

## Budget In Summary Fiscal Year 2012-2013



(left to right)

**Debra March**, Councilwoman Ward II; **Sam Bateman**, Councilman Ward IV; **Andy Hafen**, Mayor; **Gerri Schroder**, Councilwoman Ward I; **John F. Marz**, Councilman Ward III



Jacob L. Snow  
City Manager



Bristol Ellington  
Assistant  
City Manager

## Overview

Presented herewith is the Budget in Summary for Fiscal Year 2013. This document was prepared in conformance with Chapter 354 of the Nevada Revised Statutes. It presents, in laymen terms, the City's Final Budget for the Fiscal Year ending June 30, 2013 (as adopted by Council on May 15, 2012). This presentation is intended to provide the citizenry of Henderson, and other interested parties, a better understanding of the financial workings of our City. The charts and tables contained herein provide the reader with an "at a glance" overview of the City's budget, as well as a comparison of our City to other municipalities in Southern Nevada.

It is important for citizens and taxpayers to know and understand the composition of the revenue received by the City, as well as how the City manages those resources. We take our fiscal responsibility seriously and understand fully that we are accountable to the residents of our great City. We will continue to strive to provide the services our community desires in an efficient manner while maximizing the use of the resources available.

We hope that you find this document useful and would appreciate any feedback on its content, as well as suggestions for inclusion in future years. If you have any questions, or would like additional information, please contact us at your convenience.

Prepared By:

### **Finance Department Budget Division**

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### Financial

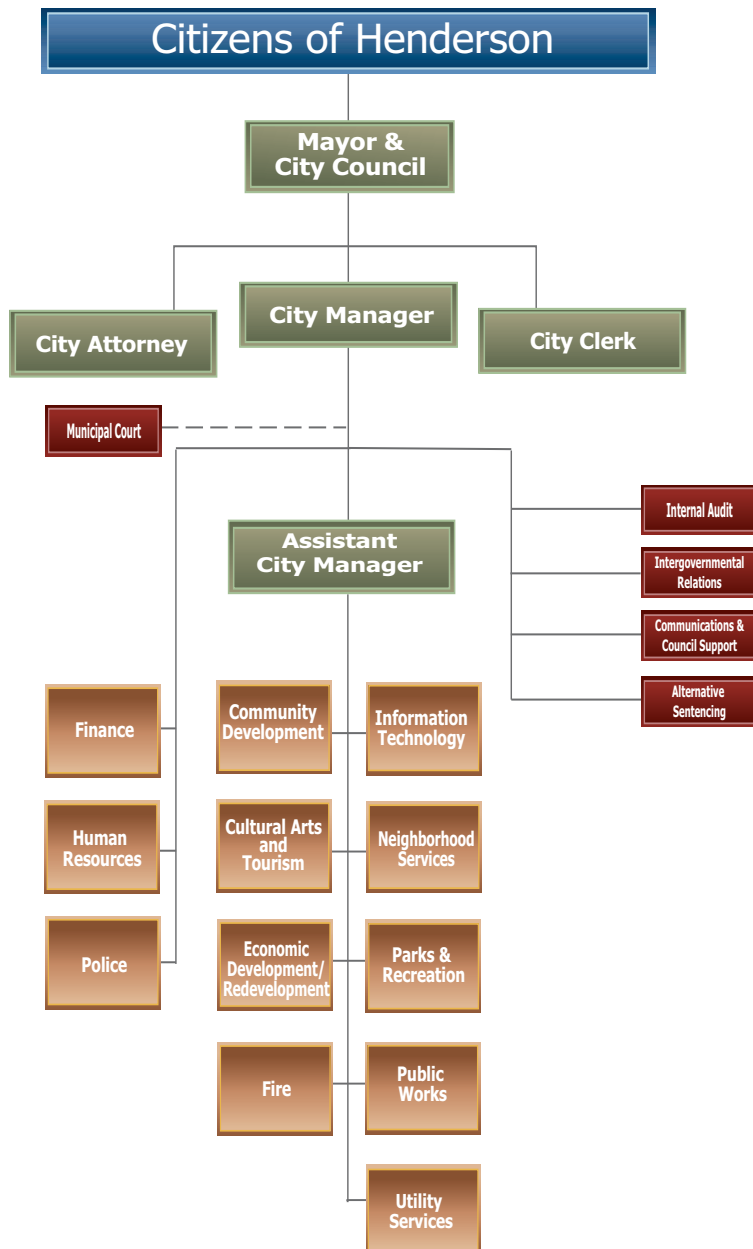
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July 1, 2012

To the Residents of Henderson,

Like many of you, the city continues to face the challenges of a struggling national economy. We face those challenges while striving to continue to offer programs and services that are important to you, your families and businesses. As responsible government leaders we are focused on maintaining a balanced budget in the face of these challenges.

The Fiscal Year 2013 budget is a numerical reflection of our commitment to fiscal sustainability. The total Final Budget for the period of July 1, 2012 to June 30, 2013 consists of \$480 million in expenditures. These numbers represent costs for general government operations including utilities and public works, as well as services for our nationally accredited police, fire, parks and recreation, and building and fire safety.

Henderson, the second largest city in the state of Nevada, is known for having small town values with big city efficiencies. We are proud of the city we've built and the people and businesses who call our city home. Together we are building the premier city in America.

We have built a reputation as a solid and efficient organization. Although we continue to do more with less, we remain committed as employees and leaders to maintain the highest quality of life for our Henderson community.

Andy Hafen  
Mayor



### OUR VISION

To be America's  
Premier Community

### LIVING OUR VALUES

#### Service

We are dedicated to providing effective and timely customer service with courtesy and respect

#### Teamwork

We collaborate on common goals for the greater good of our community

#### Accountability

We take ownership of our decisions and responsibility for our actions

#### Communication

We share information and ideas in a clear, open and timely manner

#### Integrity

We are honest and trustworthy and committed to doing the right thing



### OUR MISSION

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

### OUR GOALS

#### Safe Community

Deliver programs and services that foster a safe community

#### Strong & Diverse Local Economy

Strengthen and diversify the economy of the City

#### Vibrant Community

Support and enhance a vibrant community to enrich the lives of our citizens

#### Sustainable Practices & Development

Promote and incorporate practices, policies, and procedures that support sustainability

#### Organizational Excellence

Attain the highest levels of organizational excellence



## The Strategic Plan

*The City updated the Strategic Plan for Fiscal Years 2011-2013. The plan is available on the City's website or by contacting the City Manager's Office.*

Strategic planning is the cornerstone of effective public management. The City first began its performance planning efforts in 1999. Building upon these efforts, the 2011-2013 Strategic Plan enables the City to continue moving forward in a strategic direction while focusing on the new opportunities Henderson faces as a result of the changing economic and financial circumstances.

Development of the current Strategic Plan started at the end of 2009. The Mayor, City Council and appointed officials identified goals that would chart a course and create a vision for the future of the City of Henderson which supports the needs and expectations of our citizens. With the collaboration of the department heads, those goals were refined and specific strategies developed for meeting those goals. Each department implemented specific actions with measurable results to support the strategies.

Communication with employees, stakeholders and the public is key to the successful implementation of a Strategic Plan. Ongoing progress reviews with the City Council and community assessment surveys with our residents allow us to assess our progress. Our goals include the following:

### *Safe Community*

- **Deliver programs and services that foster a safe community**

The City is committed to providing the best public safety services and programs in partnership with our residents and businesses. This includes efficient emergency response, innovative technology, prevention programs, and coordination with other public safety agencies to ensure a safe, secure, and well-informed community.

## The Strategic Plan

### *Strong and Diverse Local Economy*

- **Strengthen and diversify the economy of the City**

The City is promoted as a destination for new residents, visitors, and relocating businesses. Our local economy is enhanced through the pursuit of businesses that leverage local resources, improve intellectual advancement, and provide opportunities and stability for our citizens.

### *Vibrant Community*

- **Support and enhance a vibrant community to enrich the lives of our citizens**

Our residents experience a vibrant and rewarding sense of community. Our well-designed city offers recreation, cultural arts, open space, and healthy lifestyle opportunities which are critical components to preserving our community fabric and exceptional quality of life.

### *Sustainable Practices and Development*

- **Promote and incorporate practices, policies, and procedures that support sustainability**

The City takes a progressive approach to environmental issues as it looks to promote a more sustainable future. We are committed to the protection of our natural resources and lead by example in the sustainable operation of our facilities and services. The City fosters an ethic of conservation and stewardship throughout our community.

### *Organizational Excellence*

- **Attain the highest levels of organizational excellence**

The City ensures the public trust by providing the most effective and efficient services. Excellence in public service is achieved through our commitment to citizen involvement, innovation, continual improvement, and achieving meaningful results. To be the premier community, we commit to delivering exceptional service to the community we serve.

## Executive Summary

The City's financial plan is developed in alignment with projected available resources and is presented by function within each fund. The Fiscal Year 2013 total budgeted revenue and other financing sources for all funds, excluding transfers in, is \$406.0 million and total budgeted expenditures excluding transfers out amount to \$479.7 million. The budgeted ending balances for Governmental Funds, including the General Fund, total \$185.5 million, consisting primarily of resources dedicated to ongoing capital projects and reserves.

The Redevelopment Agency is a component unit of the City. The total budgeted revenue for Fiscal Year 2013 is \$4.4 million with \$6.3 million in expenditures. The fund balance at the end of Fiscal Year 2013 is estimated to be \$27.7 million.

The General Fund is the largest of the City funds and includes the budget necessary to provide the City's core services and day-to-day activities. General Fund revenues, including transfers, are projected to be \$226.1 million. Total General Fund expenditures and transfers out are expected to be \$225.2 million, a 2.0% increase over the previous year. Approximately 54% of the General Fund expenditures support public safety services for our community. The General Fund Ending Fund Balance is projected to be \$17.6 million, or 8.3% of the General Fund's budgeted revenue.

The City has twenty active Governmental Funds excluding the General Fund. Governmental Funds account for proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes. For Fiscal Year 2013, revenue and other financing sources are projected at \$48.6 million and total expenditures and other uses are projected at \$62.6 million. The budgeted ending balances for these funds are \$167.9 million.

The budget also contains twelve Proprietary Funds with estimated revenues and other sources of \$155.1 million and expenditures and other uses of \$215.9 million. These funds are used to account for services provided to internal departments on a cost-reimbursement basis or operations that are financed and operated in a manner similar to private business enterprises.

The adopted full-time positions for Fiscal Year 2013 total 1,985. This represents a net decrease of 5 positions over the Fiscal Year 2012 staff complement. The budget includes the addition of 4 General Fund positions, 1 position in Parks and Recreation and 3 positions in the Police department.

## Executive Summary

In the Proprietary Funds, the Workers Compensation Fund is adding 3 positions and Cultural Arts and Tourism is adding 1 position. The Utility Service Fund has 7 less positions, the Self Insurance Fund has 1 less position, the Grant Fund is reducing their staff by 3 positions, and the Redevelopment Fund has 2 less positions.

Despite the recession, Henderson's financial condition continues to remain stable as a result of a diverse tax base and strong financial management practices. To date, the City has avoided layoffs, having success with cost reductions, employee buyout packages, and execution of various contingency plans. The City of Henderson continues to maintain a low employee-to-resident ratio at 6.9 employees per 1,000 residents. In addition, the City has protected its fiscal stability by focusing on building financial reserves since the last recession in 2001. Combined with conservative budgeting, the City has had the ability to sustain municipal service levels.

The City of Henderson is projected to experience limited population and revenue growth in the coming years, unlike the dramatic growth experienced through 2008. However, even though population and revenue growth is expected to stabilize, Henderson's population is expected to remain affluent as the median household income in Henderson continues to outpace the county and state averages. The high quality of life continues to attract new citizens.

Based on indices being tracked by local economists at the UNLV Center for Business and Economic Research, the Southern Nevada economy is in the second year of a modest recovery and is anticipated to show improvements in 2012 and 2013. The gains are expected to be stronger in the second half of 2012 than in the first, and the gains in 2013 are expected to be stronger than in 2012. However, Southern Nevada real estate prices are expected to see a later recovery.

The Las Vegas area's key economic indicators for the first quarter of 2012 are up in comparison with prior year data. Clark County visitor volume and Las Vegas Strip gaming revenues were up slightly by 3.6% and 5.2% respectively, while occupied room nights increased 3.0% and average daily traffic counts were up 0.5%. Two additional key indicators, airline traffic and convention attendance, also indicate that tourism is experiencing a modest recovery. McCarran airport's total passenger count increased 3.0% while convention attendance was up 0.5% over the prior year.

## Executive Summary

The Fiscal Year 2013 City property tax rate for Henderson will remain constant at \$.7108 per \$100 in assessed valuation. The City's tax rate has remained one of the lowest rates in the Las Vegas Metropolitan area, as well as the State of Nevada.

As municipal stewards, it is essential that the financial integrity of the City of Henderson is maintained regardless of the effects of outside forces and economic conditions.



## Budget Highlights

### *Value driven City initiatives which contributed to the development of the Fiscal Year 2013 Budget:*

- Maintain the City of Henderson's property tax at the same low rate
- Provide efficient public services while maintaining one of the lowest employee to citizen ratios in the Las Vegas Valley
- Full year of operations for the Senior Center in downtown Henderson
- Full year of operations for the new ballfields at Heritage
- Legislative and Election year costs

### *The City is continuing to look for ways to reduce expenses. The following are some strategies that were implemented:*

- Hiring freeze implemented during 2008
- Worked closely with represented employee groups to reduce future contractual obligations
- Implemented cost cutting measures across all city departments
- Reduced employee benefits
- Restricted travel and training
- Postponed capital projects
- Reduced full time and part time staff
- \$120 million total citywide reductions
- Reduced DSC Staffing and Operating budget
- Staff reductions of 17% non-public safety
- Significantly reduced COLA's for Fire in 2009
- Eliminated COLA's for Police, Teamsters & Non-Represented in 2009
- Eliminated COLA's for all full-time employees in 2010 - 2014
- Reduced Engineering staffing and operating budget

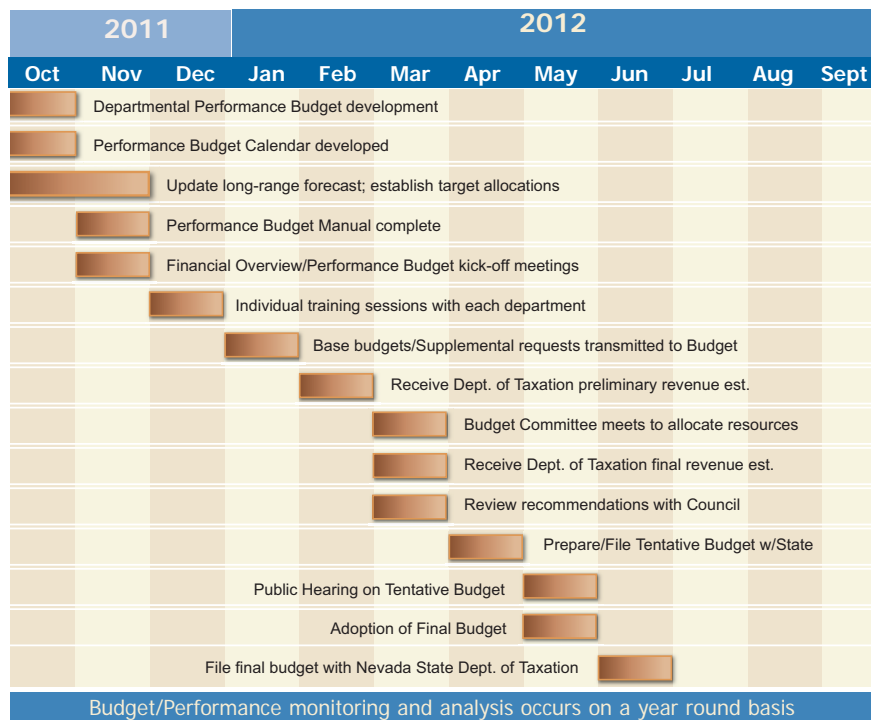
*We continue to monitor economic conditions and will make necessary adjustments while we stay dedicated to providing the services and programs citizens need.*

## Budget Process Overview

The Budget Process has been refined to complement the resources available to the City and provide an environment conducive to the development and preservation of a healthy budget. This process is designed to link funding decisions to high priority goals identified by the citizens, Mayor and Council, and City management.

The Budget Process will continue to be modified to be more responsive to citizens' needs, and as required due to the economy, technology and legislation. Changes will be made accordingly to increase expediency and enhance efficiency for everyone involved in the process. It is hoped that change will stimulate innovation and creativity from all departments.

The City's budget is developed over a nine-month period beginning in October, with the Performance Budget calendar development, and ending in June, with submission to the Nevada Department of Taxation.



## Population & Assessed Valuation

	FY 2011 Actual	FY 2012 Projected	% Increase	FY 2013 Budget	% Increase
<b>Population</b>					
Henderson	267,270	264,839	-0.9%	266,929	0.8%
Clark County	1,967,722	1,982,377	0.7%	2,002,582	1.0%
Las Vegas	586,536	588,274	0.3%	588,274	0.0%
North Las Vegas	215,022	217,482	1.1%	223,873	2.9%
Boulder City	16,064	15,359	-4.4%	15,335	-0.2%
Mesquite	20,677	20,440	-1.1%	17,043	-16.6%
<b>Assessed Valuation</b>					
Henderson	\$9,784,715,277	\$8,941,510,959	-8.6%	\$8,255,600,100	-7.7%
Clark County *	63,923,601,627	57,876,696,265	-9.5%	54,193,378,125	-6.4%
Las Vegas	13,718,834,481	12,958,012,131	-5.5%	11,926,888,555	-8.0%
North Las Vegas	4,719,007,066	4,434,688,599	-6.0%	3,987,869,401	-10.1%
Boulder City	564,973,634	525,806,003	-6.9%	510,495,001	-2.9%
Mesquite	636,455,142	560,975,540	-11.9%	518,858,360	-7.5%

\* Less net proceeds from mining



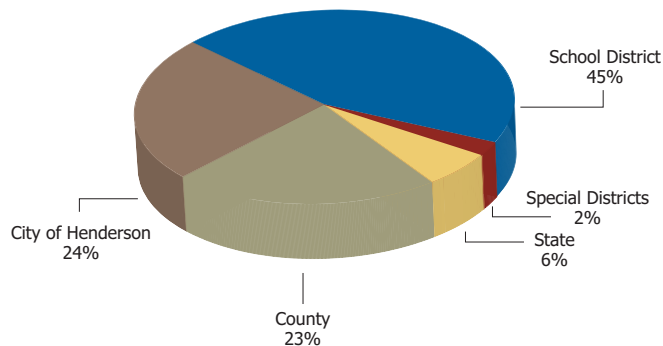
## Overlapping Property Tax Breakdown

	FY 2011	FY 2012	FY 2013
<b>State</b>	\$ 0.1700	\$ 0.1700	\$ 0.1700
<b>County</b>			
Operating	0.6412	0.6412	0.6412
Debt	0.0129	0.0129	0.0129
Sub-total County	0.6541	0.6541	0.6541
<b>School District</b>			
Operating	0.7500	0.7500	0.7500
Debt	0.5534	0.5534	0.5534
Sub-total School District	1.3034	1.3034	1.3034
<b>City of Henderson</b>			
Operating	0.3298	0.3198	0.3298
Voter Approved Overrides	0.2310	0.2310	0.2310
Debt	0.1500	0.1600	0.1500
Sub-total City	0.7108	0.7108	0.7108
<b>Special Districts</b>			
Henderson Library District	0.0577	0.0575	0.0586
County/L.V. Library Debt	0.0070	-	-
Las Vegas Artesian Basin	0.0015	-	-
Sub-total Special Districts	0.0662	0.0575	0.0586
<b>Total Property Tax Rate</b>	<b>\$ 2.9045</b>	<b>\$ 2.8958</b>	<b>\$ 2.8969</b>

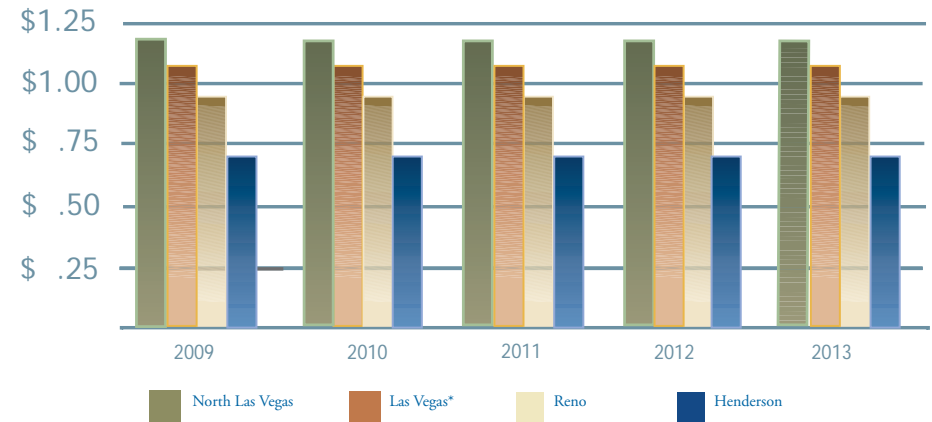
Note: Tax rates stated per \$100 of assessed valuation

Source: Nevada Department of Taxation Property Tax Rates for Nevada Local governments

## Where Your Property Tax Dollar Goes



## Property Tax Rate Comparison



	Fiscal Year				
	2009	2010	2011	2012	2013
North Las Vegas	\$ 1.16	\$ 1.16	\$ 1.16	\$ 1.16	\$ 1.16
Las Vegas *	1.06	1.06	1.06	1.06	1.06
Reno	0.95	0.95	0.95	0.95	0.95
Henderson	0.71	0.71	0.71	0.71	0.71

\* Includes Las Vegas Metropolitan Police

Note: Rates per \$100 of assessed valuation

## KEY FACT

*The City of Henderson property tax rate continues to be one of the lowest rates in the Las Vegas metropolitan area, as well as the State of Nevada.*

## The Value Of Your Property Tax Dollar

The City receives only 24% of your property tax dollars. A home with a taxable value of \$200,000 will provide the equivalent of \$41.46 per month in property tax support for the following City of Henderson services:

**24-Hour Police Protection**

**24-Hour Emergency Medical Service**

**24-Hour 9-1-1 Service**

**Maintained Streets, Lighting, & Flood Control**

**Recreational Programming For All Ages**

**Parks Operations & Maintenance**

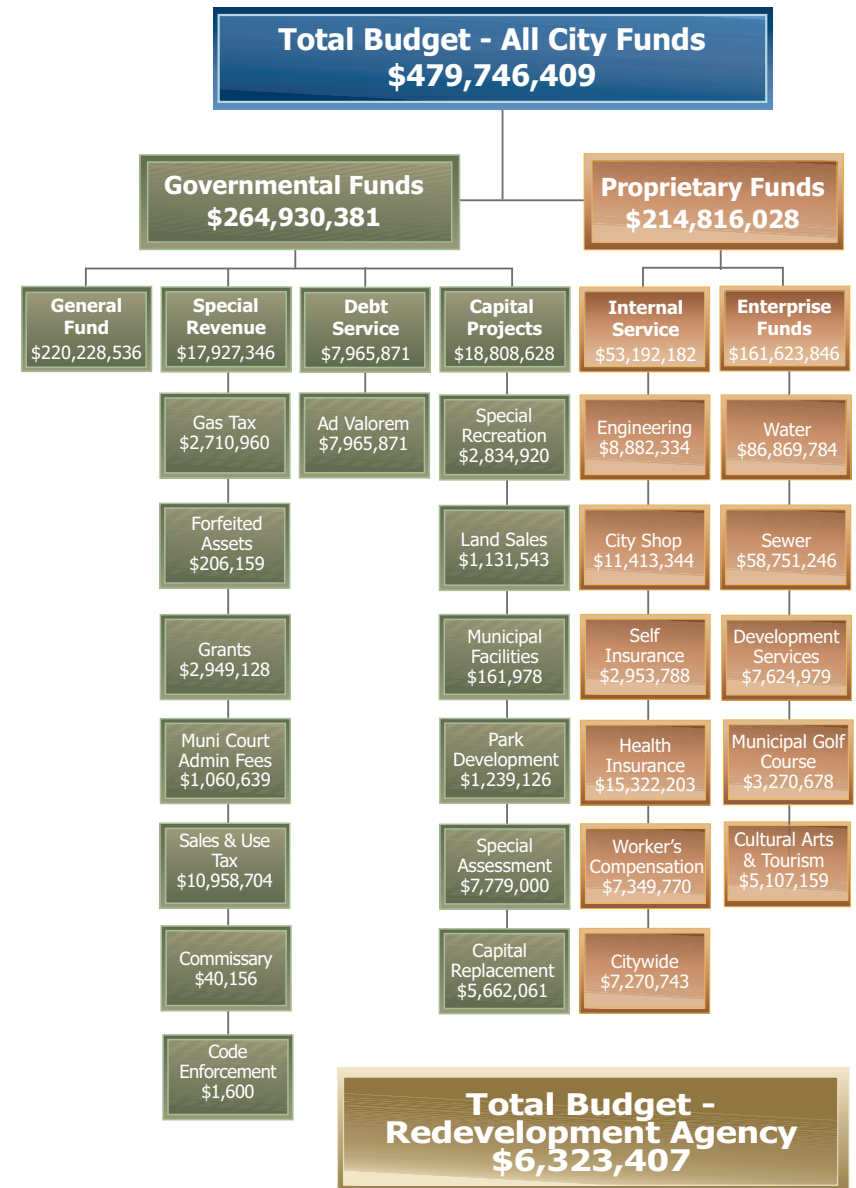
**Code Enforcement Services**

**Customer Information & Assistance**

**Comprehensive Land-Use Planning**



## Fund Overview



## Budget By Department

	<b>Fiscal Year 2013</b>
City Attorney's Office	\$ 7,339,658
City Clerk's Office	2,630,558
City Manager's Office	5,734,278
Community Development	4,194,719
Cultural Arts & Tourism	6,107,159
Economic Development	7,442,797
Finance	5,304,593
Fire	39,786,982
Human Resources	28,537,337
Information Technology	17,603,361
Mayor & City Council	806,332
Miscellaneous*	2,808,060
Municipal Court	8,017,175
Neighborhood Services	3,780,353
Parks & Recreation	37,961,159
Police	90,476,916
Public Works	47,658,193
Utilities - Water & Sewer	145,621,030
	<b>\$ 461,810,660</b>
<b>Funds Not Attributed to a Department:</b>	
Debt Service Funds	\$ 7,965,871
Gas Tax	2,710,960
Land Sales	1,131,543
Municipal Facilities	161,978
Park Development	1,239,126
Municipal Golf Course	3,270,678
Special Assessment Districts	7,779,000
	<b>\$ 24,259,156</b>
<b>Total All Funds</b>	<b>\$ 486,069,816</b>

Total All Funds represents \$479,746,409 in City Funds and \$6,323,407 in Redevelopment Agency Funds.

\* These costs represent City-wide expenditures in the General Fund.

## Budget By Department & Funding Source

Department	Fund																				
	General Fund	Forfeited Assets	Grants	Municipal Court Admin. Fee	Sales and Use Tax	Commissary Fund	Code Enforcement	Capital Replacement	Special Recreation	City Shop	Citywide	Engineering	Health Insurance	Self-Insurance Liability	Workmen's Compensation	Cultural Arts & Tourism	Development Service Center	Sewer	Water	Redevelopment	
City Attorney's Office	✓																				
City Clerk's Office	✓																✓				
City Manager's Office	✓																				
Community Development	✓																✓				
Cultural Arts & Tourism									✓							✓					
Economic Development	✓																			✓	
Finance	✓																				
Fire	✓																				
Human Resources	✓												✓	✓	✓						
Information Technology	✓							✓			✓										
Mayor & City Council	✓																				
Miscellaneous	✓																				
Municipal Court	✓			✓																	
Neighborhood Services	✓		✓				✓														
Parks and Recreation	✓		✓						✓												
Police	✓	✓	✓		✓	✓															
Public Works	✓							✓		✓		✓					✓				
Utilities - Water & Sewer																	✓	✓			

General Fund
  Capital Projects Funds
  Enterprise Funds

Special Revenue Funds
  Internal Service Funds
  Redevelopment Fund

## Total Budget - City Governmental Funds

The following combined financial data for City Governmental Funds excludes  
Redevelopment Agency

	FY 2011 Actual	FY 2012 Projected	FY 2013 Budget
<b>Beginning Fund Balance</b>	\$ 310,136,215	\$ 274,208,633	\$ 198,477,916
<b>Revenues:</b>			
Property Taxes	\$ 67,267,506	\$ 61,411,598	\$ 57,331,146
Franchise Fees	29,210,828	30,058,209	30,381,045
Licenses and Permits	7,682,534	7,789,629	7,889,935
Intergovernmental Resources	129,997,820	154,634,788	103,779,325
Charges for Services	19,380,467	26,346,003	27,662,872
Fines & Forfeits	7,173,922	7,848,357	7,274,672
Developer Contributions	2,078,192	192,592	75,000
Special Assessments	179,582	120,000	74,900
Miscellaneous	6,603,455	7,559,225	5,586,978
<b>Total Revenues</b>	<b>\$ 269,574,306</b>	<b>\$ 295,960,401</b>	<b>\$ 240,055,873</b>
<b>Other Financing Sources</b>			
Proceeds of Long-Term Debt	-	34,560,000	-
Other Financing Sources	4,782	887,695	-
Land Sales	52,493	-	13,874,419
Transfers In	57,142,122	31,107,258	20,808,729
<b>Total Other Financing Sources</b>	<b>\$ 57,199,397</b>	<b>\$ 66,554,953</b>	<b>\$ 34,683,148</b>
<b>Total Revenue &amp; Other Financing Sources</b>	<b>\$ 326,773,703</b>	<b>\$ 362,515,354</b>	<b>\$ 274,739,021</b>
<b>Total Resources</b>	<b>\$ 636,909,918</b>	<b>\$ 636,723,987</b>	<b>\$ 473,216,937</b>
<b>Expenditures by Function</b>			
General Government	45,202,820	67,176,537	45,504,817
Judicial	11,455,787	11,863,859	12,342,651
Public Safety	147,256,999	132,608,309	131,644,898
Public Works	20,222,240	49,897,921	23,040,920
Culture & Recreation	57,464,379	95,531,760	40,200,285
Community Support	8,492,678	7,016,936	4,230,939
Debt Service	19,861,299	49,979,840	7,965,871
<b>Total Expenditures</b>	<b>\$ 309,956,202</b>	<b>\$ 414,075,162</b>	<b>\$ 264,930,381</b>
<b>Other Financing Uses</b>			
Operating Transfers Out	\$ 52,745,083	\$ 24,170,909	\$ 22,827,335
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>\$ 362,701,285</b>	<b>\$ 438,246,071</b>	<b>\$ 287,757,716</b>
<b>Ending Fund Balance (EFB)</b>	<b>\$ 274,208,633</b>	<b>\$ 198,477,916</b>	<b>\$ 185,459,221</b>
<b>Total Commitments &amp; EFB</b>	<b>\$ 636,909,918</b>	<b>\$ 636,723,987</b>	<b>\$ 473,216,937</b>

## Total Budget - City Proprietary Funds

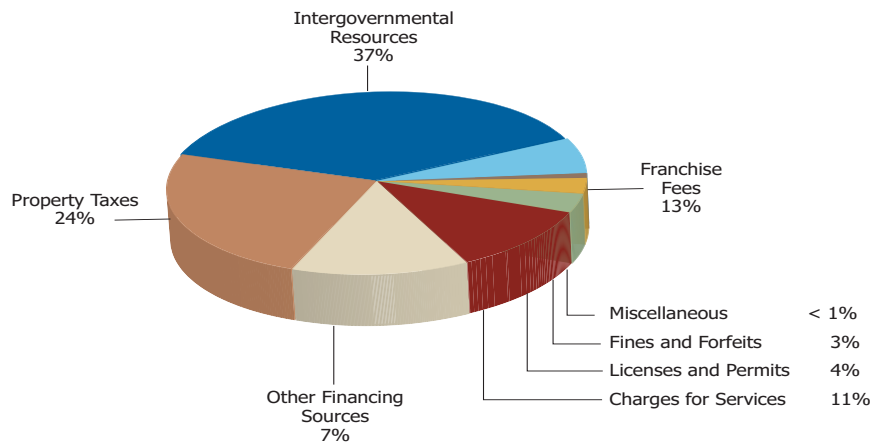
	FY 2011 Actual	FY 2012 Projected	FY 2013 Budget
<b>Beginning Net Position</b>	\$ 1,164,449,921	\$ 1,130,553,773	\$ 1,050,976,930
<b>Revenues</b>			
Property & Other Taxes	\$ 4,878,184	\$ 4,500,000	\$ 4,250,000
Licenses and Permits	2,861,955	3,211,798	3,367,210
Intergovernmental Resources	465,575	-	1,881,684
Charges for Services	136,135,176	130,405,132	134,986,608
Developer Contributions	-	65,287	-
Miscellaneous	4,579,475	4,395,436	4,489,458
<b>Total Revenues</b>	<b>\$ 148,920,365</b>	<b>\$ 142,577,653</b>	<b>\$ 148,974,960</b>
<b>Capital Contributions</b>	17,167,847	2,400,000	2,400,000
<b>Other Financing Sources</b>	705,230	669,800	669,800
<b>Operating Transfers In</b>	5,015,031	4,761,804	3,097,666
<b>Total Revenue/Other Sources</b>	<b>\$ 171,808,473</b>	<b>\$ 150,409,257</b>	<b>\$ 155,142,426</b>
<b>Total Resources</b>	<b>\$ 1,336,258,394</b>	<b>\$ 1,280,963,030</b>	<b>\$ 1,206,119,356</b>
<b>Expenditures by Function</b>			
General Government	25,903,598	31,997,140	32,896,504
Judicial	-	-	-
Public Safety	9,009,458	7,981,362	7,624,979
Public Works	20,046,948	22,021,709	20,295,678
Culture & Recreation	9,082,615	8,432,895	8,377,837
Community Support	-	-	-
Utility Enterprises	125,475,954	139,680,793	138,090,241
Debt Service	6,773,978	8,174,048	7,530,789
<b>Total Expenditures</b>	<b>\$ 196,292,551</b>	<b>\$ 218,287,947</b>	<b>\$ 214,816,028</b>
Operating Transfers Out	9,412,070	11,698,153	1,079,060
<b>Total Expenditures/Other Uses</b>	<b>\$ 205,704,621</b>	<b>\$ 229,986,100</b>	<b>\$ 215,895,088</b>
<b>Ending Net Position</b>	<b>\$ 1,130,553,773</b>	<b>\$ 1,050,976,930</b>	<b>\$ 990,224,268</b>
<b>Total Applications</b>	<b>\$ 1,336,258,394</b>	<b>\$ 1,280,963,030</b>	<b>\$ 1,206,119,356</b>

## General Fund

### Revenue Summary By Source

	FY 2011 Actual	FY 2012 Projected	FY 2013 Budget
<b>Beginning Fund Balance</b>	\$ 20,819,668	\$ 16,495,371	\$ 16,643,952
Property Taxes	52,988,585	47,567,658	54,897,557
Franchise Fees	29,210,828	30,058,209	30,381,045
Licenses and Permits	7,682,534	7,789,629	7,889,935
Intergovernmental Resources	79,252,219	81,979,781	84,544,199
Charges for Services	18,345,453	24,367,220	25,462,872
Fines and Forfeits	5,932,465	6,061,938	6,111,937
Miscellaneous	2,051,327	2,184,744	2,346,500
<b>Total Revenues</b>	<b>\$ 195,463,411</b>	<b>\$ 200,009,179</b>	<b>\$ 211,634,045</b>
Other Financing Sources	4,782	-	-
Operating Transfers In	14,975,580	20,867,744	14,500,000
<b>Total Revenue/Other Sources</b>	<b>\$ 210,443,773</b>	<b>\$ 220,876,923</b>	<b>\$ 226,134,045</b>
<b>Total Resources</b>	<b>\$ 231,263,441</b>	<b>\$ 237,372,294</b>	<b>\$ 242,777,997</b>

**Fiscal Year 2013**  
**Where The Money Comes From**

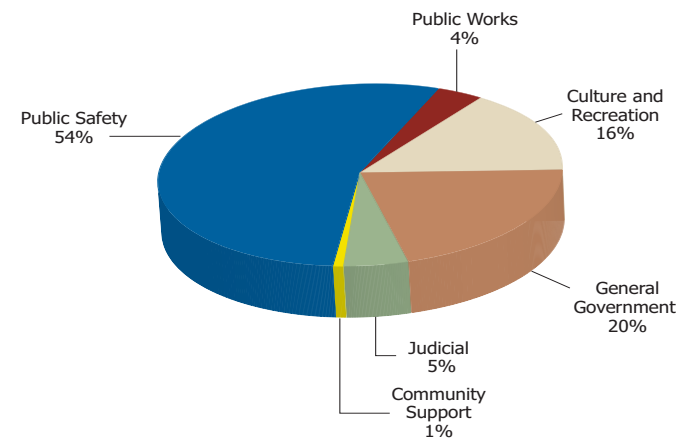


## General Fund (continued)

### Expenditure Summary by Function

	FY 2011 Actual	FY 2012 Projected	FY 2013 Budget
General Government	\$ 41,660,586	\$ 43,602,704	\$ 43,155,106
Judicial	10,952,997	10,928,754	11,282,012
Public Safety	111,039,062	116,266,474	120,100,866
Public Works	7,400,739	7,749,502	7,947,067
Culture and Recreation	31,231,470	33,622,565	35,757,544
Community Support	1,272,700	1,863,623	1,985,941
<b>Total Expenditures</b>	<b>\$ 203,557,554</b>	<b>\$ 214,033,622</b>	<b>\$ 220,228,536</b>
Operating Transfers Out	11,210,516	6,694,720	4,954,701
<b>Total Expenditures/Other Uses</b>	<b>\$ 214,768,070</b>	<b>\$ 220,728,342</b>	<b>\$ 225,183,237</b>
<b>Ending Fund Balance</b>	<b>\$ 16,495,371</b>	<b>\$ 16,643,952</b>	<b>\$ 17,594,760</b>
<b>Total Applications</b>	<b>\$ 231,263,441</b>	<b>\$ 237,372,294</b>	<b>\$ 242,777,997</b>

**Fiscal Year 2013**  
**Where The Money Is Spent By Function**



## General Fund (continued)

### Expenditure Summary By Function/Department

	FY 2011 Actual	FY 2012 Projected	FY 2013 Budget
<b>General Government</b>			
Mayor & City Council	\$ 518,187	\$ 737,998	\$ 806,332
City Manager's Office	3,210,496	3,575,054	3,700,958
Finance	4,172,403	4,663,162	5,304,593
Information Technology	7,824,757	7,893,034	7,982,907
City Clerk's Office	1,789,002	1,833,434	2,166,575
Human Resources	2,575,047	2,820,329	2,911,576
City Attorney's Office	4,023,293	4,762,246	5,047,502
Community Development	3,594,769	3,844,904	3,784,837
Building Maintenance	6,649,750	7,850,127	8,641,766
Miscellaneous	7,302,882	5,622,416	2,808,060
<b>Judicial</b>			
City Attorney - Criminal	2,117,523	2,211,611	2,292,156
City Manager's Office - Court Prgm	1,816,392	1,860,197	2,033,320
Municipal Court	7,019,082	6,856,946	6,956,536
<b>Public Safety</b>			
Fire	37,973,591	38,916,181	39,786,982
Police	71,846,199	76,080,086	78,936,462
Building & Fire Safety	1,219,272	1,270,207	1,377,422
<b>Public Works</b>			
Paved Streets	966,315	932,519	969,033
Street Lighting	3,330,546	3,377,235	3,342,603
Flood Control	743,278	889,323	923,574
Public Works - General	2,360,600	2,550,425	2,711,857
<b>Culture and Recreation</b>			
Parks Maintenance	13,193,220	13,962,166	15,239,183
Recreation	18,038,250	19,660,399	20,518,361
<b>Community Support</b>			
Economic Development	752,843	965,275	1,119,390
Neighborhood Services	519,857	898,348	866,551
<b>Total All Departments</b>	<b>\$ 203,557,554</b>	<b>\$ 214,033,622</b>	<b>\$ 220,228,536</b>

Comparisons of departmental budgets between years can be skewed due to one-time capital purchases such as equipment or furniture and program realignments.

## Henderson Statistics

Incorporated in 1953, the City of Henderson actually received its charter in 1965 from the Nevada State Legislature. The City Charter established a Council/Manager form of government, in which the Mayor and Council are vested with the legislative power of the City and the City Manager is responsible for executive duties and administration of the City.

The Mayor and four City Councilmembers are elected at large on a nonpartisan basis, although no two councilmembers can be from the same ward of the City's four wards. The Council appoints a City Manager, City Attorney and City Clerk who report directly to the Council. All City department heads, including the Police Chief and the Fire Chief, are hired by the City Manager.

**Median Age**  
39.6

**Median Household Income**  
\$66,606

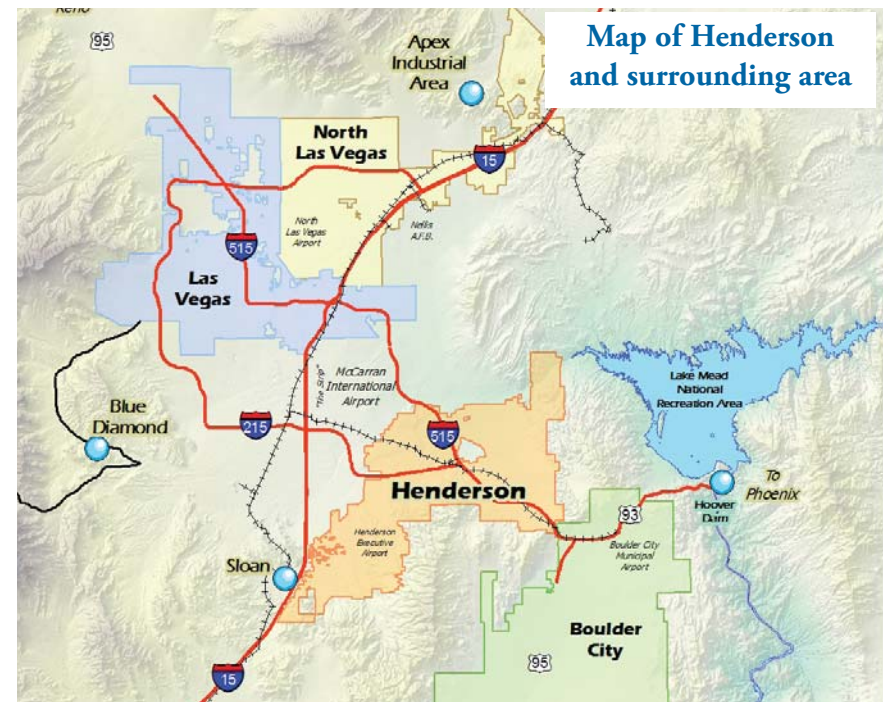
**Number of Households**  
108,127

**Elevation**  
1,940 ft.

**Full Service & Specialty Hospitals**  
6

**Public Libraries**  
6

**Schools**  
Elementary 24  
Middle 7  
Sr. High 6  
Colleges 5



**Map of Henderson and surrounding area**

## Recreation & Attractions

### Recreation Centers: 8

Including the Heritage Senior Center and the largest multigenerational center in the state

### City Parks: 52

Including the Henderson Bird Viewing Preserve and the Skate Park at Anthem Hills

### Ball Fields/Multi-Use Fields: 81

(many lighted)  
including one of the largest sports complexes in the state

### Tennis Courts: 46

(many lighted)



### Public Pools: 11

(includes 3 aquatic centers)

### Golf Courses: 10

7 Public  
1 Municipal  
2 Private

### Performing Arts Center: 1

The Pavilion at Liberty Pointe,  
the largest outdoor amphitheater in the state

### Cultural Events:

Many Cultural Events including Southern Nevada's longest running event:  
*Shakespeare in the Park*

### Trails:

Over 64 developed off-street linear miles and  
nearly 40 on-street miles of bike lanes

### Hotels & Resorts:

Offering gaming, shows, concerts, fine dining, day spas, luxury accommodations

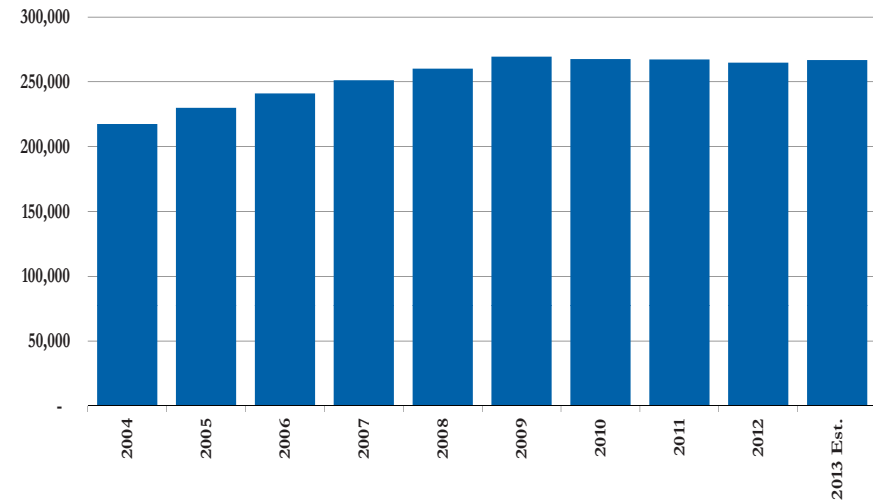
### Shopping:

The Galleria at Sunset  
Largest commercial corridor in the state (Sunset & Stephanie area)  
Monte Lago Village at Lake Las Vegas Resort  
The District at Green Valley Ranch

### Water Street District:

Cultural arts, special events, art galleries,  
shopping, and dining

## Population



### Population as of July 1st of each fiscal year.

Information for FY2013 provided by the City of Henderson Community Development Department. Information for 2012 and prior provided by the Nevada State Demographer.

FY 1994	93,955
FY 1995	105,027
FY 1996	115,412
FY 1997	128,481
FY 1998	143,721
FY 1999	155,859
FY 2000	171,217
FY 2001	179,144
FY 2002	196,780
FY 2003	209,486
FY 2004	217,448
FY 2005	229,984
FY 2006	241,134
FY 2007	251,321
FY 2008	260,161
FY 2009	269,538
FY 2010	267,687
FY 2011	267,270
FY 2012	264,839
FY 2013 Estimate	266,929

## Demographic Statistics

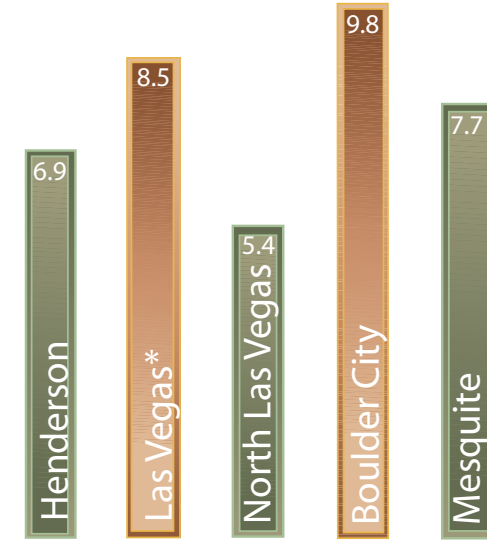
### ZIP CODE

	89002	89011	89012	89014	89015	89044	89052	89074
Population	33,181	22,816	29,385	38,614	39,074	15,686	51,535	47,434
Household Income								
Under - \$15,000	5.4%	8.0%	5.5%	6.1%	11.3%	5.5%	5.9%	5.4%
\$15,000 - \$24,999	6.1%	8.8%	5.5%	8.7%	9.4%	3.6%	3.9%	7.3%
\$25,000 - \$34,999	6.8%	10.5%	9.3%	12.5%	8.9%	7.9%	7.6%	8.1%
\$35,000 - \$49,999	10.2%	14.9%	13.1%	17.7%	16.8%	14.3%	12.3%	12.8%
\$50,000 - \$74,999	25.3%	25.1%	23.0%	22.8%	22.1%	14.4%	17.0%	21.3%
\$75,000 - \$99,999	20.4%	15.0%	16.4%	12.7%	14.3%	16.0%	16.7%	15.4%
\$100,000 - \$149,999	19.1%	11.1%	17.1%	12.0%	13.1%	21.4%	20.5%	17.8%
\$150,000 - \$249,999	4.5%	3.5%	4.9%	4.0%	2.3%	7.5%	8.3%	5.4%
\$250,000 and Over	2.3%	3.1%	5.1%	3.6%	1.9%	9.4%	7.7%	6.5%
Median Household Income	\$70,367	\$56,724	\$66,959	\$54,512	\$54,003	\$81,658	\$79,186	\$68,206
Age of Residents								
Under 18	27.9%	25.8%	23.6%	22.7%	28.4%	18.4%	23.2%	22.9%
18 - 24	8.7%	8.6%	6.6%	10.3%	9.3%	4.2%	6.3%	9.0%
25 - 34	13.9%	14.4%	12.1%	17.7%	15.4%	9.2%	12.3%	14.7%
35 - 44	14.7%	14.3%	16.4%	14.6%	12.9%	13.0%	16.1%	13.8%
45 - 54	13.9%	13.6%	12.7%	14.0%	12.8%	11.8%	13.2%	15.6%
55 - 64	11.3%	11.8%	12.3%	11.1%	9.9%	22.8%	14.3%	12.3%
65+	9.7%	11.4%	16.4%	9.6%	11.3%	20.8%	14.6%	11.8%
Housing Units								
Occupied	11,399	8,469	11,728	15,578	14,135	7,089	21,212	18,517
Total	12,191	10,078	12,790	16,898	15,566	7,763	23,014	20,222
Type of Dwelling								
Single Family	81.9%	57.6%	71.1%	42.9%	70.3%	94.0%	75.1%	66.6%
Apartment	2.9%	16.0%	15.1%	33.4%	16.9%	0.0%	12.5%	13.6%
Condo/Townhome	12.6%	23.4%	13.8%	23.1%	6.0%	4.9%	11.9%	18.0%
Mobile Home	2.6%	3.0%	0.0%	0.6%	6.8%	1.1%	0.5%	1.8%

Source: 2012 Las Vegas Perspective

## Employee/Resident Ratio

### Number Of Full-Time Employees Per One Thousand Residents



Information compiled by the City of Henderson Community Development department, May 2012.  
\* City of Las Vegas includes portions of the Metropolitan Police Department and Las Vegas Valley Water District.



## Full-Time Approved Positions By Department

	FY 11 Actuals	FY 12 Estimate	FY 13 Budget
<b>General Fund</b>			
City Attorney	66	50	50
City Clerk	22	20	20
City Council	9	9	9
City Manager	27	43	43
Community Development	31	29	29
Economic Development	5	6	6
Finance	54	52	52
Fire	219	220	220
Human Resources	27	24	24
Information Technology	66	65	65
Municipal Court	63	63	63
Neighborhood Services	14	12	12
Parks & Recreation	190	189	190
Police	511	515	518
Public Works	122	124	124
<b>Total General Fund</b>	<b>1,426</b>	<b>1,421</b>	<b>1,425</b>
<b>Proprietary Funds Fund</b>			
Cultural Arts and Tourism	31	31	32
Sewer	115	114	113
Water	152	149	143
DSC			
Community Development	3	3	3
City Clerk	4	4	4
Public Works	48	33	33
Subtotal DSC	55	40	40
Workmen's Comp	4	4	7
Self-funded Insurance	5	5	4
Health Insurance	1	1	1
Engineering	62	54	54
Citywide	3	3	3
City Shop	20	19	19
<b>Total Proprietary Funds</b>	<b>448</b>	<b>420</b>	<b>416</b>
<b>Other</b>			
Police Tax Initiative	117	117	117
Grant Funded	13	20	17
Redevelopment	10	11	9
Capital Replacement	1	1	1
<b>Total Other Funds</b>	<b>141</b>	<b>149</b>	<b>144</b>
<b>Total Full Time Employees</b>	<b>2,015</b>	<b>1,990</b>	<b>1,985</b>

## Awards

The City of Henderson has received several awards and recognitions, including:

*Best Place to Retire:* SmartMoney.com named Henderson one of the best and affordable places to retire on February 9, 2012

*Safest Cities in the United States:* Henderson ranked sixth by InsuranceProviders.com on January 22, 2012

*America's Safest Cities:* Henderson ranked second in *Forbes* America's Safest Cities as announced December 15, 2011

*America's 50 Best Cities:* Henderson was named by *Business Week* as one of the 50 best cities as announced on September 20, 2011

*Top 25 Suburbs for Retirement:* *Forbes* on August 1, 2011 named Henderson as one of the 25 top suburbs to retire

*2011 Environmental Project of the Year:* American Public Works Association, Nevada Chapter awarded to the City of Henderson in October 2011 for the Citywide Energy Performance Contract

*2011 Earth Award:* Presented to the City of Henderson by the Building Owners and Managers Association for the Heritage Park Senior Facility and Aquatic Complex

*2011-2012 Project of the Year* presented by the Southern Nevada Chapter of the National Society of Professional Engineers for the Southwest Water Reclamation Facility

The Government Finance Officers Association awards for *Distinguished Budget Presentation* and *Excellence in Financial Reporting* for its annual Financial Reports

*International accreditation of the Building & Fire Safety division*, by the International Accreditation Service, a nonprofit public benefit corporation that has developed comprehensive criteria to evaluate building departments

*International accreditation of the Police Department* from the Commission on Accreditation for Law Enforcement Agencies by meeting the highest and strictest standards for police policies and procedures

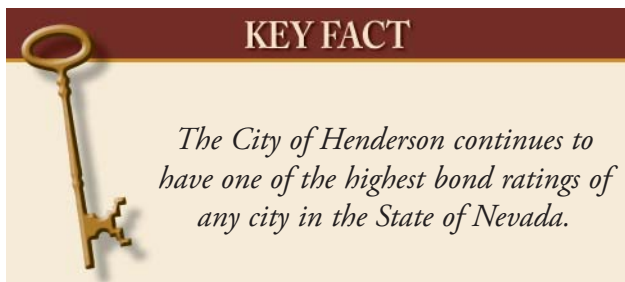
*National accreditation for the Fire Department* through the Commission on Accreditation of Ambulance Services and the Commission on Fire Accreditation International

*National accreditation for the Parks & Recreation Department* from the Commission for Accreditation of Park and Recreation Agencies (CAPRA)

*Certificate of Achievement for Excellence in Financial Reporting* from the Government Finance Officer's Association (GFOA) for the last 30 consecutive years

## Debt

<u>Moody's</u>	<u>Standard and Poor's</u>	<u>Description</u>
<b>Aa2</b>	<b>AA</b>	Bond issues with strong capacity to pay principal and interest and are judged to be of high-quality by all standards
Our high bond rating reflects the credit industry's faith in the City of Henderson's financial management and our ability to repay outstanding debt. Higher rated bonds indicate less risk to prospective bond buyers which translates to lower interest costs to the City and our citizenry.		



### Overview Of Debt Financing Principals

Rapid growth challenges a local government's ability to meet the service demands of residents. There is a lag time between growth and the corresponding increases in revenue collected from taxes, fees, etc. Capital projects, therefore, need to be financed in order to keep up with the needed community services in a timely manner. Financing capital projects also allows the cost to be more evenly distributed over the lifetime of the project.

### Outstanding Debt Obligations

	<b>Original Amount</b>	<b>Outstanding Balance 7/1/12</b>
Debt Service Fund	\$ 190,494,695	\$ 128,715,130
Water Enterprise Fund	56,325,525	36,964,448
Sewer Enterprise Fund	182,552,828	128,253,810
<b>Total</b>	<b>\$ 429,373,048</b>	<b>\$ 293,933,388</b>

## Glossary of Terms - Fund Related

**Fund Accounting** - The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of balanced accounts that contain the assets, liabilities, fund equity, revenues, and expenditures (or expenses). The various funds are grouped into six fund types and two categories as delineated below.

### Governmental Funds

**General Fund** - The General Fund is the general operating fund of the City and is used to account for all financial resources except those required to be accounted for in another fund.

**Special Revenue Funds** - Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than special assessments or major capital projects) and are legally restricted to expenditures for specified purposes.

**Gas Tax Fund**  
**Forfeited Assets Fund**  
**Municipal Court Administrative Fee Fund**  
**Grants Fund**  
**Financial Stabilization Fund**  
**Sales & Use Tax Fund**  
**Commissary Fund**  
**Code Enforcement Tax Fund**

**Debt Service Funds** - Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and related costs.

**General Obligation Debt Fund**  
**Special Assessment Debt Fund**

**Capital Projects Funds** - Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by proprietary funds and trust funds.

**Special Recreation Fund**  
**Flood Control Fund**  
**Capital Replacement Fund**  
**Lake Las Vegas Fund**  
**Park Development Fund**  
**Special Assessment Districts Fund**  
**RTC/County Fund**  
**Special Ad Valorem Transportation Fund**  
**Land Sales Fund**  
**Municipal Facilities Acquisition & Construction Fund**

## Glossary Of Terms - Fund Related

### Proprietary Funds

**Internal Service Funds** - Internal Service Funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the City on a cost-reimbursement basis.

**City Shop Fund**

**Citywide Fund**

**Engineering Fund**

**Self-Insurance Fund**

**Health Insurance Fund**

**Workers Compensation Fund**

**LID (Local Improvement District) Revolving Fund**

**Enterprise Funds** - Enterprise Funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses including depreciation) of providing goods and services to the general public on a continuing basis be financed and recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expense incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

**Cultural Arts & Tourism Fund**

**Sewer Fund**

**Water Fund**

**Development Services Center Fund**

**Municipal Golf Course Fund**

**Redevelopment** - The Redevelopment Agency is a component unit of the City. The Agency uses tax increment financing funds to construct public improvements, acquire blighted property, relocate businesses, clean neighborhoods and public right-of-way, ease dilapidated buildings, and assist with the construction of large-scale commercial developments and affordable housing.

## Glossary Of Terms - Budget Related

**Ad Valorem Taxes** - Property Taxes.

**Bond** - A written promise to pay a specified sum of money at a fixed time in the future, and carrying interest at a fixed rate, usually payable periodically. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds. These are most frequently used to finance capital projects.

**COLA** - Cost of living adjustment.

**Consolidated Tax** - Compilation of sales, cigarette, liquor, personal property transfer and motor vehicle privilege tax revenues that are distributed by the state based on a five-year backward averaging formula that takes into account both assessed valuation and population.

**Debt Service** - The amount of interest and principal that a City must pay each year on net direct long-term debt plus the interest it must pay on direct short-term debt.

**Fiscal Year** - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City has a fiscal year from July 1 through the following June 30.

**Fund Balance** - The excess of the assets of a fund over its liabilities, reserves, and carryover.

**General Obligation Bond** - Bonds that finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from the debt portion of property taxes, and these bonds are backed by the "full faith and credit" of the issuing government.

**Intergovernmental Resources** - Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**Operating Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services of the recipient fund.

**Resources** - Total amounts available for appropriation including projected revenues, fund transfers, bond proceeds, and beginning fund balances.

**Revenue Supported Bonds** - Bonds usually sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest of the bond.

## Glossary Of Terms - Budget Related

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or properties for current or permanent benefit such as special assessments.

**VESP** - Voluntary Employee Severance Plan.



Special thanks to the Budget Team  
who compiled this document  
and the City Print Center  
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