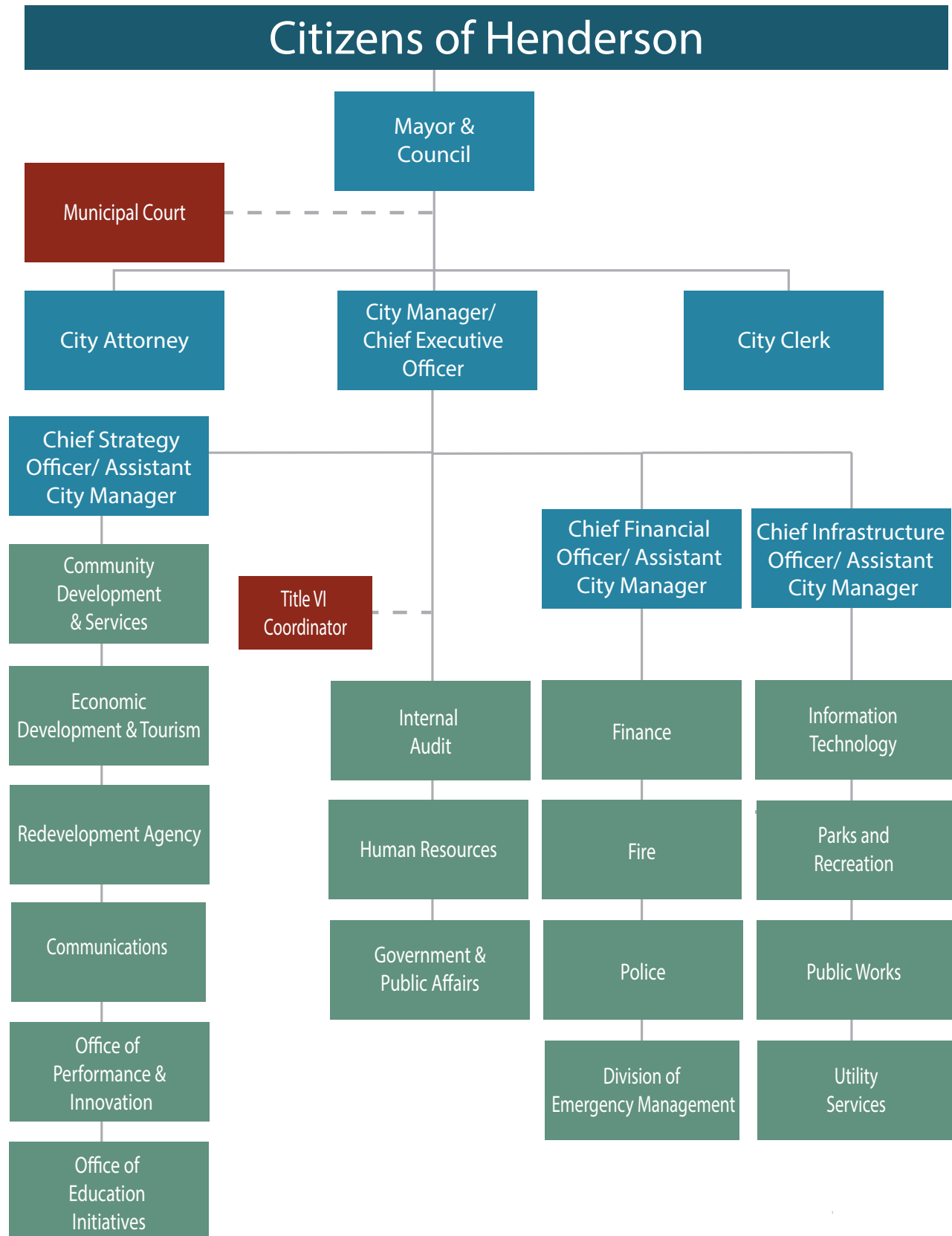


City Organization Chart



OUR VISION

TO BE AMERICA'S PREMIER COMMUNITY

OUR MISSION

Provide services and resources that enhance the quality of life for those who live, learn, work, and play in our City.

OUR VALUES

We are **DRIVEN** with **INTEGRITY** through **COLLABORATION** to achieve **EXCELLENCE**.

OUR PRIORITIES

- Community Safety
- Healthy, Livable, Sustainable City
- Economic Vitality
- Quality Education
- High-Performing Public Service

HENDERSON

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Introduction

The City of Henderson publishes its Capital Improvement Plan (CIP, or the Plan) annually as a rolling plan document for all municipal capital expenditures. This year's CIP details the projects planned from July 1, 2024 through June 30, 2029. The capital budget for Fiscal Year 2024 is included, as well as proposed future capital expenditures through the six-year planning time frame and beyond. Operations and Maintenance costs associated with the completion of new capital projects are estimated in the individual project pages and are provided for use in long-range planning of the City's operating budget.

The City has adopted the following guideline definition of a "capital improvement" in order to provide consistency across multiple departments. A capital improvement is defined as a public or private investment of \$100,000 or more, which relates directly to the City's goals and objectives and has a useful life of at least three (3) years. Examples include, but are not limited to:

1. Land acquisition;
2. Improvements to or development of land;
3. New construction, acquisition, rehabilitation or replacement infrastructure projects;
4. New, rehabilitated or replacement equipment, vehicles, and major computer hardware/software systems;
5. Soft costs related to items 1 through 4 above, including but not limited to legal costs, engineering costs, and architectural design costs.

All identified improvements meeting the above criteria will be included in the City's six-year Capital Improvement Program. Major maintenance projects, defined as extraordinary nonrecurring expenses of \$100,000 or more which are used to maintain the public benefit of a capital asset or to replace/rehabilitate a set of related non-capital assets, are also included in the Plan.

The capital improvement projects detailed in the CIP are grouped by specific program: Flood Control, General Government, Municipal Facilities, Parks and Recreation, Transportation, and Utility Services.

Planning Process

The City of Henderson recognizes that capital improvements are an investment in the future of the community. Therefore, the CIP process is designed to help plan for anticipated capital needs and to integrate them with financial projections for future services. An evaluation of all potential capital projects and possible funding sources was undertaken during the planning process in order to identify projects in the CIP. Initial requests for project funding typically far exceed the City's available resources. During the planning process these project requests are organized and aligned with the City's key strategic and operational priorities. For further information regarding the City's strategic priorities, refer to the City of Henderson website.

Despite relatively stable revenue growth over the last few years, the City continues to be confronted with the formidable task of managing a growing need for public services and maintaining its existing infrastructure. The City's population has increased from 269,538 in 2009 to 334,640 in 2022, representing a 24.2% increase. To adequately provide infrastructure and public services to accommodate this growth has been a challenge, however, the projects listed in the first year of the Plan are fully funded, yet many of the proposed projects listed in later years of the Plan do not have identified funding sources. Of all projects planned, 21.0% do not have identifiable funding sources at this time. A complete listing of unfunded projects can be found in the Plan Overview section of this document.

The process for publishing the annual CIP document begins in November as part of the Comprehensive Annual Budget process. Each department first informally assesses their projects, both ongoing and anticipated, for suitability within a standard priority framework. All projects, regardless of priority or anticipated funding source, are then entered into the citywide CIP database for tracking and reporting purposes. Those projects are then reviewed, scored and ranked by a Capital Review Committee. IT's Community of Interest (CoI) projects are put on their own project list and prioritized separately. After a Finance Department review of available funding, two prioritized lists of projects are recommended for funding in the upcoming budget year and forwarded to the City Manager's office, one for infrastructure and the

other for technology projects. A list of capital projects contending for City funding in the upcoming plan years is maintained by the City's CIP Coordinator.

Projects funded from other sources are prioritized by the departments responsible for administering the programs. As examples, road construction projects are proposed, reviewed and prioritized within the framework of the Regional Transportation Commission's Master Streets and Highway Plan; flood control projects are prioritized in conjunction with Clark County's Regional Flood Control District; and some open parks and trail projects are prioritized and subsequently approved by the Bureau of Land Management as grant funds from the Southern Nevada Public Land Management Act (SNPLMA) are utilized.

An inter-departmental meeting is held to review all the projects listed in the database and to coordinate city services required where capital projects cross functions.

The final prioritized Capital Improvement Plan is transmitted to the Finance Department in March for inclusion in the upcoming budget year and submission of the stand-alone CIP document is provided to the City Council for approval in June.

Funding Sources

Funding for capital projects comes from a variety of sources. It should be noted that nearly every capital expenditure program within the City utilizes outside funding sources, including developer contributions, grant money, and other governmental agency reimbursements, to complete needed projects. Actual City funded dollars are allocated sparingly as needs are determined, and comprise only 58.7% of the total capital expenditures reported within the plan. Following is a general description of funding by capital program category.

Flood Control

Local Flood Control projects are funded with unallocated Capital Replacement fund balances, or with developer contributions. Developers wishing to develop prior to construction of regional flood control facilities must construct flood control to provide protection for their property without increasing the flood hazard to other properties.

Regional Flood Control projects are funded through the Clark County Regional Flood Control District as tax revenues are received. This funding source applies only to Regional Master Plan Facilities on the ten-year construction program.

Bridge/box culverts do not have readily identifiable funding sources. To date, funding has been provided through Regional Transportation Commission funds, developer participation, or Regional Flood Control funds. When a culvert or bridge is required for an existing road in connection with a Regional Flood Control Master Plan facility, Regional Flood Control funds may be used. Regional Transportation Commission funds may be available for new roads when crossing an existing channel or Regional Flood Control District facility.

General Government

Administrative and Financial Services, including projects to install new or improve upon City hardware and software systems, are primarily funded through the City's Citywide Services Internal Service Fund.

Equipment and Other Equipment is generally funded via transfers from unallocated General Fund transfer or an allocation of bond proceeds set aside for maintenance, repair or replacement of capital assets.

Redevelopment Agency projects come primarily from local developers or tax increment revenue. However, some capital money may be provided by the City's Redevelopment Agency (RDA) in the form of short-term loans, grants or limited term tax incentives. In some cases, owner agreements are made whereby the RDA will re-coup their donated capital costs over a period of years. In all cases, RDA funds are kept separate from City funds.

Municipal Facilities

Municipal Facilities for Fire, Police, or other Governmental facilities are funded either from bond proceeds, developer funding, or unallocated fund balances from the City's Municipal Facilities fund.

Parks and Recreation

Park development comes primarily from either (1) developer-built, “turnkey” parks which are designed and built by local developers or (2) the Residential Construction Tax (RCT). There are currently six RCT districts in Henderson. The RCT is assessed by district on all new residential development, and the money is then spent on projects in that district. This funding also supports additional improvements to existing parks and facilities.

A secondary source of funding for developing Parks and Recreation are via grants from the Southern Nevada Public Lands Management Act (SNPLMA).

This funding is generated through land sales from the Bureau of Land Management, and the funds are distributed through a grant allocation process.

These sources of funding, along with various grants awarded to the department, help ensure the progressive and timely development and improvement of City park and recreation facilities.

Transportation

Transportation capital projects cover a wide variety of new construction and improvements, including streets, street lights, traffic signals and school flashing lights. Funding for these projects is just as varied. New or improved street projects are funded from Regional Transportation Commission (RTC) of Southern Nevada funds, Local Improvement Districts (LID) Assessments, Gas Tax Revenues, area developers, and Fuel Revenue Index funding.

Utility Services

Current and future utility capital projects are funded through water or sewer bonds, system development fees, grants, retained earnings and developer participation. These enterprise funded projects will include revitalizing the older areas of the system as well as new construction of facilities to keep pace with current and projected City growth.

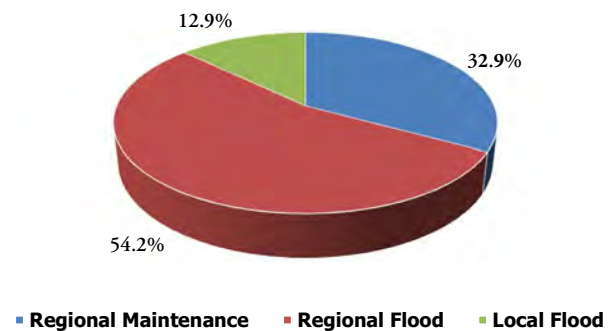
Spending of Funds

Capital projects are associated with one of six general capital programs: Flood Control, General Government, Municipal Facilities, Parks and Recreation, Transportation Control, and Utility Services. Categories within the programs are further identified along division lines.

Flood Control

The planned expenditures for Flood Control projects in Fiscal Year 2024 is \$12.0 million, and \$77.7 million over the six-year planning period. This includes \$42.1 million in Regional Flood, \$25.6 million in Regional Maintenance, and \$10.0 million in Local Flood.

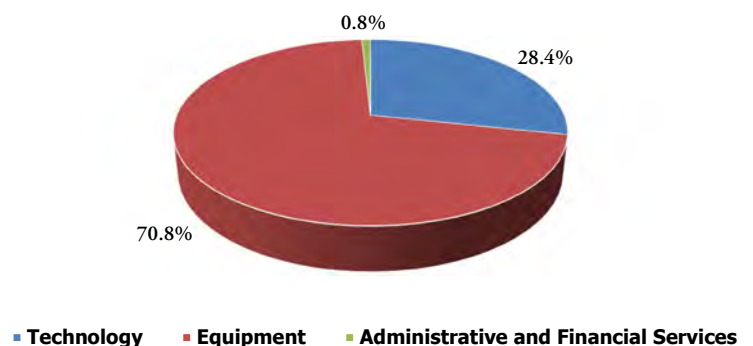
Flood Control by Sub-Program



General Government

The planned expenditures for General Government include \$19.3 million in Fiscal Year 2024 and \$100.6 million over the planning period. This includes \$71.2 million for Equipment, \$28.5 million for Technology, and \$0.9 million for Administrative and Financial Services.

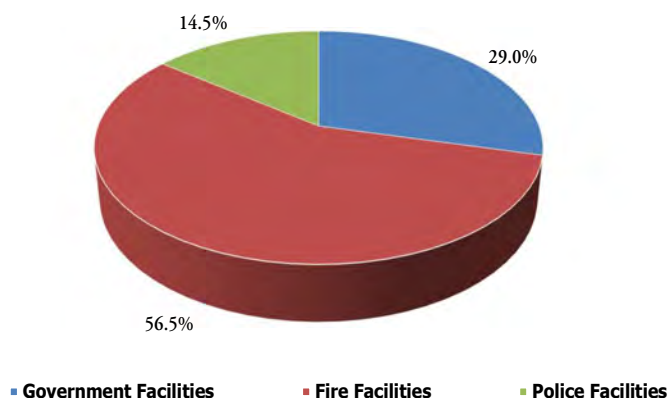
General Government by Sub-Program



Municipal Facilities

The planned expenditures for Municipal Facilities include \$57.0 million in Fiscal Year 2024 and \$204.2 million over the planning period. This includes \$115.4 million in Fire Facilities, \$59.2 million for Government Facilities, and \$29.5 million for Police Facilities.

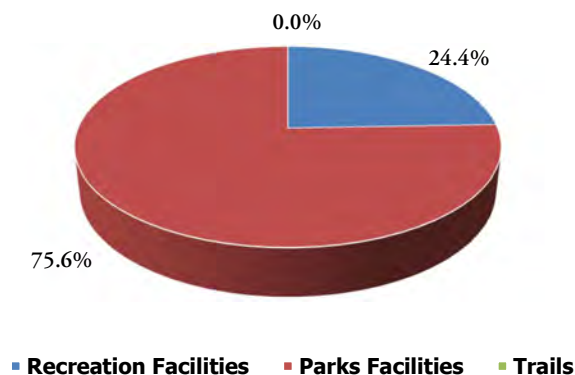
Municipal Facilities by Sub-Program



Parks and Recreation

The planned expenditures for Parks and Recreation are \$130.9 million in Fiscal Year 2024, and \$390.3 million over the planning period including \$294.9 million for Parks Facilities, \$95.3 million for Recreation Facilities, and <\$0.1 million for Trails.

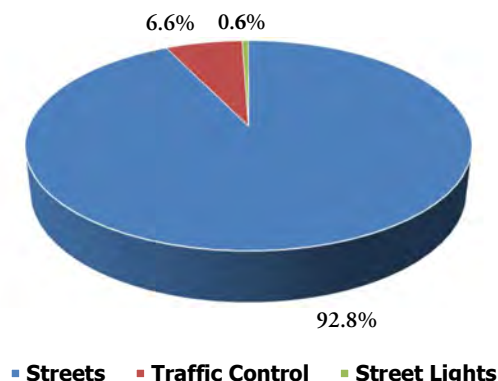
Parks and Recreation by Sub-Program



Transportation

The planned expenditures for Transportation include \$150.4 million in Fiscal Year 2024, and \$823.9 million over the planning period including \$764.7 million for Streets, \$54.7 million for Traffic Control, and \$4.5 million for Street Lights.

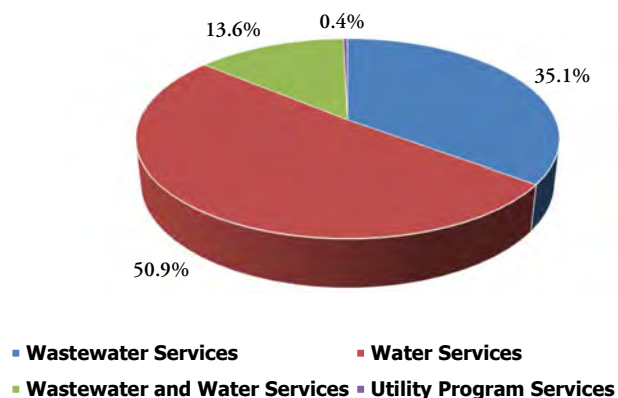
Transportation by Sub-Program



Utility Services

The planned expenditures for Utility Services include \$120.2 million in Fiscal Year 2024, and \$681.9 million over the planning period including \$347.0 million for Water Services, \$239.6 million for Wastewater Services, \$92.6 million split between Water and Wastewater, and \$2.7 million in Utility Program Services.

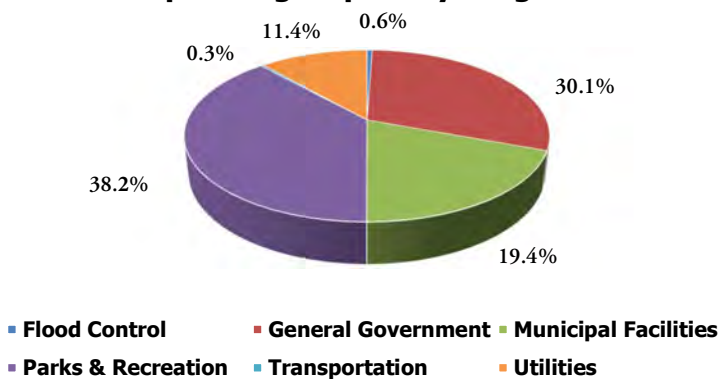
Utility Services by Sub-Program



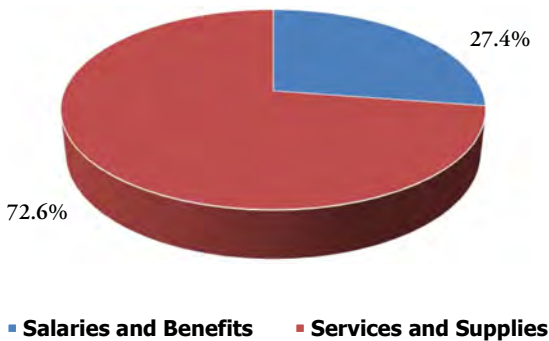
Impact on Operating Budget

Operating impacts associated with each capital project can vary significantly and depend on the projects impact for recurring personnel or operating costs. Operating impacts are categorized as either Salary and Benefits or Services and Supplies. For Fiscal Year 2024 the total operating impact to the budget is \$327,041 and \$16.7 million over the planning period. Capital projects with large operating impacts are within Parks and Recreation for Terra Wetlands (PR226) and Municipal Facilities for Police Department Forensic Laboratory (MF346).

Operating Impact by Program



Operating Impact by Category



Reading the Plan

Plan Summary Pages

Summaries of the Capital Improvement Plan funding and spending data are provided for a quick view of the City’s investment plans. The intended expenditures and recommended funding sources by year are depicted both in tabular and graphical forms. Also included this year

is a summary of all unfunded projects (funding To Be Determined) in the Plan. The Summaries are intended as an overview. Individual budgets and timelines may change for those projects identified, and projects may be added, especially in later plan years due to ongoing analysis of funding sources, needs assessments, and development progress over time.

A summary page detailing each capital improvement program is provided at the beginning of each individual project detail section.

Project Detail Pages

Following is a detailed listing of each capital project, including a general description, estimated future expenditures, funding sources and the expected recurring operations and maintenance costs after the project is complete. The project total dollars will be updated with the prior year’s data after it becomes available at the close of the fiscal year. The project detail pages are categorized according to major project types. A listing of all projects in the category, current or proposed, begins each section.

The cost estimates in the detail pages are adjusted for inflation in future years, and the funding sources detailed in future years are recommendations only. Also provided are City maps depicting where construction projects are happening.

It should be noted that the priorities assigned to projects in the detail pages are flexible, as they may change as development progresses.

Also, the cost estimates in the detail pages are preliminary in nature, as design has not taken place in most cases. For projects beyond the immediate fiscal year, the City may not be able to provide the level of funding requested, even with some sources of funds available externally. For example, some projects outlined for the future may in whole or in part be provided by developers as construction in our City continues. Because of these uncertainties, the CIP process is renewed every year.

Capital Budget Project Explorer

The Henderson City Council adopted an Open Data Policy on August 6, 2019 to demonstrate the City's commitment to open, transparent, and accessible government. As part of this commitment, the City implemented the Open Data Capital Budget Project Explorer as a web based tool that can be utilized to explore all capital projects in more detail.

Interactive Project Maps

The landing page for the Capital Budget Project Explorer is an interactive map of the City of Henderson, which gives users a bird's eye view of all of the City's planned capital projects and their locations. Users can zoom in to view specific neighborhoods and select projects to obtain more information. A search bar on the left side of the page can be used to search for specific projects by simply typing in all or part of a search term. A filter is also available to narrow down projects by Program (such as Flood Control, Parks & Recreation, etc.).

Project Detail Pages

Once a user has clicked on a specific project, the Project Detail Page opens. Here the Project Number, Program, Status, and Sub Program are displayed. A smaller map showing the specific location of the project appears alongside the total projected cost to complete the project, as well as the project time line. For more information and to explore the City's Open Data Capital Budget Project Explorer, click on this link or scan the QR code below.

