

Committee on Community Priorities

Committee Member Voting Packet

Voting Instructions

Please vote for each themed area separately.

Each member is allotted the same number of votes for each theme area.

You are allowed to vote more than once for a particular item; however, for those themes that are allotted more than 10 votes you cannot place more than 5 votes for any one item.

The total for each theme area must equal the number of votes allotted. If you exceed the number of votes given to you in a theme area we will take the votes in order until your allotted total is reached.

Items that may require possible legislative action are in bold each section. Please note that all items that are in bold appear again in theme of "Legislative Issues" for another vote.


Voting Key


1-5 items in theme = 2 votes


6-10 items in theme = 5 votes

11-25 items in theme = 10 votes with no more than 5 votes per item

26-40 items in theme = 15 votes with no more than 5 votes per item

Consolidation: Within County Operations		Votes
Assessor	Consider Assessor consolidation opportunities with other departments. (i.e. Parcel Data systems, IT, GIS and 20 staff in data mapping, document management, imaging)	
Clerks Office	Look for consolidation opportunities in Assessor, Records, Treasurer, and Clerk.	
Information Technology	Analyze the use of IT staff located physically in departments. Overlap should be eliminated. Look for consolidation opportunities.	
Real Property Management	Consider disbanding RPM and incorporating in public works or another applicable department.	
Audit	Some audit functions should be merged with Information Technology.	
Audit	Consider countywide consolidation for all Audit functions.	
Finance	Finance has services that should be reviewed for consolidation; purchasing and contracts, ERP etc.	
District Attorneys Office	Consider investigating whether "process server" function could be consolidated.	
District Attorneys Office	Consider giving Metro the responsibility of handling investigations and eliminating that group from the DA's Office.	
Justice Courts	Consider consolidating municipal court systems. (North Las Vegas, Henderson, Outlying)	
Justice Courts	Investigate the court executive function. Opportunity for consolidation or getting rid of overlap of functions. (North Las Vegas, Henderson, Outlying)	
Constables	Consider modest expansion of Justice Court or moving responsibilities to Sheriff to deliver Constable services. Constable services are duplicative.	
Fire	Consider the consolidation of administrative training functions.	
Coroner	Consider the consolidation of the Coroner and the Public Administrator.	
Public Administrator / Public Guardian	Public Administrator and Public Guardian functions should be remerged or consolidated under an appointed professional.	
Juvenile Justice Services	Warehousing, IT may be duplication and opportunity to merge.	
Public Works	Clark County should consider putting design/CM functions of RPM, Parks and Planning all under Public Works to combine the management and management costs associated with design and construction of all CC projects.	
Family Services	Consider combining Social Service and Family Services into one department.	
All	Consolidate GIS services across departments.	
	10 Total Votes For Theme Sub-Category (No More Than 5 Votes For Any One Item)	10

Consolidation: With Other Municipalities / Agencies		
Business License	Consider the consolidation of business license services within local municipalities.	
Comprehensive Planning	Consider consolidation of Comprehensive Planning services with other municipalities.	
Administrative Services	Consider PRO/Animal Control consolidation opportunities.	
District Court / Las Vegas Justice Court	Consider opportunities for consolidation of other municipal courts and Las Vegas Justice Court.	
Fire	Consider the consolidation of all fire departments in the valley should. To that end legislation should be enacted that does not require the most lucrative contract to be the new contract...a new fire department should equal a new contract.	
Parks and Recreation	Consider the advantages of park consolidation with the state and municipalities.	
Detention	Consider consolidation of county and city detention facilities and services.	
Information Technology	Consider consolidating Information Technology functions across municipalities.	
	5 Total Votes For Theme Sub-Category	5


Resource / Staff / Program Reallocation or Reduction: Staffing / Resource Reductions		
Recorder	Reduce the 33 FTE recordation staff and automate as much as possible.	
Elections	Part time staff should only be utilized during times when needed for election. Review necessity of "limited part time" and regular part time categories.	
Business License	Consider a reduction in staff in Business License. There should be less traffic because of the economy.	
Comprehensive Planning	Consider a reduction in staff in Comprehensive Planning since very little development is occurring.	
Information Technology	Department is overstaffed, many of the functions can be provided online by specific service agencies. Consider downsizing this department, particularly because many other departments have their own IT shop.	
Real Property Management	Consider a reduction in force/downsizing, particularly in project management.	
Human Resources	Recent staff reductions are positive. However recruitment/processing/training must be looked at again if revenues continue to fall.	
Human Resources	16.5 people in recruitment/classification seem excessive.	
Administrative Services	Consider a reduction in force and service hours for PRO/Animal Control.	
Administrative Services	Consider downsizing of Town and Liaison services. Huge budget, and yet, most of services are non-mandated.	
Finance	Recommend significant downsizing of services of ERP program.	
Commission / Manager / Public Information Office	A reduction in force may be appropriate for the Commission/Manager/PIO in the event an overall, all department reduction in personnel were to occur.	
District Attorneys Office	Consider reductions in resources based on caseload.	
Fire	Consider cuts and reductions to fire department.	
Juvenile Justice Services	Consideration should be give to using qualified volunteers at Spring Mountain Youth Camp as a supplement to FTEs.	
Public Works	Consider downsizing services and programs that are not mandated. Consider looking at staffing of Right of Way agents – with design down drastically, this area must be overstaffed. When economy picks up there might be an opportunity to privatize activities and save money.	
Parks and Recreation	Park Police and Metro is an overlap function. Consider elimination of Park Police. This function can be absorbed by Metro. Consideration should be given here to eliminating positions, not reassigning or adding positions. Metro can perform this function without additional resources.	
Family Services	Consider opportunities for reducing staff in certain areas in Family Services. Consider additional reductions proportionate with future budget shortfalls.	
All	Reduce all departments equally. All departments, including Fire and Police, can cut as well, just not in critical services. Make the Department Heads responsible for the cuts; if they cannot, then have the County Manager make the cuts.	
	10 Total Votes For Theme Sub-Category (No More Than 5 Votes For Any One Item)	10


Resource / Staff / Program Reallocation or Reduction: Program / Service Reductions


Elections	Consider reducing service levels to mandated levels.	
Elections	Early Voting gets light traffic. Consider cutting hours, days, and/or number of locations.	
Assessor	Consider reducing resources temporarily, since mapping should be down in this environment (i.e. eliminate non mandated services within parcel data systems).	
Treasurer / All	All operations should have some cuts.	
Clerks Office	Shut down non mandated services such as passport services.	
Comprehensive Planning	Consider reducing planning and zoning meetings to allow for fewer agendas and notifications.	
Real Property Management	Consider eliminating employee shuttle service.	
Human Resources	Consider suspending all personnel / HR training until economy recovers.	
Human Resources	Consider reducing non-mandated services in HR (investigations and training, background checks, consulting, outreach and training, reports).	
Finance	Consider putting SBI program in abeyance during difficult times.	
Finance	Recommend reducing levels of non-mandated finance services (automotive, central services, enterprise resource planning).	
Justice Courts	Maintain current level of service, including not pursuing any consolidation efforts. (North Las Vegas, Henderson, Outlying)	
Constables	Maintain current level of Constable service	
Special Public Defender	Consider reductions in non-mandated programs for the Special Public Defender.	
Office of Appointed Counsel	Medical evaluation should not cost \$350.00.	
Office of Appointed Counsel	County should contract for a more reasonable attorney rate or a cap. Conduct a comprehensive review of fees paid to Office of Appointed Council firms, investigators.	
Office of Appointed Counsel	Consider reductions in non-mandated programs.	
Public Defender	Consider reductions in non-mandated programs.	
District Court / Las Vegas Justice Court	Elected departments should be subject to the same cuts as other branches of government - that should include the courts.	
District Court / Las Vegas Justice Court	Maintain current level of service, including not pursuing any consolidation efforts.	
Fire	Develop brownout strategy for the Fire Department in the event significant wage concessions are not achieved. Commissioners should determine which taxpayers would experience a decrease in response time from the 'brown out' and discuss these directly with them prior to implementing.	
Juvenile Justice Services	Consider closer coordination with courts on GPS program. Program should be expanded.	
Public Works	Prioritize non mandated services for delay, reduction or elimination. Consider deferring some projects.	
Parks and Recreation	Many parks and recreation classes and events can be eliminated or reduced. Some events can go to every other year. Reduction in staff could follow reduction in programs.	
Parks and Recreation	Reduce level of maintenance of parks without compromising safety.	
Parks and Recreation	Downsize cultural programs.	
Social Service	Social Service seems to be impacted by planned reductions. Additional cuts may be required as the financial situation worsens.	
Social Service	Maintain current level of operation. Social Service should not be diminished in any way.	
Family Services	While the argument can be made that any organization can be more efficient, Family Services other than Police and Fire cannot have any further reduction in funding.	
Detention	Consider closing the Laughlin Detention center.	
Fire	Consider eliminating paramedic portion of Fire Dept services. Require ambulance franchise(s)) to provide that service so users' insurance can pick up the tab.	





15 Total Votes For Theme Sub-Category
(No More Than 5 Votes For Any One Item)


Resource / Staff / Program Reallocation or Reduction: Departmental Efficiencies		
All	Consolidate administrative functions across department. Consider the centralization of IT, HR and Finance functions.	
Treasurer	A review should be made of the need and cost of Treasurer publications in order to reduce expenses.	
Real Property Management	Review RPM practices to make sure Clark County is getting market rates for leases.	
Human Resources	Consider the cost and type of trainings offered for cost saving opportunities.	
Finance	Survey Assignment and use of County Vehicles. (If county staff is assigned a vehicle, they should not also have car rental expenses) Establish a schedule to review and evaluate equipment and vehicle usage by department. Reassign, remove or sell equipment and vehicles that are no longer needed or are no longer cost effective. Special emphasis should be placed on: (a) communication equipment (telephonic and computer); (2) heavy equipment, particularly equipment used for maintained. Regarding (a) frequently when enhanced communication services are acquired, prior service or lines may not be removed timely; (2) depending on the use of the heavy equipment leases may be more effective, particularly because major maintenance is included and replacement or upgrading of equipment can be done every two to four year.	
District Attorneys Office	The County needs a centralized grant writing operation.	
District Attorneys Office	Review DA fixed costs.	
Fire	Investigate why there are so many 911 IT requests for repairs.	
Fire	The automatic response of engine/rescue trucks to provide EMS (medical) services may be quicker, but providing triage after might be left to be handled by AMR.	
Fire	CCFD needs to be more proactive in finding efficiencies.	
Fire	Consider reorganization and other alternatives to address salary and overtime usage.	
Fire	Consider an independent audit of Fire Department to find efficiencies that can be implemented.	
Fire	Consider value of adding Firefighters rather than the cost of overtime.	
Fire	Consideration should be given to combine paid/volunteer stations in the suburban districts.	
Coroner	Identify opportunities to combine customer service roles in the Coroner's Office.	
Parks and Recreation	Safekey should be coordinated with school district and utilize nonprofits such as the Boys' and Girls' Club.	
Social Service	Reorganizations should be considered as a long term plan to increase efficiencies and cost reductions by engaging a seamless program of services through coordination and possible consolidations with Federal, State and Counties.	
Family Services	Maintain current level of operation in Family Services.	
All	County needs a centralized grant writing program - currently these seem to be "boutique" programs by department - no control, coordination, planning, or priority.	
Administrative Services	Review duplication of services that may exist between Administrative Services and Commission / Administration.	
Clerks Office	Make more services available online.	
All	Seek to reduce enterprise departments in general funded facilities. This will allow general fund departments who may be leasing space to occupy this space and save some money in lease costs.	
 10 Total Votes For Theme Sub-Category (No More Than 5 Votes For Any One Item)		0


Resource / Staff / Program Reallocation or Reduction: Satellite Offices		
Assessor	Consider restructuring Assessor services within the government center, not satellite locations.	
Recorder / All	Satellite and remote offices are a luxury in this economy. Consider a reduction in staffing or closing.	
Assessor	Perform a cost benefit analysis of keeping Henderson office closed and closing NW office.	
Clerks Office	Consider a reduction in the number of satellite offices and staffing. Look at possible reduction in days and hours as well.	
Administrative Services	Laughlin Office is important to maintain, considering the distance from Laughlin to the Clark County Government Center.	
	2 Total Votes For Theme Sub-Category	0

Fees / Penalties / Taxes		
Recorder	Consider increasing document recording fees.	
Assessor	Fees should be charged for a majority of services rendered. Exceptions can be made for the needy and seniors.	
Assessor	Consider making "cap" a rolling or an average before reducing property tax values of hitting cap.	
Treasurer	Consider a progressive penalty structure for non payment of taxes.	
Clerks Office	Raise licensing fees.	
Business License	Investigate the increase of fees, at least to national average.	
Business License	Consider the adding of an inspection, investigative fee and expedition of service fee for Business License and whether fees should be charged in full.	
Comprehensive Planning	Charge businesses/researchers for demographics requests.	
Comprehensive Planning / All	County should have legislative ability to create and change fees.	
Administrative Services	Consider raising fees and fines for PRO and Animal Control.	
Fire	The new assessment for medical transports should not go to the firefighters as occurs in the city of Las Vegas. The revenue from the fee should offset costs.	
Juvenile Justice Services	Review fees paid by family to ensure those who can afford pay their fair share.	
Juvenile Justice Services	Consider legislation to allow Clark County to charge youth and parents for probation and intake services.	
Parks and Recreation	Maximize available revenue streams within camps, programs, etc.	
Parks and Recreation	Review fee/rate structure for possible increases.	
Comprehensive Planning	Services provided for the convenience of businesses - such as developers, should be self-sustaining: fees should be raised where business is asking for county to do work particularly variances to master plan. These are done for convenience to developers - use County time and resources.	
All	Those departments that are supported by fees should have an annual review of fees to make sure that the service being provided is self supported.	
All	Increase fees and services where possible. Prepare appropriate legislative agenda to ask Carson City for proper authority/approval to increase fees/fines.	
 10 Total Votes For Theme Sub-Category (No More Than 5 Votes For Any One Item)		0


Union Related Issues / Salaries / Overtime		
Fire	Consider reorganization and other alternatives to address salary and overtime usage in the Fire Department.	
Fire	Union needs to consider making salary adjustments due to the decrease in property tax. (\$180,000 compensation (wages + benefits) for the average employee is outrageous, even outside this economic downturn.	
Fire	While the OT report showed savings via OT, it is an example of numbers not necessarily showing the whole picture. If higher paid OT staff are replaced with new lower-paid staff, the calculation would show that OT to the level abused within the Fire Department is not cost effective.	
All	The adoption of a policy changing the provisions of "the buy back of vacation time and sick leave" which would set the standard for negotiating contracts. The policy should provide for specific conditions when sick leave or vacation time may be extended beyond the year in which the benefit accrues. If that is not acceptable at the very least buy-backs should be at the salary during the period the vacation time or sick leave was accrued and not taken.	
All	The only way to truly cut costs in a General Fund of \$1.5B when the payroll (wages and benefits) are over \$1.2B is to cut staff, hours, salaries and/or benefits. The rise in employee compensation is unsustainable. These cuts need to be negotiated with the union(s).	
All	Consider a salary survey to see if the County is comparable with the private sector.	
All	All union contracts should have a provision that allows for a reduction in pay under extreme financial deficits of the County.	
All	Tie merit increases of senior management to the management of Key Service indicators (i.e., overtime, supplies, response times, effectiveness of social programs).	
All	Shift from paid time off to vacation & sick leave (at least for new hires and non-union employees).	
All	Eliminate / reduce sick leave sell back and longevity pay.	
All	Tie Cost of Living Adjustments to some local market index.	
All	Implement a county wide distribution of merit increase (i.e. currently, employees receive either 0% or 4%. This increase should be distributed along a bell curve or some other distribution. 10% receive 0%; 80% receive 1 to 3%; 10% receive 4%).	
 10 Total Votes For Theme Sub-Category (No More Than 5 Votes For Any One Item)		0

Outsourcing/Vendor/Lease Issues		
Assessor	Review existing contracts and outsourced costs for renegotiation or elimination.	
Assessor	Consider outsourcing of scanning services.	
Information Technology	Consider outsourcing some services (i.e. phone systems, desktop support).	
Real Property Management	Consider outsourcing RPM services, rather than having a fixed county cost.	
Real Property Management	Consider outsourcing all housekeeping services.	
Real Property Management	Consider outsourcing property management functions.	
Real Property Management	Consider public/private partnership in the delivery of normal building maintenance services.	
Finance	Audit function should be outsourced. (Audit) Automotive Services should be reviewed with the possibility of outsourcing services.	
Finance	Consider public/private partnership for printing and scanning services.	
District Attorneys Office	Look at what DA services can be outsourced.	
Public Administrator	Much of the Public Administrator's services could be provided through privatization as a fee for service to the public.	
Public Works	Consider outsourcing opportunities for construction management, environmental control, traffic management, facility maintenance, and survey work.	
Parks and Recreation	Consider the continued management of all aspects and functions of Parks and Recreation with the possibility of outsourcing.	
Detention	Consider public/private partnership for providing detention services.	
All	Going forward consider opportunities to dialogue with outside vendors regarding renegotiation of contracts.	
 10 Total Votes For Theme Sub-Category (No More Than 5 Votes For Any One Item)		0

Technology		
Assessor	Consider more services that can be offered via the internet.	
Justice Courts	Bring more court services online. (North Las Vegas, Henderson, Outlying)	
All	Automation/Internet access: Transactions much more focused planning on getting services online: traffic tickets, court documents, ordering documents, and other fines - this should all be online - it would save time and money for residents and business and county, and provide much more convenience.	
Clerks Office	Make more services available online.	
	2 Total Votes For Theme Sub-Category	0

UMC		
UMC	UMC should be transferred to a not for profit foundation in order to enable the hospital to develop a business model that works and doesn't drain the county of resources (Consider following Washoe/Reno mode, public/private partnership etc.).	
UMC	Consider thorough review of administration and operations by independent management team to identify efficiencies and cost reduction opportunities.	
UMC	Seek legislative relief for disparate distribution of funding from the State, State Medicare, etc.	
UMC	UMC should work with the Commissioners to develop a complete assessment of the current cost centers and potential approaches for addressing each.	
UMC	UMC is a cornerstone of both the current healthcare delivery system and education system in Southern Nevada – any changes to its governance or mission must be done as part of a master plan for hospital and urgent care access in the county. UMC should not be sold by the County. Just selling the hospital will create huge long term burdens for Clark County in terms of access and affordability of care. Other options, such as leasing, should be carefully assessed with the full impact on the community, patients, payors, hospitals and providers, and the university system well thought out and addressed.	
UMC	Any model for UMC governance must include a strategy for creating a strong case mix, building market share, and must also include increased contributions by other hospitals. Nonprofit care cannot be provided in any model affordably without being offset by commercial care. Market forces in Southern Nevada by the predominantly for-profit hospital system in Southern Nevada will make any model very challenging. The current imbalance in the UMC payor mix has been heavily influenced by the public policy initiatives of other hospitals in Clark County.	
UMC	Uninsured are not indigent. There was discussion about care for indigents, but most uninsured are not indigent – the county must have a comprehensive plan for providing access to the lion's share of the uninsured in the state – the uninsured were not discussed by the task force.	
UMC	Consider legislative action so the County has the ability to sell UMC if that is the direction that is found most practicable.	
UMC	The legislative history of proposals involving UMC should be reviewed by the Commissioners prior to a determination of any proposals for changes in governance. Legislative requests that have been opposed by other hospitals have dramatically impacted UMC and will similarly impact any proposed structure. Examples include: returning to UMC the same proportion of DSH money that is received by Renown; attempt to eliminate any requirement for providing charity care at for-profit hospitals and also oppose increasing the amount of charity care provided by other hospitals in the community to reduce the burden on UMC, limit the ability to refer uninsured patients from a for profit hospital to UMC based on insurance status.	
UMC	Strengthen grant opportunities/partnerships with UMC. (UMC would be a candidate for participating in medical mass casualty exercises which could bring it more National and State Homeland Security funding)	
UMC	Attempt to increase reimbursement rates for IGT (DSP and UPL) programs.	
UMC	Develop an external government structure that includes members with expertise in hospital management, community fundraising, relationships with the University System, and quality management, and physician recruitment and retention.	
UMC	Consider implementing a mandated committee to oversee UMC hospital efficiency and quality improvements.	
UMC	Conduct a detailed comparison of the hospitals current cost structure.	
 10 Total Votes For Theme Sub-Category (No More Than 5 Votes For Any One Item)		0

Legislative Issues		
Recorder	Consider increasing document recording fees.	
Recorder	Consider legislative action to eliminate Recorder's Office.	
Elections	Seek legislation to consolidate elections with municipal elections.	
Assessor	Consider making "cap" a rolling or an average before reducing property tax values of hitting cap.	
Treasurer	Get legislation AB307 passed again – make print move to online.	
Clerks Office	Raise licensing fees.	
Business License	Consider the consolidation of business license services within local municipalities.	
Business License	Investigate the increase of fees, at least to national average.	
Comprehensive Planning / All	County should have legislative ability to create and change fees.	
Comprehensive Planning	Consider raising Comprehensive Planning fees where possible.	
Juvenile Justice Services	Spring Mountain Youth Camp should not be disproportionate in their funding. Equalize state funding support for Spring Mountain Youth Camp. Funding should be adjusted by the state or services should be cuts and Juveniles sent to other facilities. Another possibility would be for the State to take over Spring Mountain Youth Camp.	
Juvenile Justice Services	Review fees paid by family in Juvenile Justice System to ensure those who can afford pay their fair share.	
Juvenile Justice Services	Consider legislation to allow Clark County to charge youth and parents for probation and intake services.	
Public Works	Get Federal money for Beltway, both for reimbursement and to pay for new projects.	
Public Works	Seek legislative assistance for future planning and maintenance to ease the disparate distribution of resources north and south.	
Public Administrator / Public Guardian	Public Administrator and Public Guardian functions should be remerged or consolidated under an appointed professional.	
Social Service	Social Services cannot be cut in Clark County by the state without a state analysis of impact of cuts in the south vs. the northern part of the state.	
Social Service	Legislation must be initiated to correct disparate distributions with state and county.	
Social Service	Consider increasing the wage base (required by the state) for long-term care patients, so the state assumes more responsibility.	
Family Services	Family Services cannot be cut in Clark County by the state without a state analysis of impact of cuts in the south vs. the northern part of the state.	
UMC	Consider legislative action so the County has the ability to sell UMC if that is the direction that is found most practicable.	
UMC	Attempt to increase reimbursement rates for IGT (DSP and UPL) programs.	
UMC	Seek legislative relief for disparate distribution of funding from the State, State Medicare, etc.	
All	NRS 288 should be amended to add a provision that all contracts shall contain a reopen clause in those instances when a severe financial emergency exist (severe financial emergency is defined in statute).	
All	Increase fees and services where possible. Prepare appropriate legislative agenda to ask Carson City for proper authority/approval to increase fees/fines.	
All	Consider proposed Legislation for implementing home rule in Clark County. Home Rule should be confined to fiscal issues. The other three: structural, functional, and personnel should remain as they are.	
All	Prepare legislative agenda to address north-south financing disparities.	
All	Consider contacting legislators to carry bills for the county in order to consider more than the four bill drafts allotted to the County.	
All	Enact legislation that amends NRS 345 that allows <u>only</u> the County to use surplus enterprise funds under extreme financial deficits of the County.	
		15 Total Votes For Theme Sub-Category (No More Than 5 Votes For Any One Item)

Other Issues – General Fund Departments		
All	All operations should have some cuts.	
Commission / Manager / Public Information Office	County has a major responsibility to demonstrate resource conservation in the face of other industry layoffs. Develop a serious plan to address this. Major industries you serve have suffered large job losses.	
Special Public Defender	Consider placing more money on prevention for foster child and human service programs rather than emergency correction.	
District Court / Las Vegas Justice Court	Elected departments should be subject to the same cuts as other branches of government - that should include the courts.	
Fire	There should be more than one private ambulance service to provide some competition in pricing.	
All	Create county-wide committee to strengthen County's ability to secure state and federal grants and private foundation monies.	
	5 Total Votes For Theme Sub-Category	0