

MINUTES OF THE CITY COUNCIL BUDGET WORKSHOP
3:00 P.M. Wednesday, March 11, 2009
City Council Chambers, Legislative Building, 745 Fourth Street, Sparks, Nevada

1. *Call to Order

The regular meeting of the Sparks City Council was called to order by Mayor Geno Martini at 3:00 p.m.

2. *Roll Call

Mayor Geno Martini, City Clerk Linda Patterson, Council Members Julia Ratti, Phillip Salerno, Ron Smith, Mike Carrigan, Ron Schmitt, City Manager Shaun Carey, Acting City Attorney Wendy Chavez, PRESENT.

Pledge of Allegiance

The Pledge of Allegiance was led by Council Member Schmitt.

***Comments from the Public**

None.

3. Departmental Presentations for Fiscal Year 2009-2010 Budget

3.0 City Manager-Clerk's Office

City Manager Shaun Carey reviewed the budgets for the Manager's Office as follows:

City Manager

- **Mission Statement** - To enhance the quality of life in Sparks, achieve citizen satisfaction with City Government, and accomplish the goals of the City Council by successfully managing and leading a growing organization. To perform all duties required by law and in support of the Mayor, City Council, City Manager and City Departments.
- **Key Service Areas**
 - Mayor / Council Support
 - City Administration
 - Information Management
 - City Clerk
- **Mayor / Council Support**
 - Implement City Council Policy
 - Provide staff support for Mayor and City Council proclamations, correspondence and City Council agenda review.
 - City Administration
 - Manage City Services.
 - Provide leadership & direction to ensure financial responsibility.
 - Provide representation to regional & inter-local agencies.
 - Evaluate department efficiencies and city service effectiveness.
 - Oversee and direct Redevelopment activities.
- **City Administration**
 - Serve as director of Emergency Management during declared emergencies.
 - Information Management

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- Provide internal communication to all City employees detailing the polices, programs, and projects of the City.
- Manage and direct the development and production of public information materials and programs to external target audiences using print, the internet, public access television, and regional news media.
- **City Clerk**
 - Perform all duties pursuant to City of Sparks Charter and the Nevada Revised Statutes.
 - Provide all public notifications, agendas for City Council meetings, joint meetings and Redevelopment Agencies meetings.
 - Provide comprehensive legislative tracking for of all Council actions.
 - Transcribe minutes for City Council, joint, and Redevelopment Agency meetings.
 - Conduct regular and special municipal elections.
 - Codify City ordinances.
 - Provide information to the public.
 - Perform records management & administer contracts.
 - Process community service applications for boards & commissions.
 - Perform as passport Application Acceptance Office.
 - Administer mail room functions.
- **Key Service Measurements**
 - City-wide implementation of Council directives.
 - 95% of agenda materials available to Council prior to Council meetings.
 - 100% Tracking of all legislative bill affecting the City of Sparks.
 - Increased communication via bi-weekly City Manager Briefings.
 - Effective communication with City Council.
 - Enhance internal communications via intranet website to provide internal announcements.
 - Strengthen internal communication & employee morale.
 - Consistent, timely response to all electronic and print media inquires, providing accurate information and full access to appropriate City staff.
 - Monthly production of the public information program “Spotlight on Sparks.”
 - Periodic release of significant feature and news stories, photographs, and other product to the media.
 - Conduct Survey of City Staff annually to determine the effectiveness of existing internal information, programs, and publications.
 - Conduct error-free elections
 - Provide accurate & up-to-date information to City Council, City departments and the general public.

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• **Financials**

	FY08 Audited	FY09 Estimate	FY10 Budget
Key Service Area/Program Revenues			
<i>City Administration</i>	16,249	347	347
<i>Mayor and Council Support</i>	9,555	-	-
<i>Public Information</i>	3,185	-	-
<i>Passport</i>	71,883	40,000	45,000
<i>Memorabilia Sales</i>	3,188	4	4
Total	\$ 104,061	\$ 40,350	\$ 45,350
Key Service Area/Program Expenses			
Mayor and Council Support	\$ 87,198	\$ 74,970	\$ 67,970
City Administration	\$ 374,275	\$ 332,092	\$ 299,852
Public Information	\$ 151,882	\$ 136,110	\$ 122,740
Clerk Services	336,159	325,795	303,729
<i>Passport</i>	42,256	46,937	44,352
<i>Memorabilia Sales</i>	1,243	1,203	1,116
<i>CM/Council Support</i>	49,688	43,667	39,499
Total	\$ 429,347	\$ 417,602	\$ 388,696
Fiscal Year 2010 cutbacks to be made if no employee concessions are reached.			(23,746)
Total Expenses	\$ 1,042,702	\$ 960,773	\$ 855,512
Net Cost of Providing Services	\$ 938,641	\$ 920,423	\$ 810,162

• **Effects of Budget Cuts**

- Eliminated Citizen Academy and Youth Academy.
- Reduced production hours for programming on Sparks Centennial Television.
- Reduced public information programs for media and print relations.
- Transferred liaison for Sparks Citizens Advisory Committee and Sparks Advisory Committee for the Disabled.
- Eliminated liaison to other government agencies for customer service and various other inquiries.
- Eliminated e-Better Place electronic customer service function.
- Reduced ability to work on strategic planning and retreats.
- Quarterly updates to the municipal code book – the goal now is to send out updates every six months.
- Update the leather bound minute books. Should be done quarterly - is overdue to be updated.
- Reduced response time for resolving Mayor and City Council issues and inquiries.
- Training with departments to upgrade our agenda process has been placed on hold.
- Greatly reduced dispute resolution for customer service inquiries and complaints.
- Minutes of meetings – we are now taking the 30 day time frame to get minutes approved. Prior to the layoffs, we were able to get the minutes completed for approval every other meeting (two week time frame).
- Scanning and filing of ordinances, resolutions, and agreements delayed – with David on military leave, only the agenda packets are being scanned. Everything else is on hold. We can pull the hard copy and scan individual documents, when necessary.
- Archiving and Retention Schedule work with other departments delayed.

- Research projects take twice as long to complete.

Councilmember Schmitt noted that we will be going backwards by not being able to maintain the scanning of documents and he asked what it is costing us in future dollars.

3.1 Administrative Services

Assistant City Manager Steve Driscoll discussed the Administrative Services Department as follows, outlining the activities and concerns of the department, the mission statement, key service areas, key administrative measurements, financials, and the effect of budget cuts on the department.

- **Mission Statement** - To support city operations by promoting a common direction through partnering, training, innovation and optimal use of available resources.
- The Administrative Service Department is made up of 4 areas:
 - Administrative Services Director
 - Governmental Affairs
 - Human Resources/Benefits
 - Information Technology
- **Key Service Areas**
 - Administrative Services Director
 - Administration: Provide policies and procedures, budgeting and planning to the City of Sparks so they can provide efficient, cost-effective services to the city's internal & external resources to the City's benefits.
 - Labor Management: Provide agreements, including contracts and resolutions, to the city's bargaining units and non-represented groups, and resolve labor grievances. Bring contacts to Council and working with repercussions of those contracts, i.e. grievances, processes or procedures related to the labor function.
 - Risk Management: Provide affordable comprehensive programs including; insurance, risk analysis, provider contracts, and safety to the City of Sparks employees. Oversees the high level parts of risk management with detail work being done by the Human Resources Department.
 - Emergency Management: Provide planning and training to the City of Sparks so they can create, adopt and maintain an emergency plan through administrative support, directive and training consistent with the Incident Command System process.
 - Governmental Affairs
 - Legislative: Manage processes and programs ensuring prompt and effective communications and relationships with legislative partners at the local, regional, state and federal levels.
 - Human Resources/Benefits
 - Administration: Maintain required records and documents to assist internal & external customers, including and coordinating with the Civil Service Commission.
 - Employee Service: Provide services to management and all employees so they can administer consistent and fair operations of city employee programs.

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- Recruitment: Provide recruitment and selection service of the City of Sparks, to maintain and effective highly skilled workforce. Recruitment is still going on within the City even though there has been a hiring freeze more than a year. The main recruiting being done right now is in public safety realms but there are jobs through the City Manager and through the policy of the Council that must be replaced upon vacancy.
- Labor: Provide consulting services to management and employees on the interpretation and management of employee contracts and resolutions, negotiation process and grievances. Goal is to keep all grievances to only go through the management phase.
- Training: Provide a forum for employee development, utilizing internal and external resources to employees. This has been cut back dramatically because of budget cuts but we are still doing training in response to ensure our employees have skill set improvements.
- Equal Employment Opportunity: Provide an environment that includes internal and community programs and resources to management and employees so they can celebrate diversity and promote inclusive programs.
- Benefits: To be primary liaison to city employees in reference to certain benefit packages.
- Group Health: To provide affordable compressive benefits program to city employees, a provide guidance so they and manage their benefits.
- Workers Compensation: Provide a WC program for the city so they can meet statutory claim filing requirements and regulatory reports. Also, provide prompt effective treatment of work related injuries and illness.
- Information Technology
 - Administration: To provide essential policies, standards and procedures for technology use; develop and administer the budget, business and contingency plans to provide cost-effective services directly to the citizens of Sparks. Worked through ITSA Committee with representative Ron Schmitt whereby we looked at where we are, where we are going and trying to ensure we are utilizing our technology assets as appropriately as we can.
 - Systems Development: Provide computer software development, project management for either in-house or purchased software systems for city departments.
 - Computer Operations: Provide service and support for the city technology infrastructure including computer servers, workstations, printers, electronic mail, web sites, power systems, telephone systems, computer security, data back-up and data retention.
 - Geographic Technologies: To provide, build, maintain, and support the digital base map and provide timely utility location data. Design and build GIS tools for city staff, also conduct training for the uses of Geographic Technology resources.
- Key Activity Measurements
 - Complete annual ICMA Performance Measurement Survey. Just completed our

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second year.

- Conduct annual internal services survey. Added finance to this function this year (it has not been included in the past).
- General Liabilities Claims per 10,000 population served.
- All Emergency Operation Center Employee trained: ICS 100 & 300 or above, and NIMS (IS700). All of the City's operations staff have completed the minimum training requirements needed to sit at the table and be an active participant if and when we have an Emergency Operations Center.
- Funds obtained for emergency management grant funding.
- Coordinate federal appropriations. This has been very key as we have gone away from the old ear-mark system to more of a "get your appropriations out", whereby we discuss them at the department levels and work through them through the executive budget.
- Legislative platform: federal, state, and local. This allows us to take the City's policies and procedures, puts them out and allows us to be in front of questions instead of constantly responding to them.
- Reduce employee turnover rate.
- Reduce workers' compensation claims and days lost per FTE.
- Number of employee grievances & appeals per 100 employees.
- Percentage of grievances resolved before passing from management control.
- The employee turnover rate, workers' compensation claims, employee grievances and resolution of those are all key measures for the City as to how we are doing with our employees and how we are managing the other resources we have in the City.
- Total number of online payments received through city website. This brings money into the City to pay for services that we are doing without having to have additional people to handle the additional transactions.
- Number of repair calls & Help Desk calls resolved within 24 hours. This has become a little more difficult as we have been down staff for the last two years and we have continued to increase our technology use.
- Customer Satisfaction surveys are conducted by all four areas to measure the satisfaction of the services provided.

• **Financials**

	FY08 Audited	FY09 Estimate	FY10 Budget
Key Service Area/Program Revenues			
Emergency Management	53,352	-	-
Information Management Division	51,208	-	-
Total	\$ 104,560	\$ -	\$ -
Key Service Area/Program Expenses			
Admin Director Division			
Administration	18,192	17,829	18,866
<i>Policy & Procedures</i>	22,484	22,132	23,429
<i>Budget</i>	45,279	44,517	47,121
<i>Planning</i>	30,682	30,175	31,941
Total	\$ 116,637	\$ 114,653	\$ 121,357
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Labor	1,555	1,267	1,312
<i>Agreements</i>	13,482	13,516	14,335
<i>Grievances</i>	3,852	3,862	4,096

- **Financials**

Admin Director Division	FY08 Audited	FY09 Estimate	FY10 Budget
Risk	137,544	93,378	62,780
<i>Insurance Programs</i>			
<i>Provider Contracts</i>			
<i>Health Plan</i>			
<i>Wellness</i>			
<i>Safety</i>			
Total	<u>\$ 137,544</u>	<u>\$ 93,378</u>	<u>\$ 62,780</u>
Emergency Mgmt	129,355	81,345	-
<i>Planning</i>	43,610	42,961	45,483
<i>Training</i>	33,047	32,546	34,456
Total	<u>\$ 206,013</u>	<u>\$ 156,852</u>	<u>\$ 79,939</u>
Division Total	<u>\$ 479,083</u>	<u>\$ 383,528</u>	<u>\$ 283,820</u>

The main thing is that over the last two years there has been a significant reduction in resources; we continue to absorb additional costs to continue doing what we have; the cost of technology continues to increase; the cost of operations continues to increase, but at the same time we have been downsizing. We have broken down the different functions that we believe are key, that are problematic, and we are working under the new measurable results with finance.

In the IT area we have a jump on this as we have been keeping track of our time based on projects for a long time; we have an internal professional billing system if you will; it doesn't do anything on the back side except keep track of where are spending our time so we make sure that we have the expertise needed to go from that; there are different technologies and sometimes we find ourselves spending a lot of time there; that becomes training opportunities for the future.

Government Affairs has pretty much stayed where it has been. We did eliminate the state contract for lobbying this current year. It has been reloaded for policy decision as we get into the budget process. Interim has different things and we will have to see what the session does and the Council will then make a decision whether to continue not using that resource or to reload that one in time but it is in the budget if we need it.

In Human Resources we have broken down a lot of the things we do. This is where we show we are not just as recruiting department – there is an awful lot we do day to day, and with the staff we have now, we are doing a lot of cross training so we can keep these functions up and be able to go with the staffing we have on board. One of the things we prided ourselves and are working real hard on is the group health area. We worked with the Health Committee for the changes in that plan but then we also worked with the third party providers and the doctors under

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the consortium to make sure that we are maximizing the benefits and minimizing the costs and that is very true and a very large issue for us and workers comp. We have been fortunate in that if we compare our numbers to some of the other folks we benchmark ourselves our average claims have historically been lower than some of our sister organizations. We think this is because of the aggressive behavior and management we do up front versus waiting for things to happen.

- **Financials**

Government Affairs	FY08 Audited	FY09 Estimate	FY10 Budget
Legislative	43,843	52,266	50,581
<i>Administration</i>			
<i>Federal Legislative</i>	104,718	121,022	118,589
Other Legislative (State, Reg, Local)	323,394	381,519	370,578
Total	\$ 471,954	\$ 554,806	\$ 539,747
Division Total	\$ 471,954	\$ 554,806	\$ 539,747

- **Financials**

Human Resources Division	FY08 Audited	FY09 Estimate	FY10 Budget
Administration	26,577	23,436	23,269
<i>Policies & Procedures</i>	50,625	48,771	48,356
<i>Budget</i>			
<i>Planning</i>			
<i>NDOT Rx Program</i>			
<i>Sick Leave Bank</i>			
Total	\$ 77,203	\$ 72,207	\$ 71,625
Employee Services	121,714	106,697	105,876
<i>EE Records</i>	116,631	85,499	63,486
<i>Class & Comp</i>	13,786	13,282	13,168
<i>Performance Mgmt</i>	11,055	10,650	10,560
<i>Consulting</i>	97,316	80,321	68,995
<i>Recognition</i>	27,150	27,467	27,418
Total	\$ 387,653	\$ 323,916	\$ 289,504
Recruitment	36,397	19,136	19,142
<i>Recruitment</i>	79,843	76,919	76,264

- **Financials**

Human Resources Division	FY08 Audited	FY09 Estimate	FY10 Budget
Labor	54,889	46,091	45,787
<i>Agreements</i>	19,815	19,089	18,926
<i>Grievances</i>			
Total	\$ 74,703	\$ 65,180	\$ 64,713
Benefits	13,850	11,175	11,112
<i>Deferred Comp</i>	10,923	10,523	10,434
<i>Unemployment Admin</i>	8,759	8,439	8,367
<i>Retirement</i>	17,467	16,827	16,684
Total	\$ 51,000	\$ 46,964	\$ 46,597
Training	14,327	5,461	5,467

- Financials

Human Resources Division	FY08 Audited	FY09 Estimate	FY10 Budget
EEO	1,825	1,058	1,060
<i>EEO Program</i>	2,617	2,522	2,500
<i>Diversity Awareness</i>	16,536	13,155	13,050
Total	\$ 20,978	\$ 16,735	\$ 16,610
Group Health	85,552	48,770	27,159
Health Plan Mgmt	30,193	29,087	28,839
Provider Contracts	22,648	21,818	21,633
Wellness	6,039	5,817	5,768
Total	\$ 144,431	\$ 105,493	\$ 83,399
Workers Comp	137,511	98,826	76,789
Claims			
OSHA			
Provider Contracts	16,609	16,001	15,865
Return-to-Work			
Prevention			
Total	\$ 154,120	\$ 114,827	\$ 92,654

- Financials

Information Technology Division	FY08 Audited	FY09 Estimate	FY10 Budget
Administration	129,244	30,264	30,264
Policies & Procedures	185,981	166,256	157,001
Budget			
Planning			
ITSC			
Total	\$ 315,225	\$ 196,520	\$ 187,265
Systems	540,014	483,004	456,300
New Development	5,095	5,282	5,498
Maintenance & Support			
Total	\$ 545,109	\$ 488,285	\$ 461,799
Operations	361,297	323,033	305,087
Help Desk	13,019	10,616	11,081
PC Support	49,787	51,608	53,726
Printer Support			
Server Support	58,814	76,323	74,031
Computer Security	6,898	7,151	7,444
Internet/Intranet Sites	10,491	12,501	5,140

• **Financials**

Information Technology Division	FY08 Audited	FY09 Estimate	FY10 Budget
Network	148,831	133,047	125,640
LAN/WAN	5,132	2,770	2,795
Network Security			
Equipment Support			
Telephone System			
Internet/Intranet Access			
Radio System	125,067	138,883	114,000
Total	\$ 279,030	\$ 274,700	\$ 242,435
GT	284,819	219,512	234,983
Call Before U Dig			
Base Map	20,979	19,954	20,002
GPS Locating	13,397	17,720	18,193
Training			
New Development			
Maintenance & Support			
Total	\$ 319,194	\$ 257,186	\$ 273,178
Division Total	\$ 1,958,865	\$ 1,697,922	\$ 1,621,186
			(88,346)
Fiscal Year 2010 cutbacks to be made if no employee concessions are reached			
Total Expenses	\$ 4,017,538	\$ 3,547,619	\$ 3,186,356
Net Cost of Providing Services	\$ 3,912,978	\$ 3,547,619	\$ 3,186,356

• **Effects of Budget Cuts**

- Some department staff have voluntarily taken unpaid furloughs and forgone management bonus and car allowances.
- Loss of Emergency Management Administrator, duties reassigned.
- Delay of Risk Manager, duties reassigned.
- Professional service contracts eliminated and/or reduced impacting staff in human resources, information technology and government affairs and eliminating website enhancements.
- Reduced advertising and testing abilities.
- Eliminated in-house telephone support & maintenance contracts on telephones.
- Delayed Technology Refresh Program, city computers are on 5 year replacement cycle instead of 3 years and most are out of warranty.
- Eliminated primary webmaster for public and intranet websites.
- Increased web-based services over internet delayed.

- Cost savings projects delayed, centralized printing & voice over IP (VOIP).
- Elimination/reduction of training.
- Elimination/reduction of travel.
- Elimination of voluntary Cardiac Wellness program for public safety personnel.
- Slower response times to employees due to reduced staffing.
- Increased work load on current staff.

Councilman Carrigan asked about the Government Affairs budget regarding “Other Legislative”; lobbyist in Washington DC; and all the other activities, including all of the expenses and salaries for Rob Joiner and Kathy Clewett and the requirements. The Federal Legislative lobbyist is Anja Graves.

Councilman Schmitt asked that the Government Affairs budget be a more broken down method and that the Council revisit the contracts for fiscal year 2007 and forward. Councilman Schmitt asked about the \$1.7 million that needs to be cut—only management took salary concessions because they are the only employees who can do so. Councilman Schmitt has been appointed to the ITSC Committee and he voiced concerns about the drastic reductions in technology.

3.2 Finance

Finance Director Tom Minton reviewed the budgets for the various functions of the Finance Department as follows:

Mission Statement - Provide a full range of financial and procurement services for all city functions in accordance with all legal requirements. Continuing to be responsive to the needs of the City Government and its constituents while safeguarding and responsibly managing assets and resources.

- **Key Service Areas**
 - Administration
 - Accounting
 - Budget
 - Revenue
 - Purchasing
- Administration
 - Provide financial information and stewardship in all areas of financial planning, including financial interest with outside agencies including the state legislature. Assure compliance with Federal, State and local requirements. Oversee debt & cash management.
- Accounting
 - Maintain and oversee the process of all accounting functions for the City of Sparks & other related Agencies. Including A/P, A/R, Grants, and Payroll, assuring compliance with appropriate laws and accepted accounting practices. Coordinate the annual audit and preparation of the Comprehensive Annual Financial Report (CAFR).
- Budget
 - Prepare and maintain all financial documents required by state statute and monitor compliance. Provide financial analysis for all city departments and develop

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documents for Citizen review.

- Revenue
 - Collect and process monies related to commercial sewer, residential sewer, business, gaming and liquor license. Process all city licenses, liens on properties, and bankruptcy orders effecting the city.
- Purchasing
 - Assist all City departments in procurement of materials, supplies, construction projects and services. Execute and administer contracts, assuring compliance with all appropriate codes and statues. Administer the City’s procurement card program and operate surplus property disposal program.
- **Key Service Measurements**
 - Earn the GFOA Certificate of Achievement for Financial Reporting (for annual CAFR).
 - Implementation of Aggresso Accounting System.
 - Earn GFOA Distinguished Budget Presentation Award.
 - Develop Budget Process that increases department accountability & flexibility.
- **Financials**

	FY08 Audited	FY09 Estimate	FY10 Budget
Finance Administration	128,163	85,827	91,103
Debt Administration	215,881	164,912	156,023
Cash Management	71,911	54,933	51,972
Total	\$ 415,954	\$ 305,672	\$ 299,099
Budget	\$ 363,997	\$ 283,721	\$ 270,252
Accounting			
Accounting Administration	281,669	184,186	180,722
• General	453,651	418,772	402,200
Total	\$ 735,320	\$ 602,958	\$ 582,922
Revenue			
Cash Management	193,815	175,275	158,051
Business Licenses	282,483	238,474	221,287
Bad Debt Collection	47,653	39,087	36,648
• Utility Funds	92,499	74,533	70,398
Total	\$ 616,451	\$ 527,368	\$ 486,385
Purchasing			
Daily Procurement Support	143,023	137,638	123,679
Capital Project Support	156,420	150,330	132,721
Contract Information Management	1,348	1,110	1,272
Total	\$ 300,791	\$ 289,078	\$ 257,671
Fiscal Year 2010 cutbacks to be made if no employee concessions are reached.			(51,160)
• Total Expenses	\$ 2,432,513	\$ 2,008,797	\$ 1,845,169

- **Effects of Budget Cuts**
 - Department Director & all Mid-Mangers agreed to take unpaid furloughs.
 - Department work load has been reallocated with recent layoffs. Finance team

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has been challenged to meet deadlines but continues to give best effort. This includes department personnel working on unpaid furlough days.

Mr. Minton noted that Revenue mailed 2300 delinquent sewer bills today (696 foreclosures) and we are now filing liens every two weeks.

He also noted that currently the City has \$93,000,000 in cash – staff is looking at a short term CD program to increase the yield up to 2.4-2.5%. Current yield on the Long Term portfolio is 3.42%.

Councilman Schmitt asked if there could be an update on the Agresso System and why we are doing it.

General Government

Mission - The mission of the General Government is to manage various activities of City government that benefit Citizens and/or all departments. The funds are used by the City Management team with the ultimate responsibility for allocation resting with the City Manager.

- **Key Service Areas**
 - Emergency Response
 - General Government Cost
 - Election Support
 - Community Support
 - Inter-governmental Support

- **Financials**

	FY08 Audited	FY09 Estimate	FY10 Budget
Key Service Area/Program Revenues			
Common Service Charges to other Funds	\$ 529,940	\$ 887,672	\$ 980,961
Key Service Area/Program Expenses			
Emergency Response			
EOC	\$ 16,966	\$ 25,615	\$ 21,291
Snow/Flood Response	60,774	-	-
Total	\$ 77,740	\$ 25,615	\$ 21,291
General Government	162,191	149,466	143,522
City Hall Utilities	120,458	122,692	128,787
Employment Contract Negotiation/Arbitration	41,701	78,444	68,374
Financial Services	125,102	235,332	205,121
Grant Match Program	27,135	47,500	47,500
Municipal Insurance	458,580	634,128	401,793
Retirement Insurance Programs	397,878	791,923	910,711
Studies	41,701	78,444	68,374
Transportation/Training	5,089	7,250	7,250
Total	\$ 1,379,835	\$ 2,145,179	\$ 1,981,432

- **Financials**

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	FY08 Audited	FY09 Estimate	FY10 Budget
Community Support			
<i>Donations to Non-Profits</i>	24,617	117,037	90,654
<i>Economic Development</i>	35,000	50,000	50,000
Total	\$ 59,617	\$ 167,037	\$ 140,654
Intergovernmental			
<i>Regional Planning Support</i>	402,769	362,492	362,492
<i>SNCAT Media Program</i>	152,325	175,000	175,000
Total	\$ 555,094	\$ 537,492	\$ 537,492
Fiscal Year 2010 cutbacks to be made if no employee concessions are reached.			(73,269)
Total Expenses	\$ 2,072,286	\$ 13,421,148	\$ 2,642,600

- **Effects of Budget Cuts**
 - Possible areas to cut:
 - Grant Match-Will reduce departmental ability to utilize grants.
 - Studies – Will reduce information available to Council, Department Heads, and the Citizens.
 - Donations to Non-Profits
 - Other suggestions?
- Membership charged to GG

Paid To:	FY2007 2008	FY 2008-2009 to date
Reno/Sparks Chamber of Commerce	\$1,757.00	\$1,757.00
Alliance for Innovation	\$3,900.00	\$3,900.00
Nevada League of Cities	\$21,961.50	\$22,362.25
Sparks Chamber of Commerce	\$825.00	\$825.00
Costco Wholesale	\$50.75	\$50.00
National League of Cities	\$5,193.00	\$0.00
ICMA-Comparative Performance Measurement Program	\$5,550.00	\$0.00

Councilman Carrigan asked about \$10.7 million under Financial Services – was that the implementation of Agresso. Mr. Minton noted that those are bond proceeds. Under the Retirement Insurance Program – it has almost tripled due to the Public Employee Benefits program and internal portion.

Councilman Carrigan asked also about donations to non-profits (it was \$24,000 last year and we hit a high of \$82,000 in 2007) which changes every year and requested a report on what is currently being donated to whom. Mr. Carey stated that we have a policy for non-profits, but these dollars in the General Government budget are a match to support the CDBG program. A few years ago we had a time when the Council invited applications, but due to the strenuous budget recently, we have not invited applications.

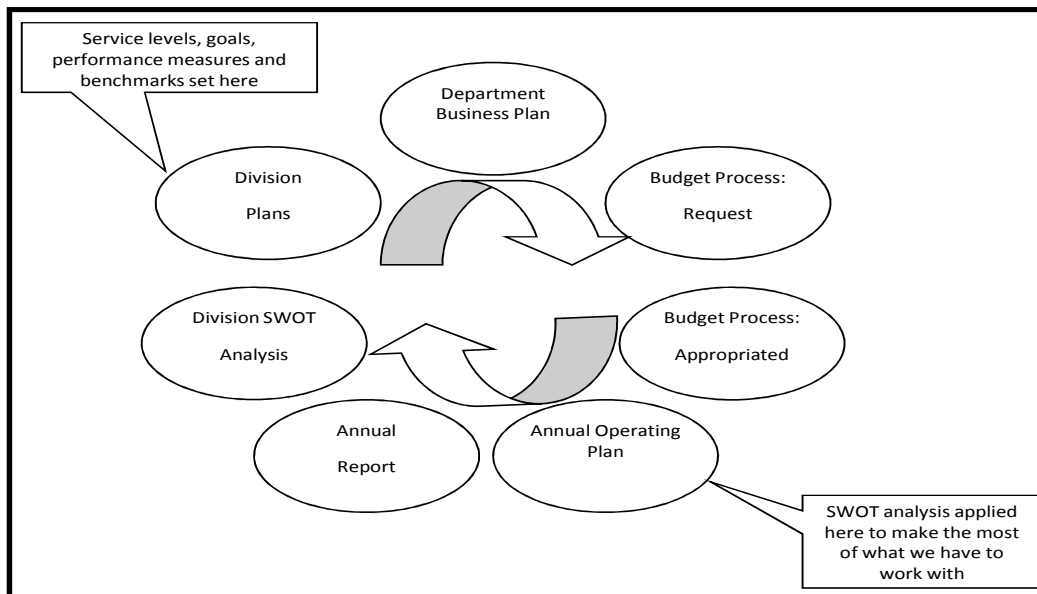
Councilman Schmitt asked that when the report for non-profits is done, it shows the way the request was brought to staff and the reasons why funds were given in the past.

3.3 Fire Department

Fire Chief Andy Flock reviewed the budgets for the various functions of the Fire Department as follows:

Mission Statement - The Mission of the Sparks Fire Department is to provide the highest level of fire prevention, fire suppression, rescue, emergency medical care, and related services to the citizens, business, and visitors to the City of Sparks, through a continuous improvement, professional development, and dedication to the community.

- **Business Plan Process**



- **Key Service Areas**

- Administration Division
- Fire Prevention Bureau
- Operations
- Training & Safety

- **Administration Division**

- The purpose of the Administration Division is to plan, administer, and coordinate the resources necessary to ensure the cost effective and efficient delivery of Fire

Department services.

- **Key Service Measures**
 - Provide FD facilities that are efficient, cost-effective, safe, clean and up-to-date
 - Provide & maintain necessary FD records to comply with local, state, and federal requirements, regulations, & laws
 - Plan and develop FD services for the prevention and management of current & future risks within the City of Sparks
 - Provide a modern & technologically advanced FD through cost effective management of the department's budget & financial resources
 - Provide & manage an electronic records management system
- **Programs**
 - Personnel Management
 - Asset Management
 - Records Management
 - Risk Management
 - Budget Management
 - Planning and Development
- **Fire Prevention Bureau**
 - The Purpose of the Fire Prevention Bureau is to save lives and protect property through management of our four inter-relating fire and life safety programs.
 - **Key Service Measures**
 - Fire Prevention Bureau will strive to educate the public in all aspects of Fire and Life Safety.
 - Fire Prevention Division will strive to inspect 100% of businesses with the Fire and Life Safety Inspection Program.
 - The Fire Prevention Division (2201) will review 100% of all new construction and development plans to meet the requirements set forth in the Sparks Municipal Code and International Fire Code.
 - Fire Prevention Division will conduct Cause and Origin Fire Investigations on all incendiary and suspicious fire in the community.
 - **Services**
 - **Public Fire Safety Education Program**
 - School Fire Safety
 - Business Fire Safety
 - Civic Groups
 - Juvenile Firesetter Intervention Program
 - **Fire and Life Safety Inspection Program**
 - New Business Inspections
 - Annual Target Hazard Business Inspections
 - New Development and Construction Permit Inspections
 - Code Enforcement Inspections
 - Special Event Inspections
 - Convention Inspections

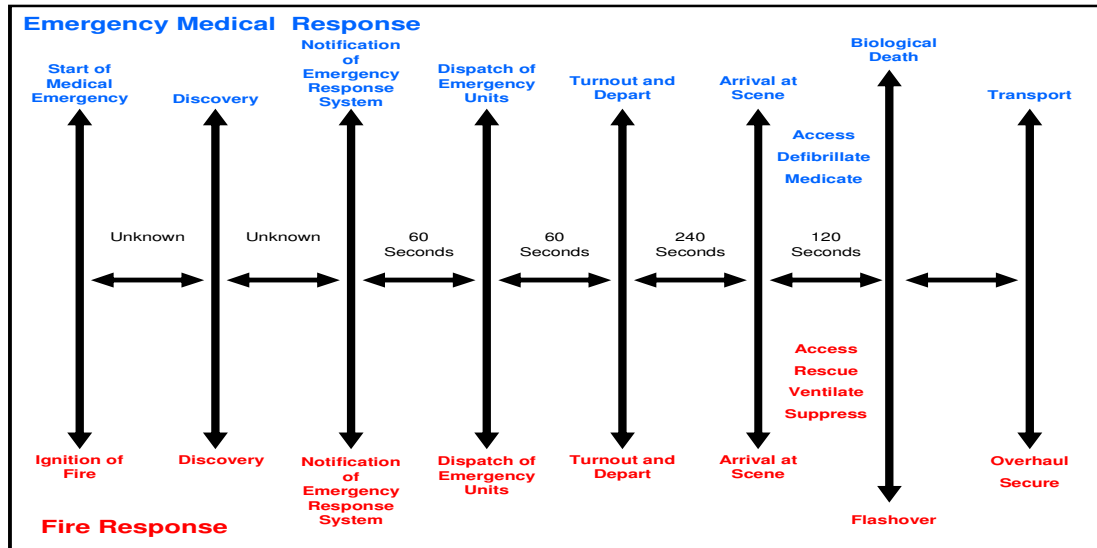
- Miscellaneous Inspections
- **Fire Investigation Program**
 - Fire Cause and Origin Investigation
 - Misdemeanor and Felony Citations
 - Juvenile Firesetter Investigation
- **Fire Engineering Program**
 - Fire Plan Review
 - Fire Code Consultations
 - Fire Code Research and Adoption
 - Plan Review meetings
- **Budget Impacts**
 - **Services & Supplies \$11,050**
 - Tech Refresh
 - Printing & Promotion (*effects on Public Fire Safety Education Program*)
 - Books/Subscriptions
 - Travel
 - Repairs & Maintenance
 - Office Supplies
 - **Personnel**
 - **General Fund:**
 - Asst. Fire Marshal (*VSP Hold Feb 08*)
 - Fire Inspector III (*Vacant Feb 08*)
 - Office Specialist (*Transferred Sept 08*)
 - **Enterprise Fund:**
 - Sr. Fire Plans Examiner (*Eliminated*)
 - Fire Plans Examiner (*Eliminated*)
 - Fire Plans Examiner (*Never hired*)
 - **Budget Impacts – Service Reductions**
 - New hire background investigations
 - Fire inspection revenue loss
 - Private fire hydrant program
 - Administrative support (*Asst. Fire Marshal & Office Specialist*)
 - Fire plan review and associated duties
 - Public fire safety education program
 - Fire Investigations
 - **External Considerations**
 - Increase in new and Target Hazard business inspections
 - Large projects (*RED, Kiley Ranch, Pioneer Meadows*)
 - Growth in Sphere of Influence areas
 - Future increase in new construction permits
 - Increased fire plan review and associated duties
 - Increased fire and life safety inspections
 - Increase in Fire Investigations
 - Economy Fires
 - Juvenile Firesetting
 - Decrease in fire inspections and public fire safety education

- Legislative Action
 - Additional budget reductions
 - Fire Inspection Fee Increase
- **Operations Division**
 - The purpose of Operation Division is to provide effective emergency and non-emergency services that limit the loss of life and property of the citizens and residents of the City of Sparks, including mutual aid to regional jurisdictions, through good stewardship and high standards of care.
 - **Key Service Measures**
 - Operations will respond to 90% of all calls for emergency services within six minutes from time of call received.
 - Per NFPA 1710, place 15 personnel on scene of first alarm assignments within 8 minutes, 90% of the time.
 - Annually complete fire apparatus and equipment testing as specified in the Fire Department Business Plan.
 - 90% of all working incidents will be debriefed within four shifts of the incident, and 50% will be formally critiqued at the division level within six shifts of the incident.
 - **Four enabling objectives to change outcomes:**
 - Rapid response
 - Sufficient staffing
 - Proper equipment
 - Competent personnel
 - **Service Areas and Applicable Standards of Care**
 - Fire (Structural, Vegetation, Other) - *ISO Rating 2, NFPA standards of care*
 - Rescue (Technical, Water Entry, Ice) - *NFPA 1670*
 - Emergency Medical Services (EMT-Intermediate) - *NRS 450B, DOT*
 - Hazardous Materials (Technician Level) - *OSHA 29 CFR1910.120, NFPA 472, Regional Interlocal Agreement, Type II Response Team*
 - Emergency Management (EOC, SFIMT's, LTRFC) - *NIIMS I-300, 400, NWCG 310-1*
 - **Changes to Current Budget - Four stages of reductions through 6/30/09**
 - Services & Supplies
 - Approx \$144k or 45% (excludes fleet depreciation)
 - Personal protective equipment (200), SCBA/cylinders (77/247), Defibrillator replacement (15), thermal imager replacements (7), monitoring equipment (25), hose
 - Personnel
 - Approx \$1.23 million or 15.5%
 - Seven retirements, positions not filled
 - Minimum daily staffing reduced from 29 to 27 in September
 - Minimum daily staffing reduced from 27 to 22 in December
 - **Anticipated Budget Changes - FY 09/10**
 - Services & Supplies - Status quo
 - Compounded delay in replacement/repair for personal protective

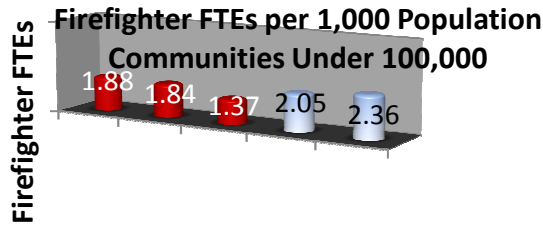
- equipment, SCBA, Defibrillator replacement, thermal imager replacements, monitoring equipment, hose.
- Personnel
 - Additional \$667k reduction
 - Alternatives A, B, C, D
- **Alternatives A, B, C, and D**
 - Recommended Alternative
 - Alternative A
 - Retirements: 5-6 employees
 - Additional Alternatives
 - Alternative B
 - Zero Supplemental Staffing: engine and/or station brown-outs certain
 - Alternative C
 - Combination of the above to reach \$667,000
 - Alternative D
 - Layoffs: 5-6 employees
- **Cumulative Service & Personnel Reductions - 7/1/08 to 7/1/09**
 - Service Reductions
 - Equipment retained longer will require more maintenance
 - Replacement cycle for PPE, SCBA, Defibrillator's, thermal imager's, monitoring equipment, and hose will be deferred for a second year
 - Personnel Reductions
 - 24% reduction in minimum daily staffing, call volume up 1.5 – 2.0%
 - More apparatus required per call for working incidents
 - Critical patients place engines at 2 people
 - Non-emergency services & projects will be proportionally reduced
- **External Considerations**
 - Legislative Action
 - Additional revenue loss, budget reductions
 - Reduction in Mutual Aid
 - Resources available, reimbursements
 - Possible Increase in Call Volume
 - EMS
 - health care cost influence
 - Fire
 - Foreclosures, insurance incentives, drought
- **Training & Safety Division**
 - The purpose of the Training & Safety Division is to plan, coordinate, and deliver training, certifications programs, and professional development to all Sparks Fire Department employees so that they may continue to provide safe and efficient fire, rescue, prevention, and administrative services.
 - **Key Service Measurements**
 - Maintain current and projected firefighting knowledge, skills, and abilities

- as identified by professional firefighting organizations, national standards, and internal audits.
- Provide and maintain Emergency Medical training to all levels as required by Fire Department policies.
- Maintain current and projected technical rescue/water rescue skills as identified by professional firefighting organizations, national standards, and internal audits.
- Maintain current and projected hazardous materials technician skills as identified by professional firefighting organizations, national standards, and internal audits.
- Develop, revise, and execute certification programs that keep pace with the growth and operational changes within the department.
- Ensure safe operations at emergency scenes and on the training ground.
- Plan and develop a training records retention program that complies with local, state, and federal requirements, regulations, and laws.
- **Services Provided**
 - Firefighting Training
 - Emergency Medical Program & Training
 - Hazardous Materials Program & Training
 - Technical Rescue Training
 - Water Rescue Training
 - Professional Development
 - Certification Programs (10)
 - Incident Safety Officers
 - Records Keeping and Retention
 - Promotional Examination
 - Assessment Center Development and Delivery
 - New Hire Agility Testing
- **Mandated Training**
 - OSHA – Occupational Safety and Health
 - NFPA – National Fire Protection Agency
 - ISO – Insurance Service Organization
 - IFSTA – International Fire Service Training Association
 - NWCG – National Wildfire Coordinating Group
 - Sparks Fire Department Policy, Rules & Regulations and Informational Bulletins
 - Sparks Fire Department Emergency Operations Manual
 - Nevada State Law – Nevada Revised Statutes and Nevada Administrative Code
- **Challenges**
 - Loss in years of firefighting experience
 - 197 years in 2008 due to retirements (7)
 - 269 years in 2009/10 projected retirements (9)
 - Youth within the department
 - 7 Firefighter positions are vacant
 - 25 of the current 41 firefighters have 4 years or less firefighting

- experience
 - Average firefighting experience for these 25 firefighters is 2.6 years
- “The ability to encounter incidents and to do the job right comes from knowledge. Knowledge comes from experience and training. If you don’t have the experience, all you have to rely on is your training.” - Gordon Graham
- Importance of Response Time**

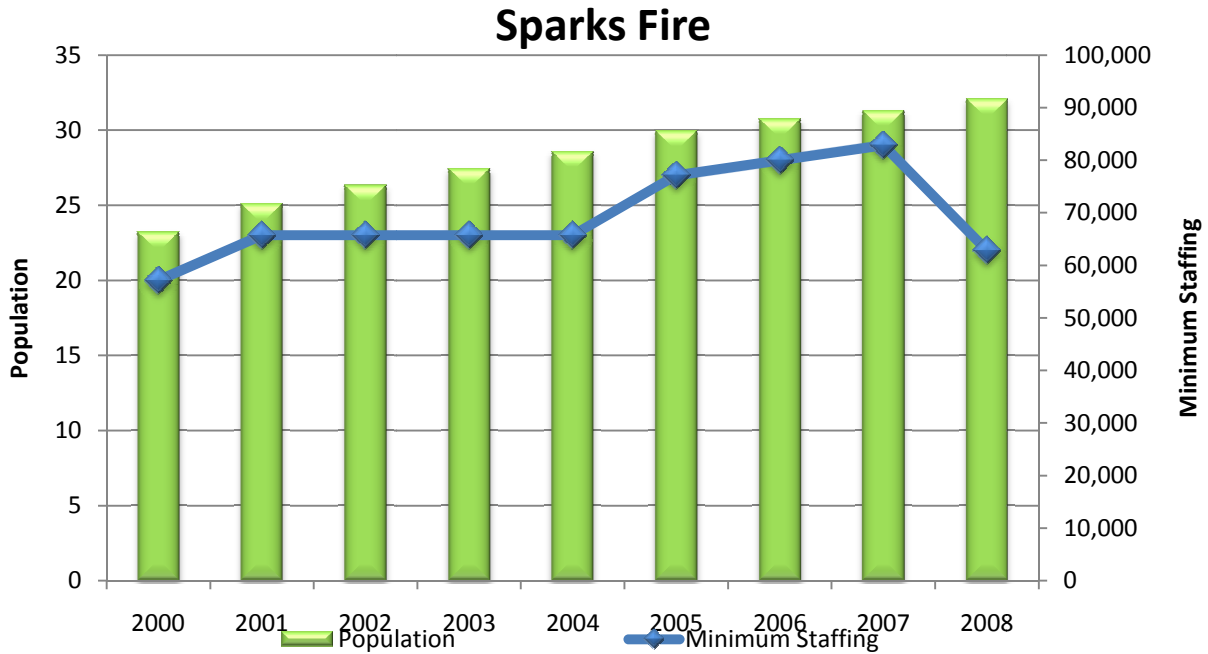


- Firefighter FTEs per 1,000 Population - ICMA Center for Performance Measurements**



- Budget Cuts FY08/09**
 - 2008-09 Cuts = \$1.5 Million General Fund
 - Total Personnel Reduction = 21.5 FTEs
 - 14.5 Firefighters (full time equivalents)
 - Senior Plans Examiner
 - 2 Plans Examiners
 - Assistant Fire Marshal
 - Prevention III Inspector
 - 2 Office Specialists

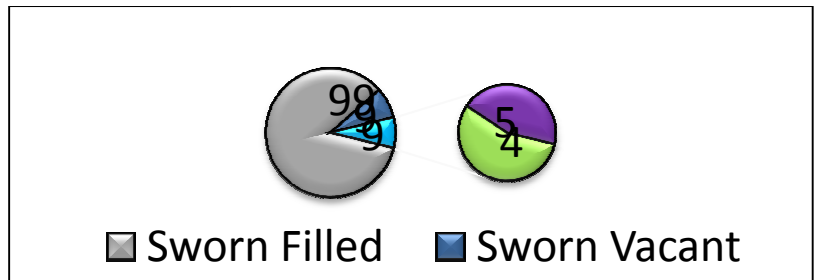
- **Minimum Staffing and Population**



- **Effects of Budget Cuts**

	2000	2008	% Change
Population	66,346	91,684	38.1%
Calls for Service	5,467	7,946	45.3%
Square Miles	23	34	47.8%
Minimum Staffing	20	22	10.0%
Inspections	1,988	3,668	84.5%

- **Effects of Budget Cuts**



- **Budget Cuts FY09/10**

Minutes of the City Council Budget Workshop for March 11, 2009

- \$446,000 requested for FY09/10
 - \$221,000 reduction OT/CB
 - \$667,000 total reduction FY09/10
 - Further lowering of staff, either directly or indirectly, impacts safety to our citizens and personnel.
- **Financials**

	FY08 Audited	FY09 Estimate	FY10 Budget
Key Service Area/Program Revenues			
Administration	120,612	89,981	30,850
Fire Prevention Bureau	76,643	62,000	62,000
Operations Service Area	69,049	50,000	-
Training & Safety			
Total	\$ 266,304	\$ 201,981	\$ 92,850
Key Service Area/Program Expenses			
Administration	1,111,386	947,140	915,242
Personnel Management			
Asset Management			
Records Management			
Risk Management			
Budget Management			
Planning & Development			
Total	\$ 1,111,386	\$ 947,140	\$ 915,242
Fire Prevention Bureau	890,228	799,502	856,573
Public Safety Education	4,344	5,508	5,508
Fire & Life Safety Education	1,338	2,914	2,914
Fire Engineering Program	358	515	515
Fire Investigation Program	29,649	22,204	22,204
Total	\$ 925,918	\$ 830,643	\$ 887,714

Councilman Carrigan asked if City gets reimbursed for medical calls that the Fire Department responds to. Chief Frievalt noted that there is no reimbursement. Councilman Carrigan asked what it would cost to go back to 4-person engine companies. Chief Flock noted that it is between \$1.6 and \$1.8 million.

Councilmember Ratti congratulated the Sparks Fire Department Seattle Stair Climb Team for raising \$3,100 for charity and placing 7th place out of 139 teams.

4. Comments:

4.1 *From the Council and City Manager

Councilmember Julia Ratti made the City Council aware that the Washoe County Senior Services Board Budget Hearing will be held on March 18th at 1:30 p.m. The County is also facing budget reductions and staff is generating a list and a possible cut is the closing of the Sparks Senior Center. A letter to the Board in support of maintaining our Senior Center will be completed to the Senior Services Board. Council member Ratti will report back to the Council at the next City Council meeting on what the Board recommends.

Councilmember Carrigan thanked Debi Hunt for the answers to questions from the last budget hearing.

5. *Adjournment

There being no further business, the meeting was adjourned at 5:19 p.m.

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