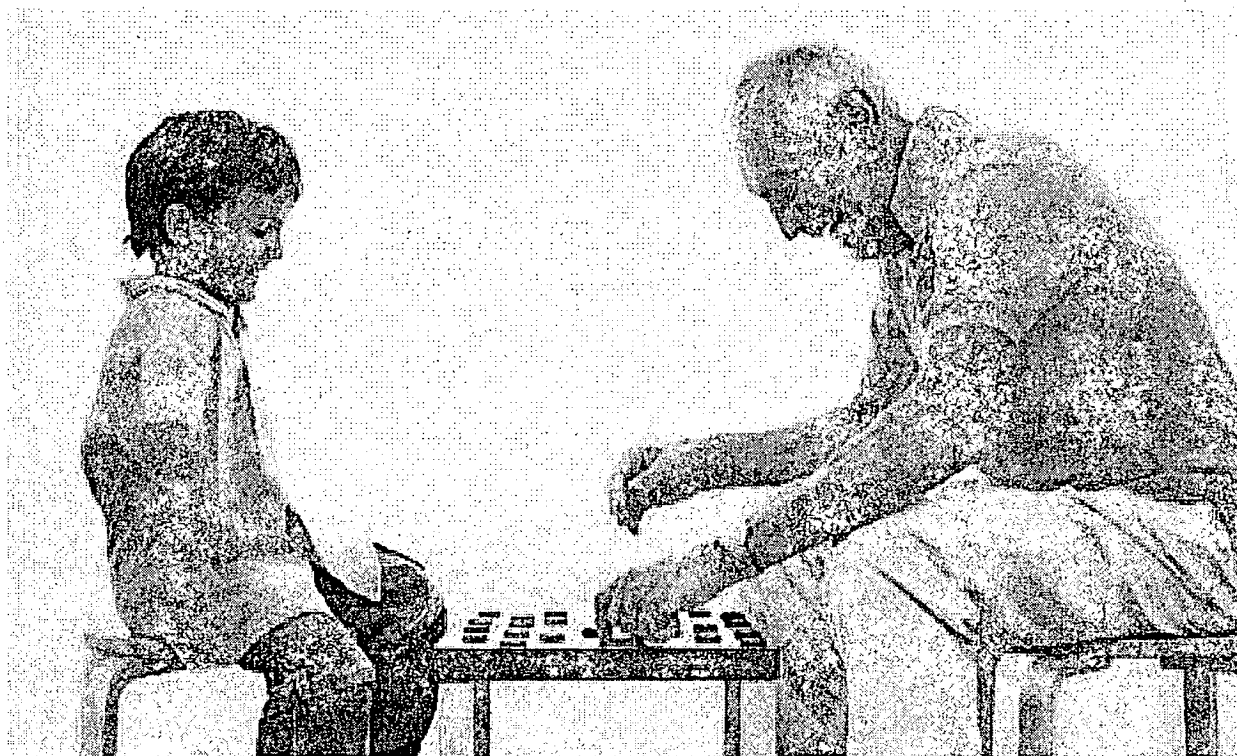
Strength

- As evidenced by the key measures, the City has made great strides to strengthen the dialogue between the City and its residents.
- Among the 2/3 of subscribers familiar with KCLV-TV2, more than four of ten (44%) watch it on a weekly (23%) or monthly (21%) basis.
- Page view counts are up significantly (from 2002 to 2003) in almost every category.

Opportunity to Improve

- The key measures do not reveal any weaknesses pertaining to this priority. Again, the Hansen System is in its relative infancy, and measurement data will improve in time.

Recreation



How is the City doing with the Recreation Priority?

Strength

- Beyond development of opportunities, two of the key measures assess utilization/appeal of the opportunities. The City's recreation/leisure opportunities provided 2,411,299 "experiences" in the baseline year, and the average daily visitor count was 8,011.

Opportunity to Improve

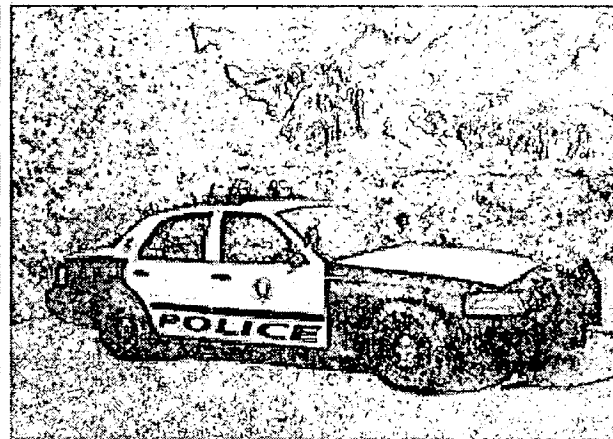
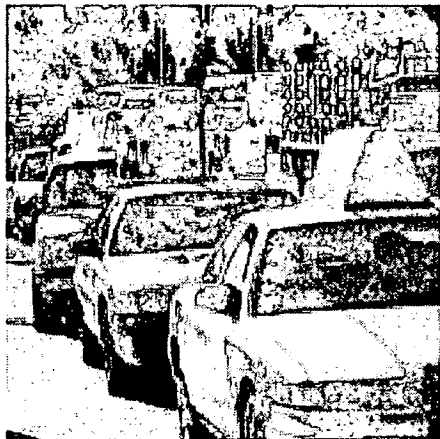
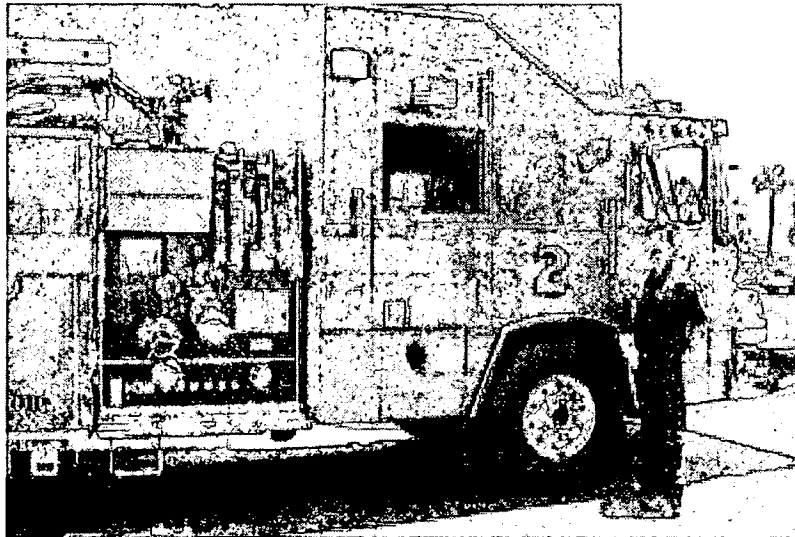
- The majority of the opportunities offered by the City are currently focused on youth (72%), with intergenerational at 16%. Therefore, the word "intergenerational" in the priority suggests that targets may be set to increase the current baseline of 16%.
- According to the Department of Leisure Services, the department does recognize the need for intergenerational or combined programs and views them as enhancements to the offerings that are serving a broader population. However, the majority of services desired by the public serve those in specialized age groups.
- The other key measures provide baseline data to demonstrate where the city is currently at in developing/providing opportunities, but these call for targets or benchmarking. It's difficult to assess alignment with these particular measures if not benchmarked or measured against a target/goal.

City as a Whole

Many of these priorities are more pertinent to an individual department or just a few departments. However, these measures should be considered as measures of the City as a whole, rather than just measures of specific departments. Each department provides a part of that whole.

Based on these five key measures for all seven priorities, the measures reveal that a **tremendous amount of work** is being done by the City as a whole that is aligned with the Council's seven priorities.

Do the City of Las Vegas' priorities reflect community concerns and perceived critical issues?



"A major part of successful living lies in the ability to put first things first. Indeed, the reason most major goals are not achieved is that we spend our time doing second things first."

– Robert J. McKain

What are the Community's Critical Concerns?

- Available, recent polls & surveys were reviewed (UNLV College of Business & Nevada Development Authority's Las Vegas Perspective, United Way, SouthWest Group, and TheInsighter)
- Education is a common issue/concern. If not #1, education appears in the top 4 of every poll or survey.
- Public safety/crime is a category that comes up as a common community concern, but is not clearly reflected within the City's current priorities.

What are the Community's Concerns?

Southwest Group- Top issues for voters that they want lawmakers to address in 2004:

1. Funding for education
2. Cutting Taxes
- 3. Fighting Yucca Mountain**
4. Improving Ethics
5. Promoting Tourism
6. Highway Construction
7. Tort Reform

Results revealed in December 2003

United Way- 2003 Southern Nevada's Critical Issues:

1. Lack of affordable medical care
2. Education- lack of funding for quality teachers and programs
3. Drug abuse
- 4. Traffic congestion**
5. Overcrowded classrooms
- 6. Crime**
7. High dropout rates

Research conducted April-July 2003

Reno Gazette Journal/ NBC News 4- Most important issue facing Nevada?

1. Education
2. Taxes
- 3. Economy**
4. Health care
5. Social security/Medicare
- 6. Environmental concerns**
- 7. Crime**

Poll conducted July 2002

What are the Community's Concerns?

TheInsighter- Most critical issues (February 2002):	TheInsighter- Most critical issues (May 2002):	TheInsighter- Most critical issues (September 2002):
1. Nuclear Waste	1. Nuclear Waste	1. Growth/ Population
2. Economy/ jobs	2. Utility rates	2. Nuclear Waste
3. Growth/ population	3. Education (tie w/) Growth/ Population	3. Education
4. Education	4. Economy/ Jobs	4. Transportation
5. Transportation	5. Crime (tie w/) Water	5. Crime
6. Utility Rates	6. Transportation	6. Economy/ Jobs
7. Crime	7. Health Care	7. Water

A total of 550 Las Vegas area residents who are registered voters were interviewed regarding attitudes and opinions regarding various current community issues in Clark County.

What are the Community's Critical Concerns?

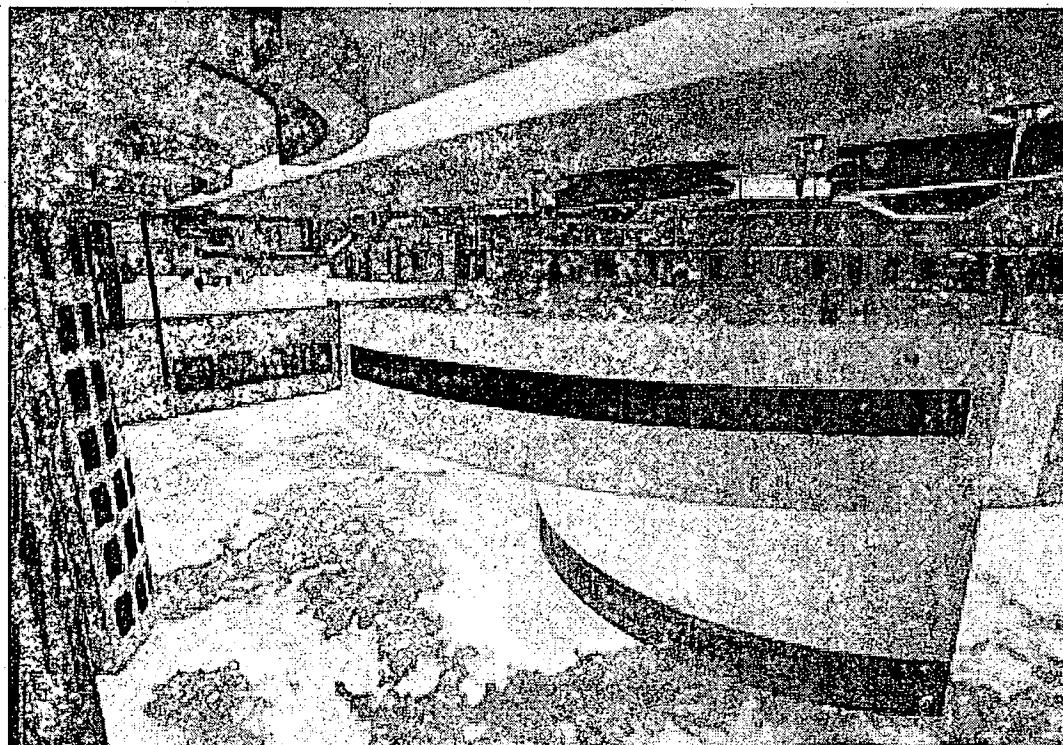
Education	= (?)
Yucca Mountain/ Nuclear Waste	= (?)
Growth/ Population	= Master Plan
Economy/ Jobs	= Business Development
Public Safety/ Crime	= Neighborhoods (?)
Health Care	= (?)
Traffic Congestion/ Transportation	= Master Plan (?) Neighborhoods
Taxes	= Government Economics (?)
Environmental Concerns	= (?)

Should the City have a priority reflecting public safety?

**Should the City have a priority reflecting
environmental concerns?**

Should the City have a role in education?

Should the City have a role in health care?



**CITY COUNCIL AGENDA
SPECIAL CITY COUNCIL MEETING
STRATEGIC PLANNING/PRIORITY SETTING WORKSHOP
FEBRUARY 25, 2004**

CITIZENS PARTICIPATION:

Items raised under this portion of the Special City Council Agenda cannot be deliberated or acted upon until the notice provisions of the Open Meeting Law have been met. If you wish to speak on a matter not listed on the agenda, please step up to the podium and clearly state your name and address. In consideration of others, avoid repetition, and limit your comments to no more than three (3) minutes. To ensure all persons equal opportunity to speak, each subject matter will be limited to ten (10) minutes.

MINUTES:

TOM McGOWAN, Las Vegas resident, stated that Las Vegas is a wonderful City. It is possible to have a safe community and the word secure should be added to the language. He read a statement into the record for an all-win entertainment proposal for the embarrassing Neonopolis during the Las Vegas Centennial Celebration and beyond. This could be similar to Shakespeare's Globe Theatre. The implementation of his proposal will assure revitalization of Downtown and enhance the positive image of Downtown Las Vegas worldwide. He suggested a one-hour meeting with MAYOR GOODMAN and COUNCILMAN WEEKLY in furtherance of the proposal. He submitted written documentation of his proposal. As for the comments on respect during the meeting, he reminded the Council that respect is mutual. When the Council opens up government, it will earn respect beyond its wildest dreams. Failure to do so is perilous.

(2:56 – 3:01)

4-468

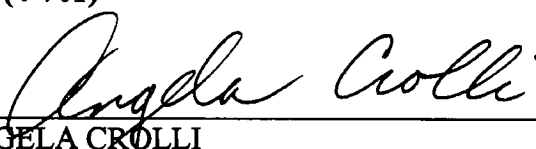
AL GALLEGRO, Las Vegas citizen, thanked the Council for having the meeting in Las Vegas. Last time the meeting was held in another town. Safety was a big topic at this meeting. Last night he attended a crime watch meeting where one of the residents said his family had a fence around the house, dogs and guns. There are so many burglaries and robberies. This would be a very happy city if there were just less crime. Las Vegas is losing a lot of money because Clark County, including the townships, use the name. The City should charge a fee for that. The added revenue could help with the dropping services. This meeting was very informative. He encouraged the Council to hold next year's meeting in another senior complex.

(3:01 – 3:03)

4-619

ADJOURNED: 3:03 P.M. (4-701)

Respectfully submitted:



ANGELA CROLLI
March 25, 2004

CITIZ. PARTIC.

.. < (2 min) > ..

TOM MCGOWAN, LAS VEGAS RESIDENT. - (IN SIDENOTE, - IT'S POSSIBLE TO HAVE A 'SAFE' ROBERT P. H. HODGES THE RECOMMENDED AS PREFERRED LEADERSHIP WOULD BE: - "SAFE, SECURE", ET SEQ.) -
MY PURPOSE IN TODAY'S MEETING IS TO ARTICULATE THE HERETO-APPENDAGED

PROPOSAL INFORMATION, TO WHIT: - (DISPLAY): -

1. (ORAL ARTICULATION OF THE PROPOSAL COVER-PAGE).

THEREAS, AND PURSUANT HERETO: -

2. TIMELY ADOPTION AND IMPLEMENTATION OF MY PROPOSAL ON A DEEMED PRIORITY IMMEDIATE BASIS WILL ENSURE THE REVITALIZATION AND SOCIO-ECONOMIC VIABILITY OF THE 'NEONOPOLIS' COMPLEX, GENERATIVE OF ENSURED AND CONTINUING SUCCESS BEYOND ALL PREVIOUS EXPECTATIONS, - AND WILL SERVE ENHANCEMENT OF THE SOCIO-ECONOMIC VIABILITY AND THE POSITIVE IMAGE OF THE DOWNTOWN CITY OF LAS VEGAS, LOCALLY, REGIONALLY, NATIONALLY AND WORLD-WIDE, THROUGHOUT THE CENTENNIAL CELEBRATION, AND BEYOND, IN PERPETUITY.
3. I RECOMMEND THE SCHEDULING OF A ONE(1) HOUR OFFICE MEETING BETWEEN MYSELF, MAYOR OSCAR GOODMAN AND WARD 5 COUNCILMAN LAWRENCE WEEKLY AT YOUR SOLE DISCRETION AND YOUR EARLIEST CONVENIENCE, PURSUANT TO PRESENTATION, QUERY AND IN-DEPTH DISCUSSION IN FURTHERANCE OF MY PROPOSAL.
4. THE VERBATIM WRITTEN TEXT OF MY PUBLIC COMMENT AND THE HERETO-APPENDAGED PROPOSAL COVER-PAGE IS REQUESTED INCLUSION IN THE MINUTES OF TODAY'S SPECIAL STRATEGIC MEETING, IN COMPLIANCE WITH NRS 241, THE NEVADA OPEN MEETING LAW.

THANK YOU.

(SUBMITTED)

(28)

(22) (ENCL): - PROPOSAL COVER-PAGE.

(50)

Special
Submitted at City Council

Date 2/25/2004 Item CP

TOM MC GOWAN PRESENTS

THE ALL-WIN PROPOSAL

FOR

THE TRANSFORMATION OF
NEONOPOLIS

FROM A FAILING 'WHITE ELEPHANT' AND CIVIC
EMBARRASMENT

TO STATUS AND CONTEXT AS

THE WORLD CLASS HEADQUARTERS

FOR

COMMUNITY-BASED AND SOCIALLY-INTERACTIVE
SUPERIOR QUALITY FOOD, BEVERAGE, RETAIL SHOPPING
AND MUSICAL VARIETY ENTERTAINMENT IN THE
DOWNTOWN CITY OF LAS VEGAS, NEVADA,

THROUGHOUT

THE LAS VEGAS CENTENNIAL CELEBRATION

2005 - 06

AND BEYOND, IN PERPETUITY