

# CITY OF HENDERSON

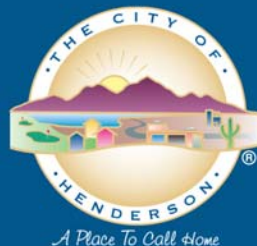


## Budget in Summary

Fiscal Year 2014-2015

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Henderson, Nevada



# Budget In Summary

## Fiscal Year 2014-2015



Sam Bateman  
Councilman Ward IV

Gerri Schroder  
Councilwoman Ward I

Debra March  
Councilwoman Ward II

Andy Hafen  
Mayor

John F. Marz  
Councilman Ward III



Jacob L. Snow  
City Manager



Fred Horvath  
Assistant City Manager



Bristol S. Ellington  
Assistant City Manager

## Overview

Presented herewith is the Budget in Summary for Fiscal Year 2015. 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, 2015 (as adopted by Council on May 20, 2014). This presentation is intended to provide the citizens 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**

Jill R. Lynch, Budget Manager

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# Table Of Contents

## Introduction

City Organization Chart .....	1
The Strategic Plan .....	2
Executive Summary .....	4
Budget Highlights .....	6
Budget Process Overview.....	7

## Statistical

Henderson Statistics .....	8
Henderson Map .....	8
Recreation & Attractions.....	9
Population & Assessed Valuation.....	10
Population .....	11
Employee/Resident Ratio .....	12
Demographic Statistics .....	13
Overlapping Property Tax Rate Breakdown .....	14
Value of Your Property Tax Dollar .....	15
Property Tax Rate Comparison .....	15
Full-Time Approved Positions By Department .....	16

## Financial

Fund Overview .....	17
Budget By Department.....	18
Budget By Department & Funding Source.....	19
Total Budget - City Government Funds .....	20
Total Budget - City Proprietary Funds.....	21
General Fund .....	22
Debt .....	25
Awards and Recognitions.....	26

## Glossary

Glossary of Terms (fund related).....	27
Glossary of Terms (budget related) .....	29

# Our Vision

To Be America's Premier Community

## Our Mission

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

## Our Values

Safety | Teamwork  
Excellence | Professionalism

## Our Priorities

### Infrastructure

Invest in the community's infrastructure

### Financial Sustainability

Ensure long-term financial resiliency

### Maturing Neighborhoods

Revitalize historic neighborhoods, and strengthen economic and community development

### Community Safety

Provide quality public safety services and programs

### Public Service Excellence

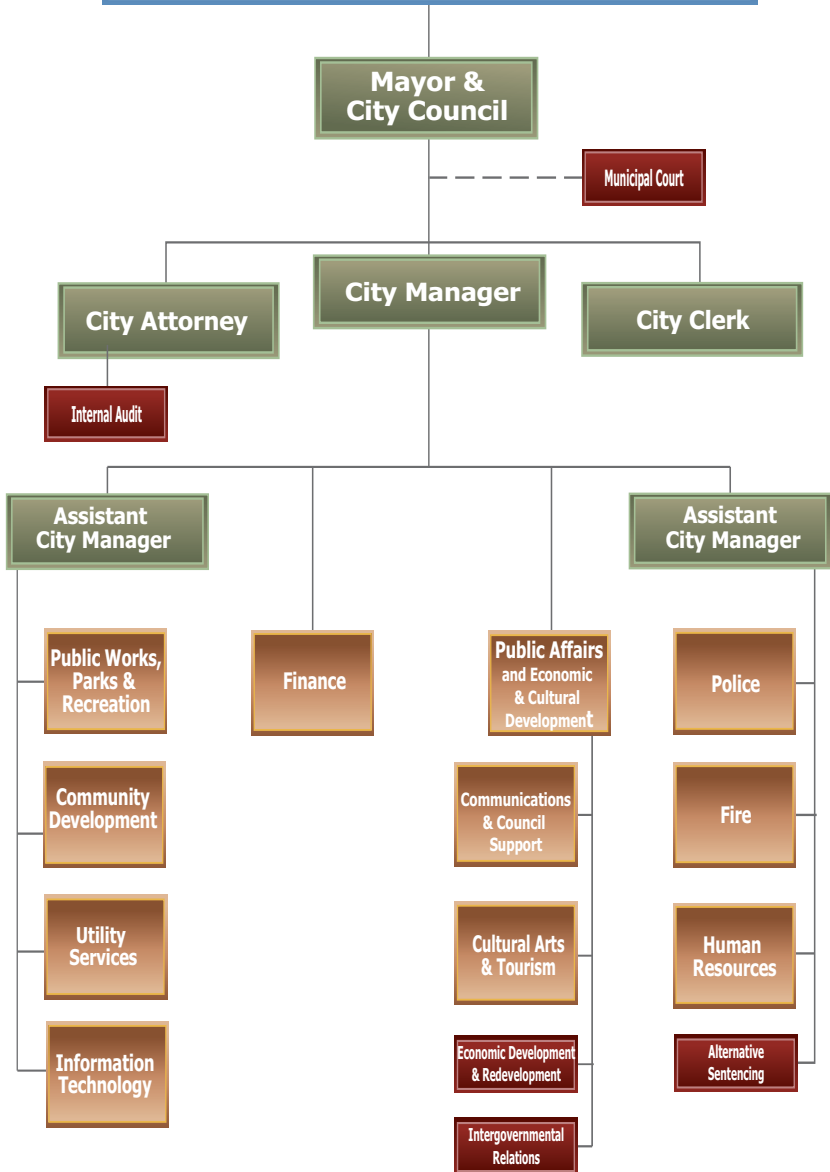
Deliver effective and efficient services to the community

### Environmental Resources

Provide solutions to environmental issues affecting the community



# Citizens of Henderson





# The Strategic Plan

*The Strategic 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 2014-2019 Strategic Plan enables the City to continue moving forward in a strategic direction while focusing on new opportunities Henderson faces as a result of the changing economic and financial circumstances.

The plan identifies six priorities adopted by the City Council. Some priorities remain the same, but others represent new areas of focus. Progress will be measured in each of these priorities over the next five years.

## *Infrastructure*

- **Invest in the community's infrastructure**

A properly funded infrastructure management and reinvestment program is essential to the long-term financial health of the city. Quality infrastructure such as roads, parks, trails and city facilities are a key factor in maintaining the quality of life for current and future residents. Offering the same standards of city infrastructure to future generations as is provided today will take innovative planning and focus on ensuring the effectiveness of all resources devoted to rehabilitation and replacement of city assets.

## *Financial Stability*

- **Ensure long-term financial resiliency**

The City continues to deal with the effects of the national economic crisis that began in 2008. The State of Nevada was hit particularly hard by the collapse of the real estate market. The City's revenue structure, in particular property tax, saw sharp declines in 2008 that are still being felt today. The City's objective is to recover from the current period of fiscal stress and to implement policies and practices that will help it become more adaptable to changing financial conditions so that it can withstand economic downturns in the future.

# The Strategic Plan

## *Maturing Neighborhoods*

- **Revitalize historic neighborhoods, and strengthen economic and community development**

People are attracted to the City of Henderson because of the great quality of life it provides. Residents value its urban centers and suburban neighborhoods as indicated by high citizen survey results. A premier park system and diverse opportunities for recreation and the arts are essential components of our quality of life.

## *Community Safety*

- **Provide quality public safety services and programs**

A critical function of the City of Henderson is to ensure the safety and security of its citizens. The City is dedicated to allocating resources to providing facilities and programs to ensure that it is a national leader in developing the techniques and capacity to respond to emergencies of all kinds.

## *Public Service Excellence*

- **Deliver effective and efficient services to the community**

The citizens of Henderson benefit when the City is run efficiently, promotes policies and practices that enhance sound financial management and is focused on providing high quality services and programs. In Fiscal Year 2012, the City established the Henderson Quality Initiative to demonstrate a commitment to public service excellence.

## *Environmental Resources*

- **Provide solutions to environmental issues affecting the community**

Our community's demand for natural resources continues to increase. The City must continue its proactive approach to managing these resources in order to ensure their availability for the future. This requires continued coordination with other governmental entities in the area.



## Executive Summary

The City's financial plan is developed within projected available resources and is presented by function within each fund. Fiscal Year 2015 total budgeted revenue and other financing sources for all funds, excluding transfers in, is \$428.1 million and total budgeted expenditures excluding transfers out amount to \$482.8 million. The budgeted ending balances for all Governmental Funds total \$132.2 million, consisting primarily of resources dedicated to ongoing capital projects and reserves. The Fiscal Year 2015 budget is balanced, prudent, and responsive to community needs.

The Redevelopment Agency is a component unit of the City. The total budgeted revenue for Fiscal Year 2015 is \$5.2 million with \$5.9 million in expenditures. The fund balance at the end of Fiscal Year 2015 is estimated to be \$27.7 million.

The General Fund is the largest fund and includes the budget necessary to provide most of the core services and day-to-day activities. General Fund revenues including transfers-in, are projected to be \$226.0 million, a 3.7% increase over Fiscal Year 2014. Total General Fund expenditures including transfers-out are expected to be \$225.5 million, a 3.7% increase over the previous year. Approximately 55% of the General Fund expenditures support public safety for our community.

The General Fund Ending Fund Balance is projected to be \$18.4 million, or 8.3% of the General Fund's budgeted revenue.

The City has 21 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 2015, revenue and other financing sources are projected at \$40.2 million and total expenditures and other uses are projected at \$44.6 million. The budgeted ending balances for these funds are \$113.8 million.

The budget also contains twelve Proprietary Funds with estimated revenues and other sources of \$175.1 million and expenditures and other uses of \$225.9 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.

## Executive Summary

The adopted full-time positions for Fiscal Year 2015 total 1,993. This represents a net increase of 10 positions over the Fiscal Year 2014 staff complement. In the General Fund, five positions will allow the Fire Department to conduct an academy in the coming year. These were offset with reductions in other areas for a net change of zero in the General Fund. The additional positions in other funds are to support recovering building and development activities in the city. Additionally, two positions will support increased service demands in the Utility funds.

Despite the recession, Henderson's financial condition continues to remain stable as a result of a diverse tax base and strong financial management practices. The City of Henderson continues to maintain a low employee-to-resident ratio at 6.8 employees per 1,000 residents.

The City is highly reliant on consolidated tax, which consists of liquor taxes, cigarette taxes, Government Services tax, Real Property Transfer tax, Basic City County Relief tax (BCCRT), and Supplemental City County Relief tax (SCCRT). The BCCRT and SCCRT are strictly sales tax based, and generally make up in excess of 85% of consolidated tax. Because consolidated tax is so closely tied to sales tax, economic indicators that affect sales tax, such as visitor volume, can have a critical impact on the City. After experiencing a period of stagnation, visitor volume is again increasing, with the 12-month running total exceeding 40 million for the first time ever in early 2014. With national and local employment figures improving and consumer confidence advancing; convention attendance, occupancy rates and average daily room rates are expected to be positively impacted as well.

The City of Henderson is projecting limited population and revenue growth in the coming years, unlike the dramatic growth and rapid increases experienced through 2008. However, even though population and revenue growth is expected to stabilize, Henderson's population is expected to remain affluent as median household income continues to outpace county and state averages.

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 that contributed to the development of the Fiscal Year 2015 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
- Partial implementation of the Special Budget Ad Hoc Committee (SBAHC) recommendations including:
  - Parks & Recreation rate increases \$.6 million
  - Parks & Recreation service reductions \$.9 million
  - Parks & Recreation facility hours limited \$.5 million
- Full-year savings from department consolidation
- Employee benefit reform

***The City is continuing to look for ways to reduce expenses.***

***Continuous monitoring of economic conditions allows the City to make necessary adjustments while remaining dedicated to providing the quality services and programs citizens need.***



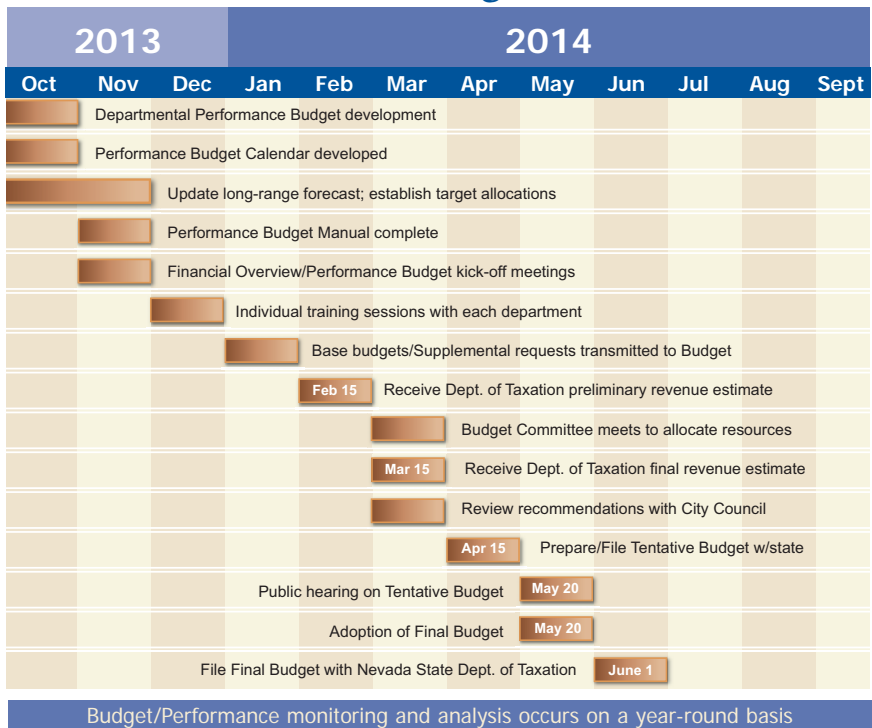
# Budget Process Overview

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 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.

## Performance Budget Timeline



# Henderson Statistics

Incorporated in 1953, the City of Henderson 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 Council members are elected at large on a nonpartisan basis, although no two council members can be from the same of the 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

40.2

## Median Household Income

\$60,265

## Number of Households

109,291

## Elevation

1,940 ft.

## Full Service & Specialty Hospitals

6

## Public Libraries

4

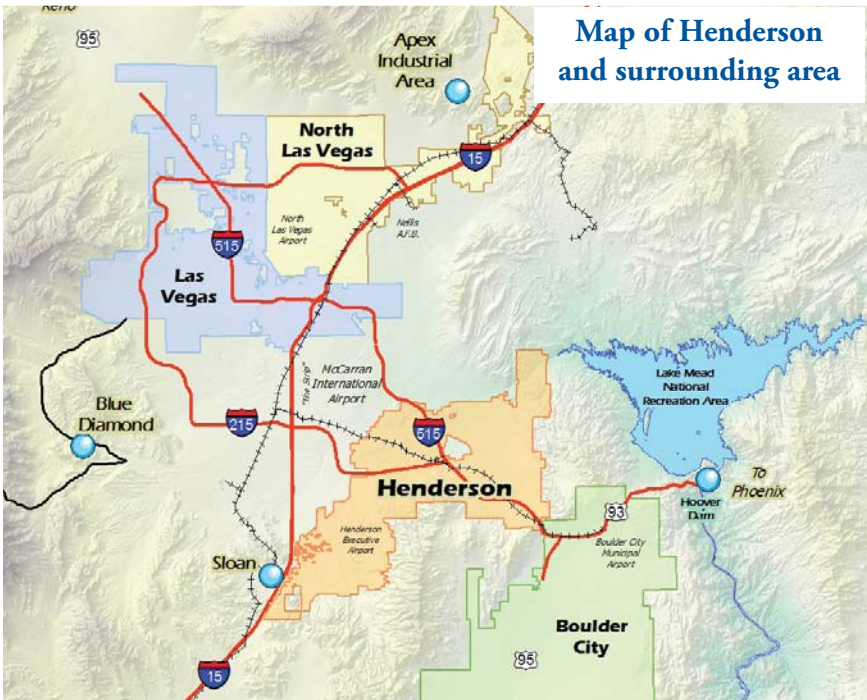
## Schools

Elementary 25

Middle 7

Senior High 6

Post Secondary 15



**Map of Henderson  
and surrounding area**

# Recreation & Attractions



## **Recreation Centers: 8**

Including the Heritage Park Senior Facility and the largest multigenerational center in the state

## **City Parks: 58**

Including the Henderson Bird Viewing Preserve

## **Ball Fields/Multi-Use Fields: 111**

Including the largest multi-use sports complex in the Las Vegas Valley

## **Tennis Courts: 53**

(many lighted)

## **Public Pools: 10**

(in 7 locations, including 3 aquatic complexes)

## **Golf Courses: 10**

6 Public

1 Municipal

3 Private

## **Performing Arts Center: 1**

Henderson Pavilion,  
the largest outdoor amphitheater in the state

## **Cultural Events:**

Many cultural events including the four-day Super Run Classic Car Show

## **Trails:**

More than 100 linear miles of bicycles and pedestrian trails

## **Hotels & Resorts:**

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

## **Shopping:**

The Galleria at Sunset largest commercial corridor in the state  
(Sunset & Stephanie area)

MonteLago 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 & Assessed Valuation

	FY 2013 Actual	FY 2014 Projected	% Increase	FY 2015 Budget	% Increase
<b>Population</b>					
Henderson	266,846	274,270	2.8%	280,405	2.2%
Clark County	2,031,723	2,114,266	4.0%	2,168,903	2.6%
Las Vegas	589,156	598,520	1.6%	598,520	0.0%
North Las Vegas	223,873	222,009	-0.8%	226,199	1.9%
Boulder City	15,335	15,759	2.8%	15,635	-0.7%
Mesquite	17,038	16,778	-1.5%	17,477	4.1%
<b>Assessed Valuation</b>					
Henderson	\$ 8,255,600,100	\$ 8,514,933,298	3.1%	\$ 9,599,639,616	12.7%
Clark County *	54,195,268,097	55,220,637,749	1.9%	62,898,942,089	13.9%
Las Vegas	11,926,888,555	12,251,484,406	2.7%	13,852,723,777	13.1%
North Las Vegas	3,987,869,401	4,068,384,524	2.0%	4,730,877,154	16.3%
Boulder City	510,495,001	528,726,970	3.6%	609,805,199	15.3%
Mesquite	518,858,360	538,961,318	3.9%	583,373,057	8.2%

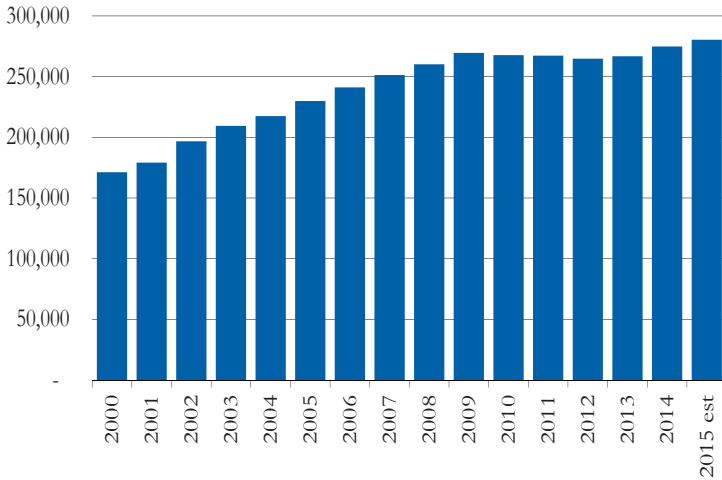
\* Less net proceeds from mining



Tuscany Neighborhood



# Population



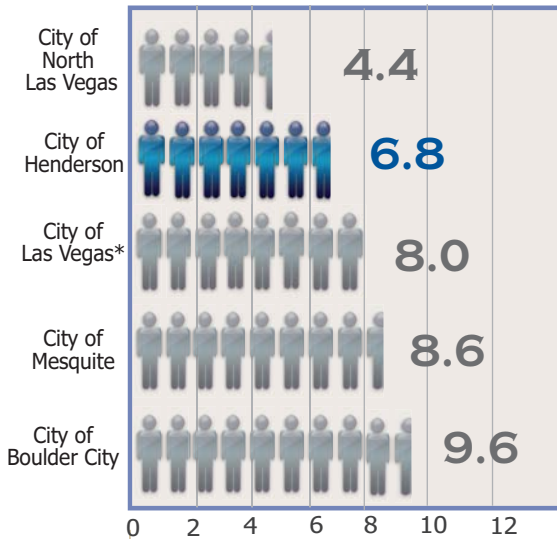
## Population as of July 1 of each fiscal year.

Information for FY2015 provided by the City of Henderson Community Development Department. Information for 2014 and prior provided by the Nevada State Demographer.

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	266,846
FY 2014	274,270
FY 2015 Estimate	280,405

# Employee/Resident Ratio

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



Information compiled by the Henderson Community Development Department, May 2014.

\* City of Las Vegas includes portions of the Metropolitan Police Department and Las Vegas Valley Water District.



# Demographic Statistics

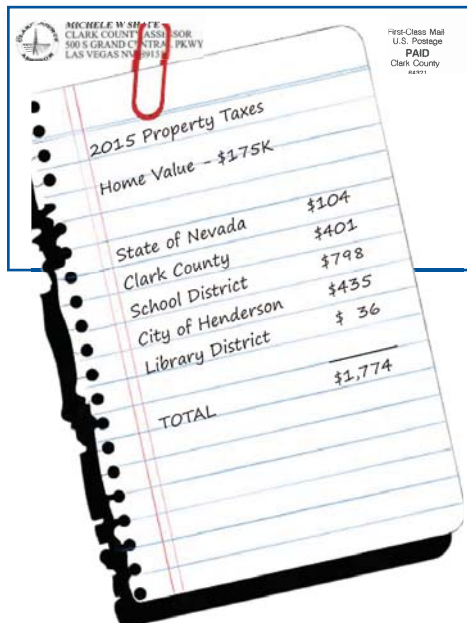
## ZIP CODES

	89002	89011	89012	89014	89015	89044	89052	89074
Population	33,392	23,356	31,328	39,139	41,376	16,747	52,727	50,258
Household Income								
Under - \$15,000	6.0%	12.6%	8.7%	11.7%	16.3%	8.5%	9.3%	9.0%
\$15,000 - \$24,999	6.6%	10.1%	8.6%	9.2%	11.3%	6.7%	7.5%	8.4%
\$25,000 - \$34,999	7.4%	12.1%	8.8%	11.8%	9.5%	6.7%	7.7%	8.4%
\$35,000 - \$49,999	10.2%	13.3%	12.6%	17.8%	14.0%	10.9%	11.0%	14.3%
\$50,000 - \$74,999	21.7%	19.1%	21.3%	20.0%	19.5%	23.3%	18.4%	21.3%
\$75,000 - \$99,999	17.2%	12.2%	12.6%	10.9%	11.9%	13.9%	13.6%	14.7%
\$100,000 - \$149,999	19.8%	12.9%	16.1%	11.5%	13.0%	17.6%	16.9%	14.3%
\$150,000 - \$199,999	7.2%	3.1%	6.3%	3.5%	3.2%	6.9%	7.4%	4.8%
\$200,000 and Over	3.9%	4.5%	5.0%	3.5%	1.3%	5.6%	8.3%	4.9%
Median Household	\$72,721	\$51,233	\$62,158	\$49,631	\$48,421	\$67,373	\$70,103	\$60,480
Income	\$72,721	\$51,233	\$62,158	\$49,631	\$48,421	\$67,373	\$70,103	\$60,480
Age of Residents								
Under 18	26.6%	23.6%	21.9%	21.2%	24.0%	15.6%	20.5%	20.3%
18 - 24	8.9%	8.1%	7.2%	10.8%	9.3%	3.7%	7.0%	8.9%
25 - 34	12.4%	15.9%	10.9%	17.2%	12.2%	10.1%	10.6%	13.6%
35 - 44	15.2%	14.7%	14.5%	13.2%	12.5%	12.4%	13.9%	13.2%
45 - 54	14.5%	13.7%	13.7%	13.9%	14.4%	10.2%	13.7%	15.1%
55 - 64	11.4%	12.6%	12.1%	12.2%	12.9%	22.5%	14.3%	14.2%
65+	11.0%	11.5%	19.6%	11.5%	14.7%	25.6%	19.9%	14.7%
Housing Units								
Occupied	11,453	9,133	12,478	15,871	15,092	7,561	21,646	19,708
Total	12,233	10,781	13,344	16,920	15,918	8,293	23,558	20,760
Type of Dwelling								
Single Family	82.1%	58.8%	70.0%	44.7%	69.1%	93.9%	74.9%	65.3%
Condominium	0.0%	9.7%	5.0%	9.3%	2.8%	0.2%	8.8%	9.3%
Townhome	8.0%	13.7%	7.0%	7.6%	3.2%	5.0%	3.7%	8.3%
Plexes (2-4)	0.0%	0.9%	0.0%	0.5%	2.2%	0.0%	0.4%	0.0%
Mobile Home	2.6%	1.8%	0.0%	0.1%	4.3%	0.9%	0.0%	1.7%
Apartments	7.3%	15.1%	18.1%	37.8%	18.3%	0.0%	12.2%	15.5%

Source: 2014 Las Vegas Perspective

# Overlapping Property Tax Breakdown

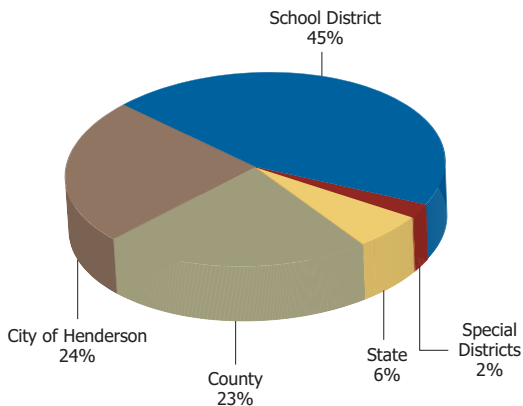
FY 2015	
<b>State</b>	\$ 0.1700
<b>County</b>	
Operating	0.6412
Debt	0.0129
Sub-total County	0.6541
<b>School District</b>	
Operating	0.7500
Debt	0.5534
Sub-total School District	1.3034
<b>City of Henderson</b>	
Operating	0.3298
Voter Approved Overrides	0.2310
Debt	0.1500
Sub-total City	0.7108
<b>Special Districts</b>	
Henderson Library District	0.0585
Sub-total Special Districts	0.0585
<b>Total Property Tax Rate</b>	<b>\$ 2.8968</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



# The Value Of Your Property Tax Dollar

The City receives only 24% of your property tax dollars. A home with a taxable value of \$175,000 will provide the equivalent of \$36.25 per month in property tax support for City of Henderson services, including:

**24-Hour Police Protection**

**24-Hour Emergency Medical Service**

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

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

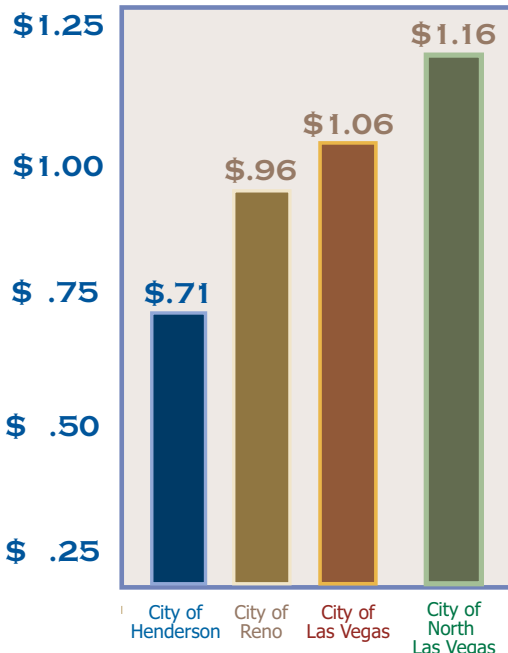
**Recreational Programming For All Ages**

**Parks Operations & Maintenance**

**Code Enforcement Services**

**Comprehensive Land-Use Planning**

## Property Tax Rate Comparison

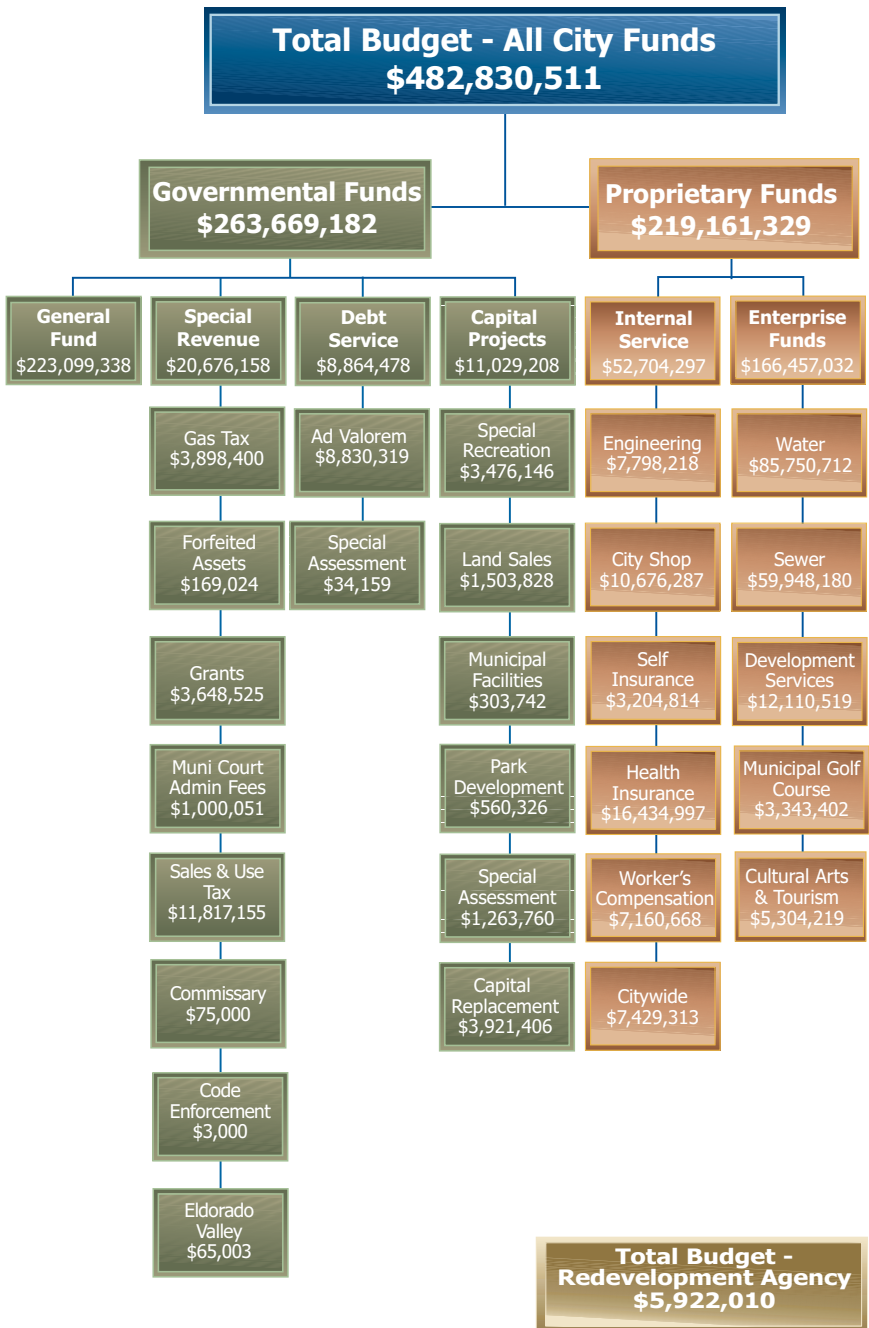


\* Includes Las Vegas portion of Las Vegas Metropolitan Police  
Note: Rates per \$100 of assessed valuation

# Full-Time Approved Positions By Department

	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate	FY 2015 Budget	Increase/ (Decrease)	% Change
<b>General Fund</b>						
City Attorney	50	52	51	49	(2)	-4%
City Clerk	20	19	19	19	-	0%
City Council	9	9	8	8	-	0%
City Manager	43	21	20	20	-	0%
Communications and Council Support	-	20	20	21	1	5%
Community Development	47	45	47	47	-	0%
Economic Development	6	4	4	4	-	0%
Finance	52	52	55	55	-	0%
Fire	220	220	219	224	5	2%
Human Resources	24	24	22	21	(1)	-5%
Information Technology	65	64	64	64	-	0%
Intergovernmental Relations	-	3	3	4	1	33%
Municipal Court	63	61	60	60	-	0%
Parks and Recreation	191	181	189	187	(2)	-1%
Police	515	515	515	514	(1)	0%
Public Works	118	103	105	104	(1)	-1%
<b>Total General Fund</b>	<b>1,423</b>	<b>1,393</b>	<b>1,401</b>	<b>1,401</b>	<b>-</b>	<b>0%</b>
<b>Proprietary Funds</b>						
Cultural Arts & Tourism	31	31	31	31	-	0%
Sewer	114	126	126	126	-	0%
Water	149	141	143	145	2	1%
DSC						
Community Development	32	39	48	52	4	8%
City Clerk	4	4	4	4	-	0%
Information Technology	-	-	1	1	-	0%
Public Works	4	2	3	3	-	0%
Subtotal DSC	40	45	56	60	4	7%
Workmen's Comp	4	7	10	10	-	0%
Self-funded Insurance	5	3	4	4	-	0%
Health Insurance	1	1	1	1	-	0%
Engineering	54	39	46	48	2	4%
Citywide	3	3	3	3	-	0%
City Shop	19	19	19	19	-	0%
<b>Total Proprietary Funds</b>	<b>420</b>	<b>415</b>	<b>439</b>	<b>447</b>	<b>8</b>	<b>2%</b>
<b>Other</b>						
Sales and Use Tax	117	117	117	117	-	0%
Grant Funded	20	15	16	16	-	0%
Land Fund	-	-	-	2	2	100%
Municipal Court Special Revenue	-	-	1	1	-	0%
Redevelopment	11	9	8	8	-	0%
Capital Replacement	1	1	1	1	-	0%
<b>Total Other Funds</b>	<b>149</b>	<b>142</b>	<b>143</b>	<b>145</b>	<b>2</b>	<b>1%</b>
<b>Total Full-Time Employees</b>	<b>1,992</b>	<b>1,950</b>	<b>1,983</b>	<b>1,993</b>	<b>10</b>	<b>1%</b>

# Fund Overview





# Budget By Department

	Fiscal Year 2015
City Attorney's Office	7,031,312
City Clerk's Office	2,890,283
City Manager's Office	2,842,005
Communications & Council Support	3,506,143
Community Development	18,430,160
Cultural Arts & Tourism	5,554,444
Economic Development/Redevelopment	6,781,338
Finance	5,433,804
Fire	42,317,614
Human Resources	28,319,136
Information Technology	18,304,078
Intergovernmental Relations	856,187
Mayor & City Council	747,560
Miscellaneous **	4,245,331
Municipal Court	7,825,326
Parks and Recreation	38,601,128
Police	92,628,361
Public Works	37,001,483
Utilities - Water & Sewer	145,698,892
	<b>\$ 469,014,585</b>
<b>Funds Not Attributed to a Department:</b>	
Debt Service Funds	\$ 8,864,478
Gas Tax	3,898,400
Land Sales	1,503,828
Municipal Facilities	303,742
Park Development	560,326
Municipal Golf Course	3,343,402
Special Assessment Districts	1,263,760
	<b>\$ 19,737,936</b>
<b>Total All Funds *</b>	<b>\$ 488,752,521</b>

\* Total All Funds represents \$482,830,511 in City Funds and \$5,922,010 in Redevelopment Agency Funds.

\*\* These costs represent citywide expenditures in the General Fund.

# Budget By Department & Funding Source

Department	Fund																					
	General Fund	Eldorado Valley	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	✓																					
Communications & Council Support	✓																✓					
Community Development	✓			✓				✓										✓				
Cultural Arts & Tourism										✓							✓					
Economic Development	✓																				✓	
Finance	✓																					
Fire	✓															✓						
Human Resources	✓													✓	✓	✓						
Information Technology	✓								✓			✓						✓				
Intergovernmental Relations	✓																					
Mayor & City Council	✓																					
Miscellaneous	✓																					
Municipal Court	✓				✓																	
Parks and Recreation	✓			✓						✓												
Police	✓	✓	✓	✓		✓	✓		✓													
Public Works	✓								✓		✓		✓					✓				
Utility Services																			✓	✓		

- General Fund

Capital Projects Funds

Enterprise Funds
- Special Revenue Funds

Internal Service Funds

Redevelopment Fund



# Total Budget - City Governmental Funds

The following financial data for City Governmental Funds excludes Redevelopment Agency

	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
<b>Beginning Fund Balance</b>	\$ 234,701,719	\$ 206,070,051	\$ 136,150,229
<b>Revenues:</b>			
Property Taxes	\$ 58,111,437	\$ 58,546,868	\$ 59,664,857
Franchise Fees	30,011,869	31,000,000	31,160,000
Licenses and Permits	8,063,081	8,078,000	8,045,500
Intergovernmental Resources	133,680,893	127,280,153	116,858,348
Charges for Services	27,552,577	26,385,393	28,438,656
Fines & Forfeits	6,511,577	5,388,151	5,273,946
Developer Contributions	782,321	2,226,304	100,000
Special Assessments	146,928	76,155	77,230
Miscellaneous	3,089,021	5,234,510	4,807,312
<b>Total Revenues</b>	<b>\$ 267,949,704</b>	<b>\$ 264,215,534</b>	<b>\$ 254,425,849</b>
<b>Other Financing Sources</b>			
Proceeds of Long-Term Debt	\$ 66,750,000	\$ -	\$ -
Other Financing Sources	5,055,658	-	-
Land Sales	1,827,493	3,294,260	1,000,000
Transfers In	14,690,330	10,769,225	10,818,081
<b>Total Other Financing Sources</b>	<b>\$ 88,323,481</b>	<b>\$ 14,063,485</b>	<b>\$ 11,818,081</b>
<b>Total Rev &amp; Other Fin Sources</b>	<b>\$ 356,273,185</b>	<b>\$ 278,279,019</b>	<b>\$ 266,243,930</b>
<b>Total Resources</b>	<b>\$ 590,974,904</b>	<b>\$ 484,349,070</b>	<b>\$ 402,394,159</b>
<b>Expenditures by Function</b>			
General Government	44,814,967	42,615,857	46,119,309
Judicial	12,372,479	12,843,584	13,195,070
Public Safety	131,122,045	134,243,507	135,641,491
Public Works	28,954,317	78,715,317	13,801,331
Culture & Recreation	63,831,045	50,291,857	41,056,229
Community Support	5,150,819	9,478,724	4,991,274
Debt Service	8,646,896	8,316,593	8,864,478
<b>Total Expenditures</b>	<b>\$ 294,892,568</b>	<b>\$ 336,505,439</b>	<b>\$ 263,669,182</b>
<b>Other Financing Uses</b>			
Advanced Refunding Escrow	\$ 71,194,329	\$ -	\$ -
Operating Transfers Out	18,817,956	11,693,402	6,497,082
<b>Total Exp &amp; Other Finance Uses</b>	<b>\$ 384,904,853</b>	<b>\$ 348,198,841</b>	<b>\$ 270,166,264</b>
<b>Ending Fund Balance (EFB)</b>	<b>\$ 206,070,051</b>	<b>\$ 136,150,229</b>	<b>\$ 132,227,895</b>
<b>Total Commitments &amp; EFB</b>	<b>\$ 590,974,904</b>	<b>\$ 484,349,070</b>	<b>\$ 402,394,159</b>

# Total Budget - City Proprietary Funds

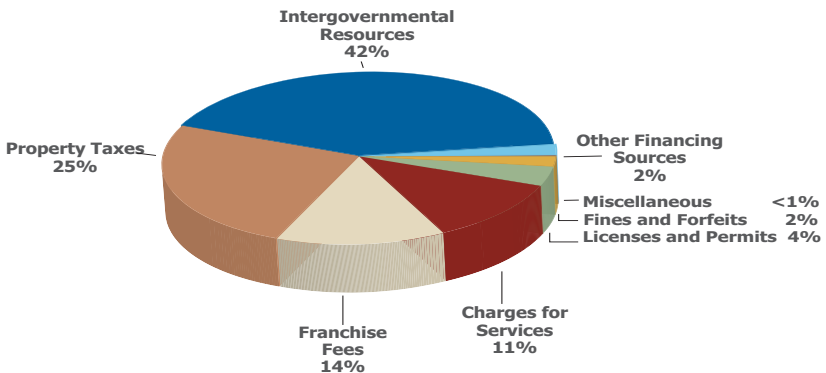
	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
<b>Beginning Net Position</b>	\$ 1,108,101,049	\$ 1,086,577,440	\$ 1,033,215,560
Revenues			
Property & Other Taxes	\$ 5,669,539	\$ 4,600,000	\$ 5,475,000
Licenses and Permits	3,864,657	3,980,714	4,080,716
Intergovernmental Resources	2,436,218	1,883,000	2,133,000
Charges for Services	141,296,848	148,159,850	150,776,101
Developer Contributions	-	-	-
Miscellaneous	433,222	5,854,719	5,221,912
<b>Total Revenues</b>	<b>\$ 153,700,484</b>	<b>\$ 164,478,283</b>	<b>\$ 167,686,729</b>
Capital Contributions	17,793,910	4,300,000	5,000,000
Other Financing Sources	-	-	-
Operating Transfers In	5,232,677	3,177,075	2,429,899
<b>Total Revenue/Other Sources</b>	<b>\$ 176,727,071</b>	<b>\$ 171,955,358</b>	<b>\$ 175,116,628</b>
<b>Total Resources</b>	<b>\$ 1,284,828,120</b>	<b>\$ 1,258,532,798</b>	<b>\$ 1,208,332,188</b>
<b>Expenditures by Function</b>			
General Government	28,683,326	36,019,351	34,229,792
Judicial	-	-	-
Public Safety	8,469,633	10,892,776	12,110,519
Public Works	16,394,641	17,229,466	18,474,505
Culture & Recreation	7,758,469	8,182,170	8,647,621
Community Support	-	-	-
Utility Enterprises	127,943,995	144,179,399	139,941,506
Debt Service	5,893,005	6,561,178	5,757,386
<b>Total Expenditures</b>	<b>\$ 195,143,069</b>	<b>\$ 223,064,340</b>	<b>\$ 219,161,329</b>
Operating Transfers Out	3,107,611	2,252,898	6,750,898
<b>Total Expenditures/Other Uses</b>	<b>\$ 198,250,680</b>	<b>\$ 225,317,238</b>	<b>\$ 225,912,227</b>
<b>Ending Net Position</b>	<b>\$ 1,086,577,440</b>	<b>\$ 1,033,215,560</b>	<b>\$ 982,419,961</b>
<b>Total Applications</b>	<b>\$ 1,284,828,120</b>	<b>\$ 1,258,532,798</b>	<b>\$ 1,208,332,188</b>

# General Fund

## Revenue Summary By Source

	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
<b>Beginning Fund Balance</b>	<b>\$ 16,851,962</b>	<b>\$ 17,328,221</b>	<b>\$ 17,915,808</b>
Property Taxes	55,642,041	55,620,183	56,681,153
Franchise Fees	30,011,869	31,000,000	31,160,000
Licenses and Permits	8,063,081	8,078,000	8,045,500
Intergovernmental Resources	83,942,115	90,383,142	94,694,250
Charges for Services	25,128,181	24,057,393	25,611,017
Fines and Forfeits	5,078,530	4,005,464	4,589,204
Miscellaneous	603,809	829,442	620,158
<b>Total Revenues</b>	<b>\$ 208,469,626</b>	<b>\$ 213,973,624</b>	<b>\$ 221,401,282</b>
Other Financing Sources	-	-	-
Operating Transfers In	7,800,000	4,000,000	4,600,000
<b>Total Revenue/Other Sources</b>	<b>\$ 216,269,626</b>	<b>\$ 217,973,624</b>	<b>\$ 226,001,282</b>
<b>Total Resources</b>	<b>\$ 233,121,588</b>	<b>\$ 235,301,845</b>	<b>\$ 243,917,090</b>

## Fiscal Year 2015 Where The Money Comes From

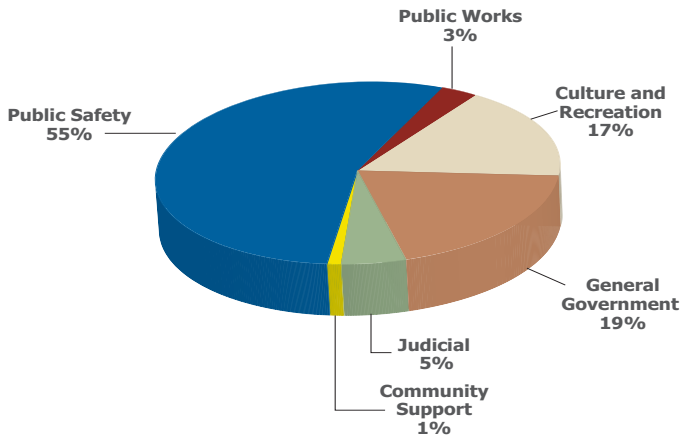


## General Fund (continued)

### Expenditure Summary by Function

	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Government	\$ 41,591,200	\$ 38,902,616	\$ 42,906,407
Judicial	11,225,522	11,558,631	12,195,019
Public Safety	115,990,891	119,616,999	123,095,227
Public Works	6,676,259	6,431,137	6,268,097
Culture and Recreation	33,723,767	35,106,816	36,994,757
Community Support	1,781,027	1,559,908	1,639,831
<b>Total Expenditures</b>	<b>\$ 210,988,666</b>	<b>\$ 213,176,107</b>	<b>\$ 223,099,338</b>
Operating Transfers Out	4,804,701	4,209,930	2,429,899
<b>Total Expenditures/Other Uses</b>	<b>\$ 215,793,367</b>	<b>\$ 217,386,037</b>	<b>\$ 225,529,237</b>
<b>Ending Fund Balance</b>	<b>\$ 17,328,221</b>	<b>\$ 17,915,808</b>	<b>\$ 18,387,853</b>
<b>Total Applications</b>	<b>\$ 233,121,588</b>	<b>\$ 235,301,845</b>	<b>\$ 243,917,090</b>

### Fiscal Year 2015 Where The Money Is Spent By Function



# General Fund (continued)

## Expenditure Summary By Function/Department


	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
<b>General Government</b>			
Audit	\$ 139,259	\$ 164,232	\$ 243,222
Building Maintenance	7,383,193	7,669,260	8,678,278
City Attorney's Office	3,861,174	3,118,474	3,087,288
City Clerk's Office	1,970,958	1,892,499	2,236,620
City Manager's Office	1,611,727	948,959	950,434
Community Development	3,346,518	3,407,214	3,754,809
Finance	5,261,580	5,424,658	5,433,804
Human Resources	2,573,744	2,509,889	2,850,774
Information Technology	8,282,045	7,915,514	7,960,510
Mayor & City Council	588,048	692,313	747,560
Miscellaneous - Citywide	4,851,206	2,757,049	4,245,331
Public Affairs	1,721,748	2,402,555	2,717,780
<b>Judicial</b>			
City Attorney - Criminal	2,252,989	3,305,954	3,478,173
Alternative Sentencing-Court Program	1,977,286	1,900,123	1,891,571
Municipal Court	6,995,247	6,352,554	6,825,275
<b>Public Safety</b>			
Fire	37,555,399	39,262,241	41,208,126
Police	77,079,606	78,725,602	80,168,179
Building & Inspection	1,355,886	1,629,156	1,718,922
<b>Public Works</b>			
Paved Streets	1,011,061	1,005,470	983,284
Street Lighting	2,885,914	2,783,742	2,669,857
Flood Control	308,747	-	-
Public Works - General	2,470,537	2,641,925	2,614,956
<b>Culture and Recreation</b>			
Parks Maintenance	14,714,351	15,686,019	17,073,011
Recreation	19,009,416	19,420,797	19,921,746
<b>Community Support</b>			
Economic Development	1,072,442	857,385	859,328
Neighborhood Services	708,585	702,523	780,503
<b>Total All Departments</b>	<b>\$ 210,988,666</b>	<b>\$ 213,176,107</b>	<b>\$ 223,099,338</b>

Comparisons of departmental budgets between years can be skewed due to program or division realignments.




# Debt

**Nevada's Highest "AA" Rated City**



Moody's Investors Services

**Aa2**



Standard & Poor's

**AA**

Bond issues with strong capacity to pay principal and interest and are judged to be of high-quality by all standards

## Overview Of Debt Financing Principles

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, must be financed in order to keep up with 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

	Original Amount	Outstanding Balance 7/1/14
Debt Service Fund	\$ 157,567,000	\$ 118,932,000
Water Enterprise Fund	55,338,000	24,829,978
Sewer Enterprise Fund	152,356,777	114,594,429
<b>Total</b>	<b>\$ 365,261,777</b>	<b>\$ 258,356,407</b>

### Key Fact

*The City of Henderson continues to have one of the highest bond ratings of any city in the State of Nevada*

City of Henderson, Nevada

25

## Awards and Recognitions

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

*America's 10 Safest Cities:* Movoto.com ranked Henderson fifth in its top 10 Safest Cities in America report, April 2014

*Bicycle Friendly Community, Bronze Award:* Henderson received the Bronze Award from the League of American Bicyclists in May 2014

*Top 10 Digital Cities:* The Center for Digital Government ranked Henderson fourth in the top 10 most technologically advanced cities, December 2013

*Top 10 Safest Cities Over 200,000:* Law Street Media named Henderson one of its Top 10 Safest Cities with a population over 200,000, November 2013

*Best Places to Start a Business:* Henderson was selected by Wallethub.com as a Best Place to Start a Business, March 2014

*Top 100 Best Places to Live:* Henderson was selected by Livability.com as a Top 100 Best Place to Live, October 2013

The Government Finance Officers Association awards for  
*Distinguished Budget Presentation*  
for its annual Budget Report 11 times

*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 and 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 Officers Association  
for 32 consecutive years

## **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**

**Eldorado Valley 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 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.

**COLA** - Cost of living adjustment.

**Consolidated Tax** - Compilation of sales, cigarette, liquor, personal property transfer, basic city county relief tax (BCCRT), supplemental city county relief tax (SCCRT), government services tax and motor vehicle privilege tax revenues that are distributed by the state.

**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.

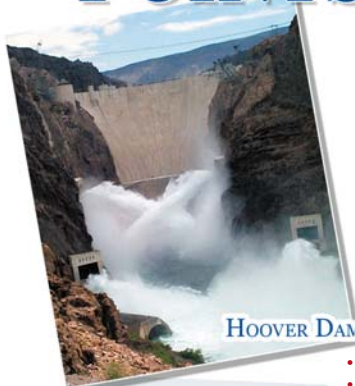
**Operating Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services of the recipient fund.

**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.

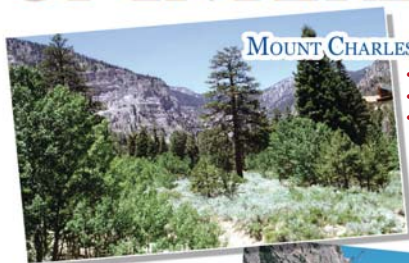
**VESP** - Voluntary Employee Severance Plan.

# POINTS OF INTEREST



**HOOVER DAM 14 miles**

- Tours
- Sight-seeing



**MOUNT CHARLESTON 45 miles**

- Hiking
- Snow Skiing
- Horseback Riding

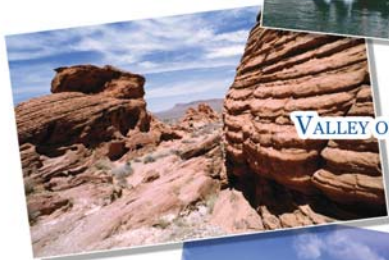
**COLORADO RIVER 14 miles**

- Fishing
- Rafting
- Canoeing



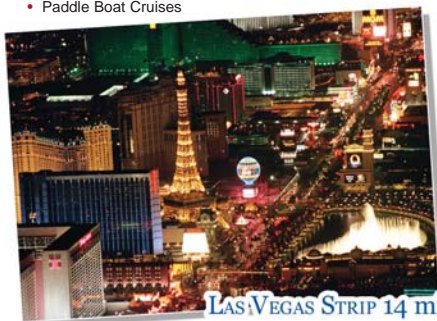
**LAKE MEAD 6 miles**

- Fishing
- Swimming
- Paddle Boat Cruises



**VALLEY OF FIRE 49 miles**

- Hiking
- Camping



**LAS VEGAS STRIP 14 miles**

- Gaming
- Fine Dining
- Entertainment
- Shopping



**RED ROCK CANYON 30 miles**

- Hiking
- Camping
- Rock Climbing

*All mileage approximated  
from City Hall on Water Street.*



# CITY OF HENDERSON

240 Water Street

Henderson, NV 89015

[cityofhenderson.com](http://cityofhenderson.com)



Andy Hafen  
Mayor

Sam Bateman  
Councilman

Debra March  
Councilwoman

Gerri Schroder  
Councilwoman

John F. Marz  
Councilman

Jacob L. Snow  
City Manager

Richard A. Derrick  
Chief Financial Officer

Jill R. Lynch  
Budget Manager