

**CITY OF NORTH LAS VEGAS
SPECIAL CITY COUNCIL MEETING MINUTES**

November 16, 2005

CALL TO ORDER: 4:34 P.M.

ROLL CALL: **COUNCIL PRESENT:**

Mayor Michael L. Montandon
Mayor Pro Tempore William E. Robinson
Councilwoman Stephanie S. Smith
Councilman Shari Buck

EXCUSED:

Councilman Robert L. Eliason

STAFF PRESENT:

City Manager Gregory Rose
Acting City Attorney Carie Torrence
City Clerk Karen L. Storms
Economic Development Director Mike Majewski
Finance Director Phil Stoeckinger
Fire Chief Al Gillespie
Human Resources Director Ali R. Freeman
Information Technology Director Steve Chapin
Parks & Recreation Director Mike Henley
Planning and Development Director Jory Stewart
Police Chief Mark Paresi
Public Works Director Jim Bell
Strategic Planning Director Eric Dabney
Utilities Director David Bereskin
Assistant City Clerk Anita Sheldon

VERIFICATION: Karen L. Storms, CMC
City Clerk

BUSINESS:

1. **PRESENTATION, DISCUSSION, AND/OR ACTION OF MANAGEMENT AND ORGANIZATIONAL REVIEW AUDIT BY MANAGEMENT PARTNERS, INC.**

City Manager Rose advised the City Council authorized Management Partners, Inc. to conduct an audit of the City in May of 2005. He recommended Council accept the audit

and provide Staff with direction regarding the extension of Management Partners' contract to assist in developing staffing patterns for the City.

Andy Belknap, Management Partners, Inc., thanked City Manager Rose and Staff for their assistance in preparing the audit report. He stated the audit was based on the Visioning 2025 Strategic Plan and the goal was to find ways to improve the organization by making it more effective, innovative and efficient. To achieve this goal, a total of more than 90 recommendations were made in the final report.

Mr. Belknap stated interviews were conducted with directors and managers, focus groups were held with employees, relevant City documents were reviewed and benchmarking was conducted in cities of same and different sizes. He stated although North Las Vegas was on its way to becoming a big city similar to Boston or Seattle, it was still operating like a small city. Mr. Belknap felt in order to maintain alignment with Visioning 2025, the City must invest resources to achieve the quality development desired. He stated in order for the City to realize the goals of Visioning 2025, the following organizational fundamentals must be addressed:

- Staffing - quality and quantity
- Structure - functional alignment to meet demands
- Investment - in internal and external service delivery, as well as facilities
- Planning - for the City organization and the community

Mr. Belknap stated the highest priority issue was managing development. It was recommended the City evaluate the potential for using development impact fees authorized by State law to reduce dependence on property taxes. Mr. Belknap advised the permitting process needed to be improved by ensuring more accountability on both the applicant side and the staff side. Emphasis was placed on City services being provided five days a week and the creation of a true "one-stop shop."

Other high priorities included more capabilities in the City Manager's office, such as neighborhood services and general services. Mr. Belknap recommended the creation of an annual business and strategic planning process in alignment with Visioning 2025. He stated the contract between Detention Services and the federal government was unfair and not equitable to the City and needed to be remedied. Another high priority was the CTAX issue which Mr. Belknap stated needed to be addressed.

Mr. Belknap advised when comparing North Las Vegas to other cities of similar population, growth rate and service structure, North Las Vegas had a higher crime rate and higher unemployment rate than its peer cities. It was also discovered the median income was lower than most and the population was extremely diverse.

Councilman Buck entered Chambers at 4:43 P.M.

Mr. Belknap recommended the formation of a Development Services Department to handle the development process from beginning to end. He also suggested a neighborhood services process to handle such items as code enforcement.

Some of the corporate issues identified in the audit were a lack of leadership continuity and a middle management averse to taking risks. A deficiency in quality internal customer service was also noted in the study, along with a failure to delegate or share information which Mr. Belknap attributed to the rapid growth of the City.

Mr. Belknap stated the City's management systems showed a lack of automation and website functionality which needed to be developed. He noted the CityTrack complaint system was a good system but felt a corporate management system needed to be developed for all departments. Mr. Belknap also pointed out the City's policies and procedures were outdated and needed to be brought up to date.

Mr. Belknap presented a new organizational structure showing the changes recommended by the audit, including the addition of two Assistant City Managers. It was recommended a staffing analysis be conducted to determine the number and mix of positions required by each department to meet current and future service demands.

Another recommendation was the outsourcing of some services, such as information technology and other internal service functions.

In summary, the major issues in all departments were inadequate staffing, a limited ability to manage costs with outsourcing, a lack of analytical resources and lagging automation. Mr. Belknap suggested the changes should not all be made at once but accomplished in phases. He felt the transition to the one-stop shop and five-day City services should be completed in the very near future and emphasized the eventual creation of Development Services. The Police and Fire Departments also had staffing issues but were in the process of catching up. It was strongly recommended that the Detention Services contract with the federal government be dissolved.

Mr. Belknap concluded the presentation by making the following observations:

- North Las Vegas must move toward "big city" orientation.
- Organizational structure must be aligned to meet workload demands and increase customer service.
- Staffing levels must be strategically increased.
- Development is the priority and City organization needs to reflect this fact.

Mayor Montandon commented the recommendations submitted by Management Partners, Inc. represented a large scale undertaking and felt the plan required financial analysis prior to being adopted by Council.

Councilwoman Smith commended Management Partners, Inc. on their accurate representation of the issues faced by the City. Although the recommendations were viable, she felt more discussion and analysis of the report had to be conducted prior to approval of the proposal.

City Manager Rose emphasized the report submitted by Management Partners, Inc. was to be used solely as a guide to identify areas that were deficient. He stated many of the recommendations were intended to be accomplished in the long term, such as Development Services. City Manager Rose said his intention was to move forward with the short-term recommendations, such as the organizational structure and the transition to a 40-hour work week. He requested Council authorization to begin discussions with the Teamsters Union to address the issue of the 40-hour work week.

City Manager Rose introduced Steve Chapin, the Information Technology Director, who was tasked with developing a vision in regard to automating many of the departments. He requested Council approve the extension of the contract for Management Partners, Inc., to develop staffing plans for the entire organization.

Mayor Pro Tempore Robinson expressed concern about the cost of implementing the recommendations made by Management Partners, Inc.

ACTION: REPORT ACCEPTED; STAFF DIRECTED TO CONTINUE ANALYSIS OF ORGANIZATION AND PRESENT OPTIONS TO COUNCIL

MOTION: Mayor Montandon

SECOND: Councilwoman Smith

AYES: Mayor Montandon, Mayor Pro Tempore Robinson, Council Members Smith and Buck

NAYS: None

ABSTAIN: None

2. DISCUSSION AND/OR DIRECTION REGARDING OPTIONS FOR REGULATING ESTABLISHMENTS OFFERING PAYDAY LOAN SERVICES.

City Manager Rose advised in July of 2005 the City Council placed a six-month moratorium on payday loan companies to allow enough time to identify options for better regulation of the payday loan licensing process. The moratorium would expire on January 20, 2006 and City Manager Rose asked for Council direction as to how Staff should proceed based upon the options presented.

Finance Director Phil Stoeckinger advised from 1997 through 2000, six licenses were approved for payday loan companies for an average of one and a half per year. From 2001 through 2005, 20 licenses were issued for an average of four per year. Director

Stoeckinger stated these businesses were all licensed under one umbrella of payday loan companies and check-cashing establishments. He advised Staff had collaborated with the City Attorney's office to draft an ordinance with changes to separate the payday loan companies from the check-cashing companies.

Director Stoeckinger presented the following four options for Council consideration:

1. A prohibition of new payday loan establishments, whether as a primary use or accessory use;
2. A distance proximity requirement between new and existing payday loan establishments;
3. An annual cap on the number of permits or licenses granted for new payday loan establishments;
4. A lottery system for such limited number of licenses.

Director Stoeckinger stated other entities had expressed concern with the number of payday loan and check-cashing establishments and it was recommended that the proposed options be presented to the Urban Consortium for possible legislative changes to regulate these businesses on a land use basis. Based on the direction provided by Council, Staff would have discussions with the business community regarding any changes to the City's Municipal Code.

Mark Thompson, Moneytree, Inc., 6720 Fort Dent Way, Suite 230, Seattle, Washington, stated he was the Director of Governmental Relations and the Compliance Officer for Moneytree, Inc. He advised Moneytree, Inc. was a privately-held operation with approximately 120 stores in six western states that offered check-cashing services, payday advance loans, Western Union transfers and money orders. Mr. Thompson stated his company was a strong supporter of the recent laws passed by the Nevada Legislature regarding consumer protection from payday loan companies. Because of that legislation, he felt it would be inappropriate to try to pass new legislation at this time. He suggested it would be more prudent to wait to see how the new laws worked before seeking new regulations. Mr. Thompson was not in favor of a permanent moratorium, an annual cap or a lottery; however, he did support distance requirements. He suggested an extension of the current moratorium to provide an opportunity to meet with Staff to discuss the options.

Kim Koster, 4170 South Decatur Boulevard #B5, Las Vegas, appeared on behalf of the Nevada Financial Services Association (NFSA) and asked Director Stoeckinger what types of businesses were granted a license in the last five years. Director Stoeckinger responded the payday loan and check-cashing establishments were not segregated and the licenses were issued to both business types. He offered to provide Ms. Koster with a breakdown of the business licenses issued during that time frame. Ms. Koster expressed her opposition to a moratorium, a lottery and distance requirements and felt if Council imposed those restrictions, it would take away the consumer's right to choose. She stated the

payday loan and check-cashing businesses were desired by the constituents and they had a right to choose which one they did business with. Ms. Koster suggested imposing a minimum square footage on the licensing requirements for payday loan and check-cashing establishments. She offered to assist Staff with this issue at no charge.

Councilwoman Smith felt there was a need for further discussion and analysis of data and suggested an extension of the current moratorium.

ACTION: MORATORIUM EXTENDED FOR FOUR MONTHS; STAFF DIRECTED TO SCHEDULE WORK SESSIONS AND COMMUNITY MEETINGS

MOTION: Mayor Montandon

SECOND: Mayor Pro Tempore Robinson

AYES: Mayor Montandon, Mayor Pro Tempore Robinson, Council Members Smith and Buck

NAYS: None

ABSTAIN: None

3. PRESENTATION OF THE CRIME STATISTICS FROM JUNE, 2004 THROUGH MAY, 2005, AND FOUR YEAR COMPARISON.

Police Chief Mark Paresi provided information on the Police Department staffing pattern which had increased by 26% since June of 2000. The police to population ratio was 1.46 per 1000, a decrease from 1.69 per 1000 since June of 2000. In regard to Detention Services, the inmate to officer ratio was 7.89 in 2005, up from 6.48 in 2000. The average daily inmate population was currently 813. Chief Paresi advised ten additional corrections officers would be added in the next fiscal year; however, he felt it would not be adequate to bring the staff to inmate ratio to where it should be.

Statistics revealed the calls for service generated since June of 2000 increased by 22%; however, the officers increased their interaction with the community by over 50% which translated to an increase in activity of 37%. Chief Paresi stated the calls for service in the mature areas of the City were increasing by 1% to 2% per month. The calls for service in the northwest section of the City increased by 24% and 36% per month over the previous year as a result of the accelerated growth in population. Chief Paresi advised the average response time for priority one calls for service had increased due in part from demand and in part by resources.

The Uniform Crime Report (UCR) on violent crime revealed a 5% increase in violent crimes over the past five years; however, violent crime per 1000 population decreased by 30% during the same time frame. UCR reported a decrease of 17% in the property crimes per 1000 population and a decrease of 19% in total UCR offenses per 1000 population since

June of 2000. Statistically, traffic accidents increased by 33% and fatalities decreased by 14% over the past five years.

Chief Paresi stated the Police Department was actively involved in community projects by holding community meetings and sponsoring events during the year. He advised the department would continue to recruit, hire and promote the most qualified persons and asked for continued Council support.

ACTION: PRESENTATION MADE

PUBLIC FORUM

There was no public participation.

ADJOURNMENT

ACTION: THE MEETING ADJOURNED AT 5:57 P.M.

MOTION: Mayor Montandon

SECOND: Mayor Pro Tempore Robinson

AYES: Mayor Montandon, Mayor Pro Tempore Robinson, Council Members Smith and Buck

NAYS: None

ABSTAIN: None

APPROVED: February 15, 2006

Mayor Michael L. Montandon

ATTEST:

Karen L. Storms, CMC
City Clerk