

# CITY OF LAS VEGAS

## DEPARTMENT OF PLANNING

STRATEGIC BUSINESS PLAN  
FISCAL YEAR 2019





# Measures Summary

**Robert Summerfield**  
Department Director

**Scott Adams**  
City Manager

## CITYWIDE COMPREHENSIVE STRATEGIC PLAN

**STAR Communities Livability Score:** Increase the city's STAR Communities Livability Score to attain a 5-Star certification by December 31, 2018.

**Businesses in the Las Vegas Medical District:** Increase the number of licensed businesses in the Medical District 5% from 362 to 380 by June 30, 2019.

**Downtown Historic Buildings:** Complete architectural surveys of the areas included in the 2045 Downtown Las Vegas Master Plan by June 30, 2023.

**Reduction of Blight in Communities:** Decrease the percentage of blighted properties in Community Development Block Grant (CDBG) areas by 50% from 3.19% to 1.6% by June 30, 2022.

## THEMATIC GOAL/ VISION 20/20

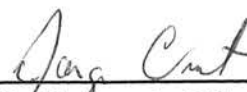
**Fee Schedule Adjustment:** Propose an adjusted fee schedule to the City Council for adoption by January 16, 2019.

## CITYWIDE EMPLOYEE DEVELOPMENT AND TRAINING PLAN

**Employee Development and Succession Planning:** Complete 100% of the action items included in Year 1 of the Planning Organizational Development and Training Plan by June 30, 2019.



Director's Signature/Date



City Manager's Office Signature/Date

# GOALS & STRATEGIES

## DEPARTMENT VISION

*The mission of the Planning Department is to develop and implement sound planning and licensing regulations and to enforce city codes so that citizens, businesses and visitors can benefit from an orderly, sustainable, diverse, clean and environmentally sensitive community.*

# 1

## KEY PERFORMANCE INDICATOR #1

### STAR COMMUNITIES LIVABILITY SCORE (CITYWIDE COMPREHENSIVE STRATEGIC PLAN)

*In order to guide future decisions and growth of the city, the Planning Department will improve its STAR Communities Livability Score to attain a 5-Star certification by December 2018.*



### CITY THEME & PRIORITY: ICONIC LAS VEGAS

Accelerate construction of downtown, Medical District, and citywide infrastructure and streetscape amenities to attract development.



### ACTION STEPS

1. Develop a community outreach plan and engage stakeholders in the development of the 2050 Master Plan.
2. Adopt and implement the first phase of the Form-Based Code (Las Vegas Medical District).



### PROGRAM MANAGERS

1. Michael Howe, Planning Section Manager
2. Peter Lowenstein, Deputy Planning Director



## Supporting Measures

### SUPPORTING MEASURE 1

#### **STAR - DENSITY, DESTINATIONS, & TRANSIT**

*In order to guide future decisions and growth of the city, the Planning Department will increase the Density, Destinations, and Transit STAR Goals rating from 4.6 to 10 points by December 2018.*

##### **1. City Theme and Priority:**

Accelerate construction of downtown, Medical District, and citywide infrastructure and streetscape amenities to attract development.

##### **2. Action Steps:**

- Improve the development pre-application process.
- Develop a community outreach plan and engage stakeholders in the development of the 2050 Master Plan.
- Adopt and implement the first phase of the Form-Based Code (Las Vegas Medical District).
- Work with regional partners to develop a transit oriented development (TOD) standards, sustainable street design and context appropriate street design standards.

##### **3. Program Managers:**

Michael Howe, Planning Section Manager  
Peter Lowenstein, Deputy Planning Director

### SUPPORTING MEASURE 2

#### **STAR - DESIGN STANDARDS**

*In order to guide future decisions and growth of the city, the Planning Department will increase the Design Standards STAR Goals rating from 2 to 3 points by December 2018.*

##### **1. City Theme and Priority:**

Accelerate construction of downtown, Medical District, and citywide infrastructure and streetscape amenities to attract development.

##### **2. Action Steps:**

- Review Title 19 and Special Area Plans for consistency with the goals of this measure and propose ordinance changes as appropriate.
- Adopt and implement the first phase of the Form-Based Code (Las Vegas Medical District).
- Work with regional partners to develop a transit oriented development (TOD) standards, sustainable street design and context appropriate street design standards.

##### **3. Program Managers:**

Michael Howe, Planning Section Manager  
Peter Lowenstein, Deputy Planning Director

# Strategic Priority

The strategic priorities below are not related to the Key Performance Indicators but also help achieve themes and priorities established in the Citywide Comprehensive Strategic Plan.

## BUSINESSES IN THE LAS VEGAS MEDICAL DISTRICT

*In order to guide future decisions and growth of the city, the Planning Department will increase the number of licensed businesses in the Medical District 5% from 362 to 380 by June 30, 2019.*

### 1. City Theme and Priority:

Accelerate construction of downtown, Medical District, and citywide infrastructure and streetscape amenities to attract development.

### 2. Action Steps:

- Waive application fees for new businesses in the medical district through June 30, 2019.
- Perform an industry sweep to identify unlicensed businesses and ensure compliance for already licensed businesses.

### 3. Program Managers:

Minerva Gomez, Business License Section Manager  
Latania Webb, Business License Section Manager  
Mary McElhone, Deputy Planning Director





# Strategic Priority

# 2

## REDUCTION OF BLIGHT IN COMMUNITIES

(CITYWIDE COMPREHENSIVE STRATEGIC PLAN)

*In order to maintain and increase quality of life, the Planning Department will decrease the percentage of blighted properties in Community Development Block Grant (CDBG) areas by 50% from 3.19% to 1.6% by June 30, 2022.*

### 1. City Theme and Priorities:

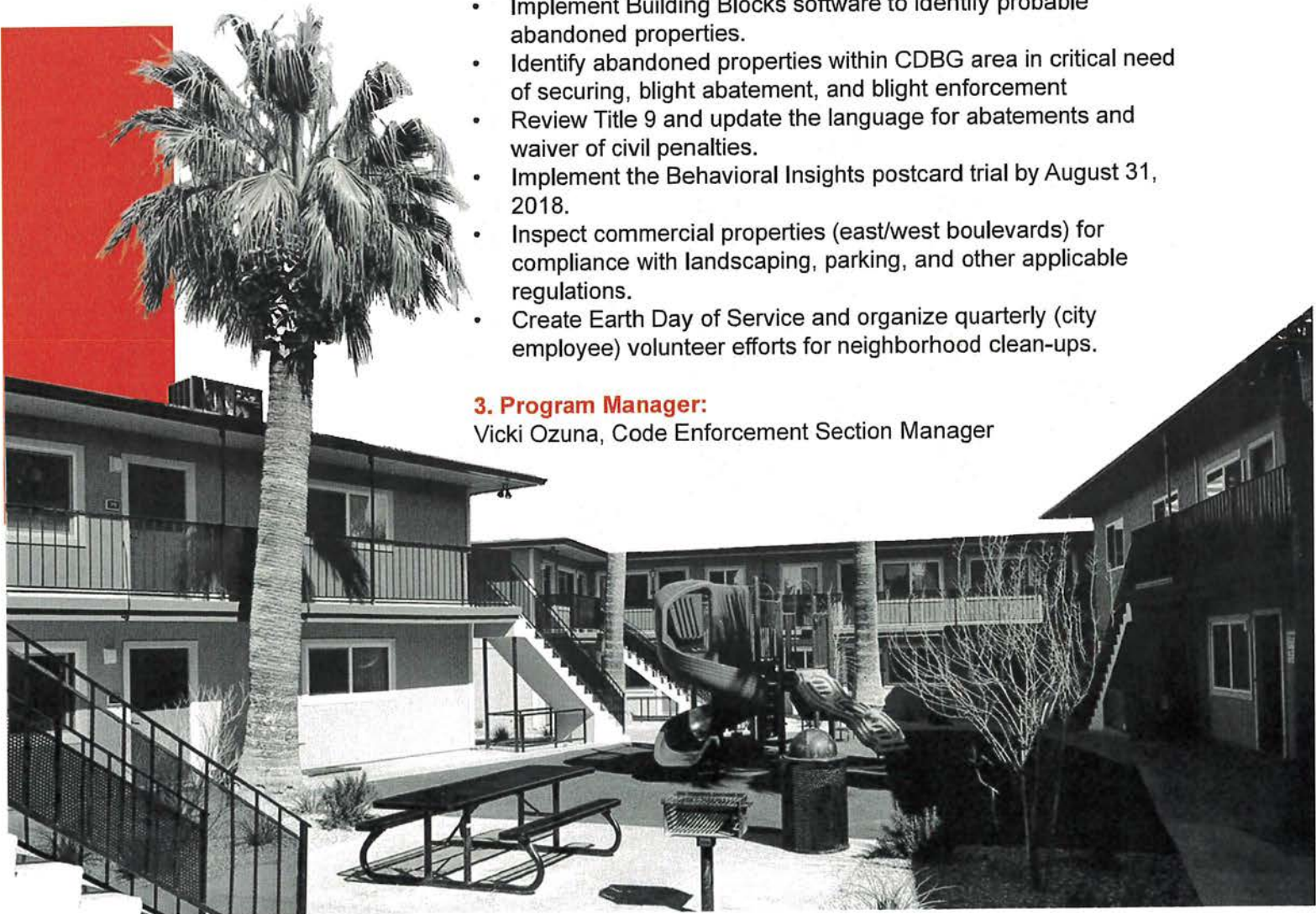
Neighborhood Preservation/Quality of Life – Provide revitalization and programming in strategic at-risk neighborhoods.

### 2. Action Steps:

- Implement Building Blocks software to identify probable abandoned properties.
- Identify abandoned properties within CDBG area in critical need of securing, blight abatement, and blight enforcement
- Review Title 9 and update the language for abatements and waiver of civil penalties.
- Implement the Behavioral Insights postcard trial by August 31, 2018.
- Inspect commercial properties (east/west boulevards) for compliance with landscaping, parking, and other applicable regulations.
- Create Earth Day of Service and organize quarterly (city employee) volunteer efforts for neighborhood clean-ups.

### 3. Program Manager:

Vicki Ozuna, Code Enforcement Section Manager





# Strategic Priority

# 3

## DOWNTOWN HISTORIC BUILDINGS

(CITYWIDE COMPREHENSIVE STRATEGIC PLAN)

*In order to aid in the preservation of historically significant properties in downtown Las Vegas, the Planning Department will complete architectural surveys of the areas included in the 2045 Downtown Las Vegas Master Plan by June 2023.*

### 1. City Theme and Priorities:

Iconic Las Vegas – Create and preserve iconic public spaces for residents including public art, sports, recreation and green space.

### 2. Action Steps:

- Obtain Historic Preservation Fund Sub-Grants from the State Historic Preservation Office annually for implementation of the city's architectural survey program.
- Obtain Centennial Commission funding for creation and implementation of the city's architectural survey program.
- Work with a consultant to engage in architectural surveys, review of existing architectural surveys, and the development of a city-wide survey plan.

### 3. Program Manager:

Paul Bengtson, Senior Management Analyst & Historic Preservation Officer



## Strategic Priority

# 4

### FEE SCHEDULE ADJUSTMENT

(THEMATIC GOAL/VISION 20/20)

*In order to assist with resolving the city's projected structural deficit, the Planning Department will recommend an adjusted fee schedule to the City Council for adoption by January 16, 2019.*

#### 1. City Theme and Priorities:

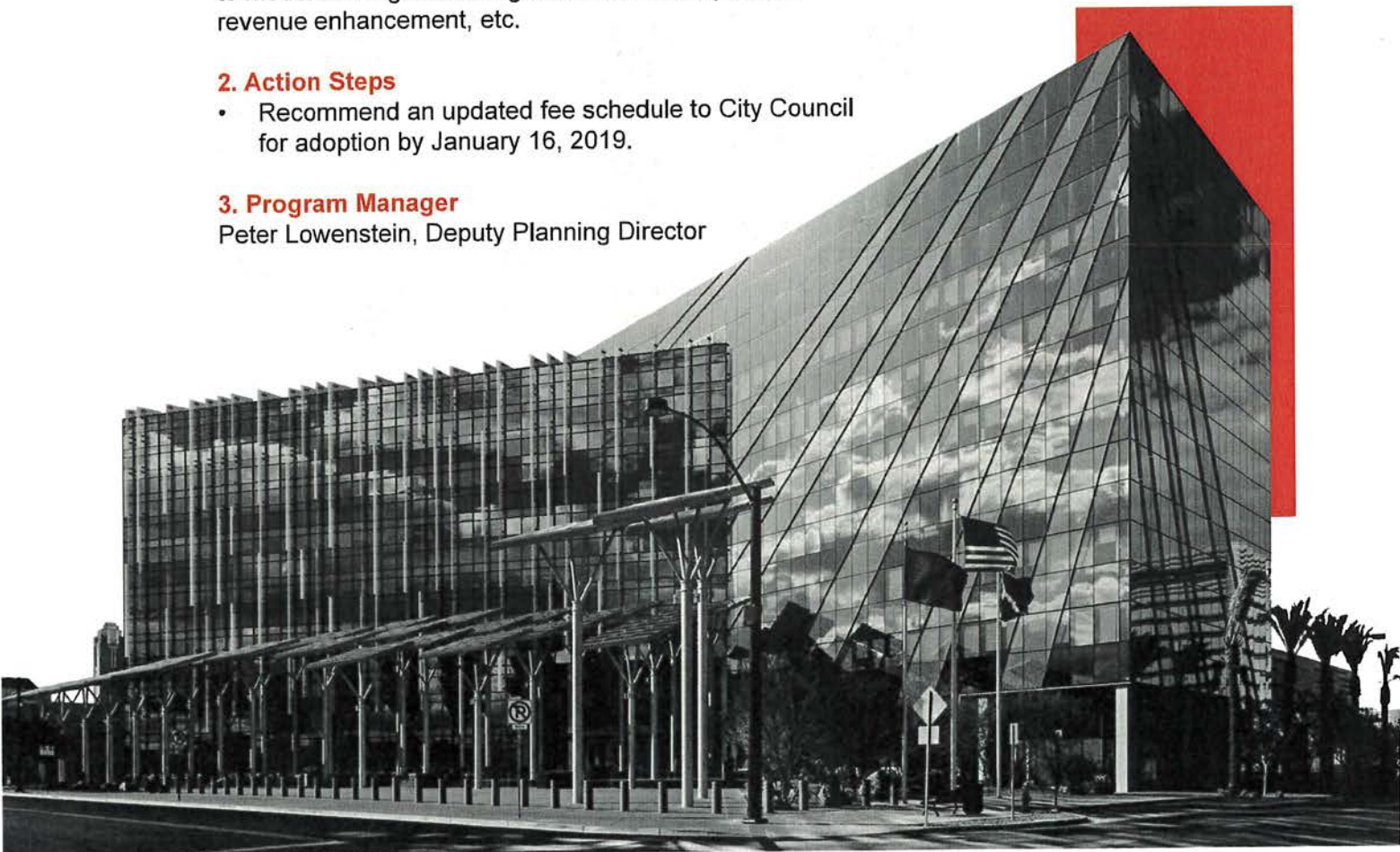
Thematic Goal – Identify revenue enhancement opportunities (e.g. adjusting fees and charges for services to increase cost recovery, participating in statewide efforts to modernize legislative regulations to affect positive revenue enhancement, etc.

#### 2. Action Steps

- Recommend an updated fee schedule to City Council for adoption by January 16, 2019.

#### 3. Program Manager

Peter Lowenstein, Deputy Planning Director





## Strategic Priority

# 5

### EMPLOYEE DEVELOPMENT AND SUCCESSION PLANNING

(THEMATIC GOAL)

*In order to create a more productive and efficient workforce, the Planning Department will implement the Planning Organizational Development and Training Plan and complete 100% of the action items included in Year 1 by June 30, 2019*

#### 1. City Theme and Priorities:

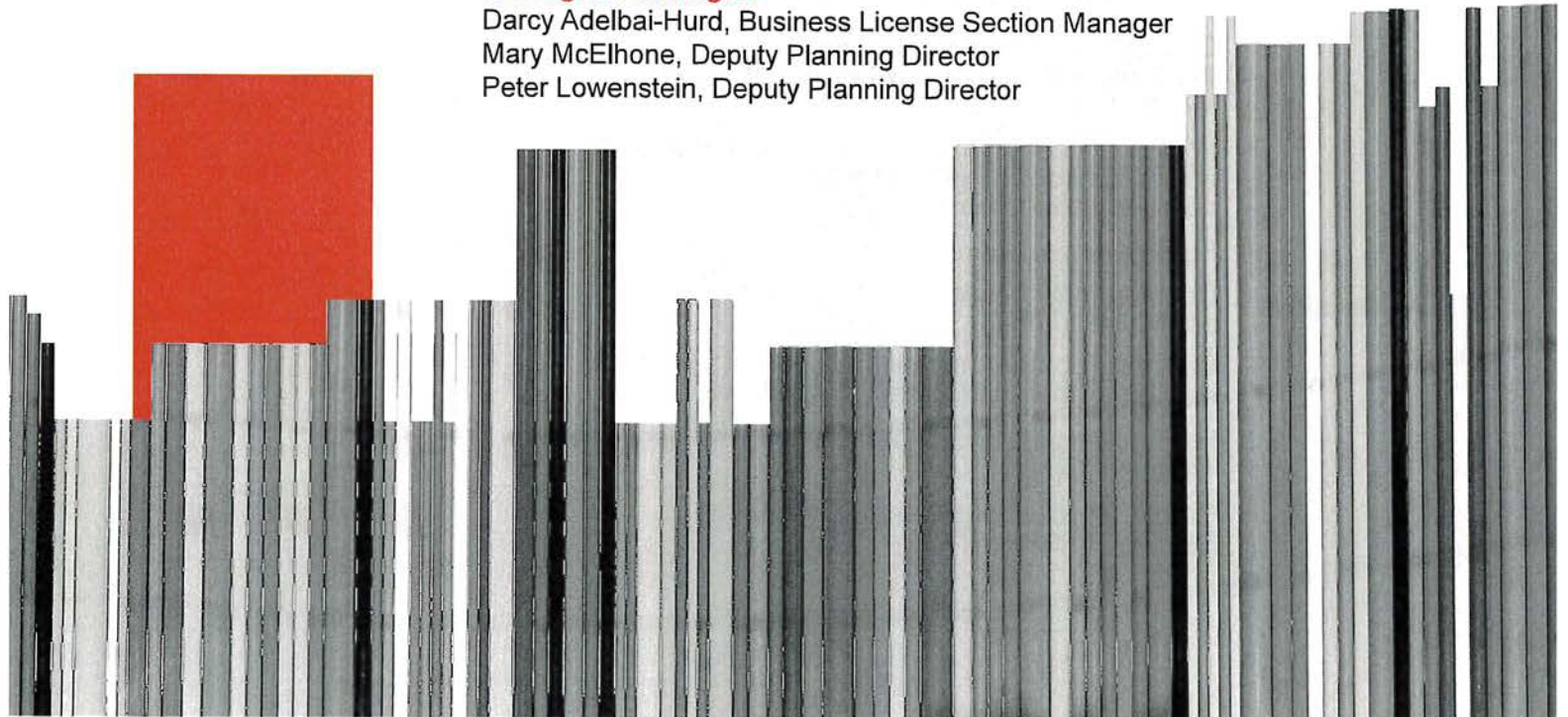
Workforce Development - support efforts to increase technical and vocational training

#### 2. Action Steps:

- Capture legacy information prior to the retirement of employee
- Identify Training Officers to centralize the training and development functions within each Planning Division
- Define employee development needs and establish comprehensive development plans

#### 3. Program Manager:

Darcy Adelbai-Hurd, Business License Section Manager  
Mary McElhone, Deputy Planning Director  
Peter Lowenstein, Deputy Planning Director





## Strategic Vision

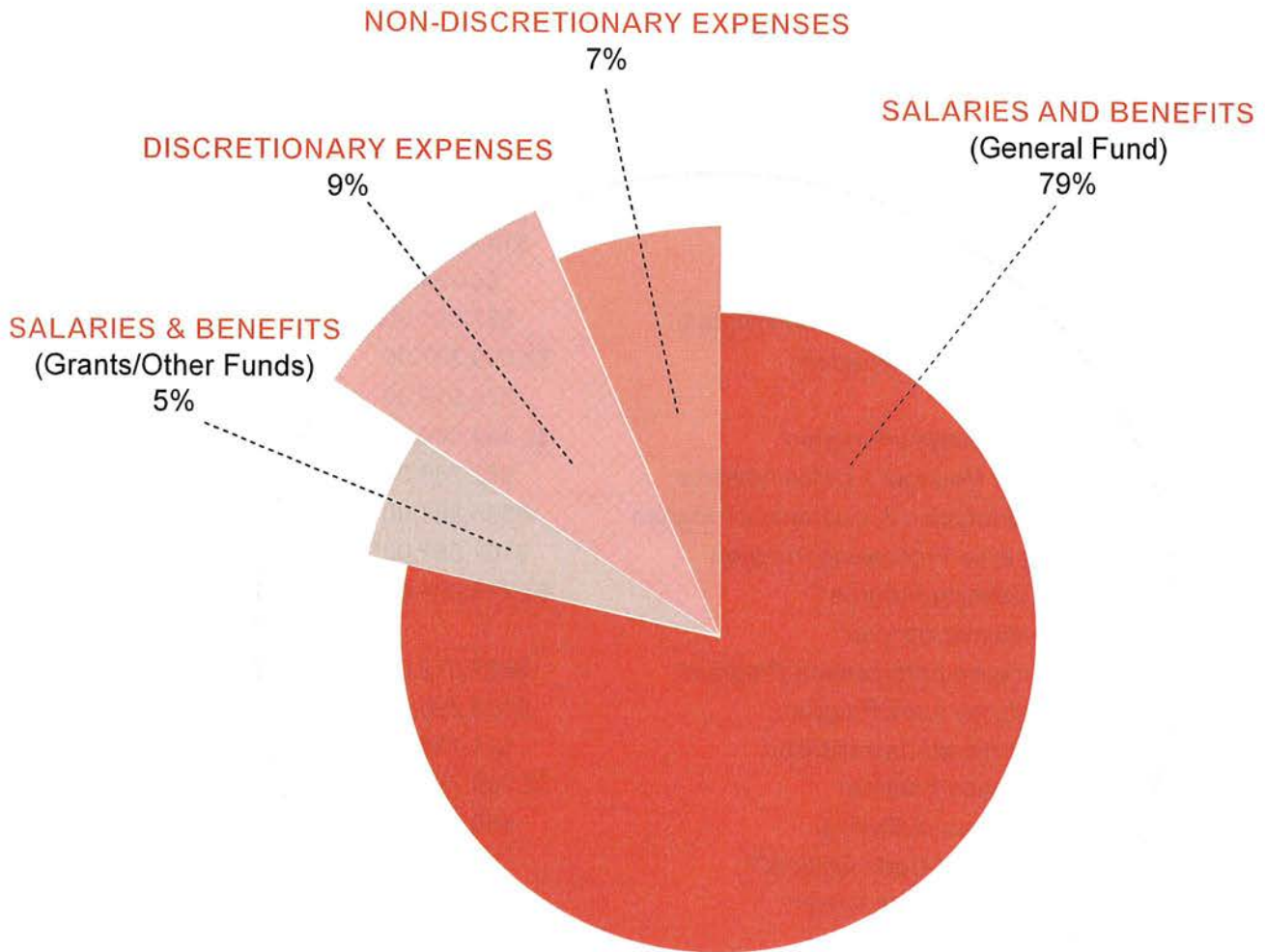
PD Division	Strategy	FY20	FY21	FY22	FY23
<b>Business Licensing</b>	Implement additional customer functionality for business licensing web portal	●			
<b>Code Enforcement</b>	Decrease the percentage of blighted properties in the CCDBG areas to 1.6%	●	●	●	
	Inspect commercial properties (north/south boulevards) for compliance with landscaping, parking, and other applicable regulations	●			
<b>Current Planning</b>	Adoption of Title 19 text amendments as a result of form based code and the 2020 Master Plan adoptions	●	●	●	
	Improve efficiencies with the development pre-application process	●	●		
<b>Long Range Planning</b>	Comprehensive Evaluation of Title 19 for Opportunities to Simplify Code and Business Processes	●	●	●	
	Full adoption and implementation of Form Based Code	●	●		
	Work with regional partners to develop and implement transit-oriented development (TOD) standards	●	●		
	Adoption and implementation of 2050 Master Plan	●	●	●	●
	Downtown Historic Building Survey	●	●	●	●
	Complete Architectural Surveys of Areas Included in the 2045 Downtown Las Vegas Master Plan	●	●	●	●
<b>All Divisions</b>	Implement communication and public outreach efforts via social media and other non-traditional means	●			
	Full implementation of Infor	●			
	Develop Infor training guide and complete employee training	●	●		
	Quarterly content review and content update of the Department of Planning's public webpage	●	●		
	Full implementation of Department of Planning Thematic Goal	●	●		
	Create Succession Plan for Employees Retiring Between FY22 - FY25		●	●	●



# BUDGET SUMMARY

The total adopted budget for the Department for FY 2019 is **\$13,305,814** from the General Fund and \$776,997.00 from grant funds/other funds.

## Allocation of Funding





## Budget and FTEs by Account

Account	Account Name	General Fund	Grant/ Other Funds	FTE
40000	Salaries and Benefits	\$11,062,220.00	\$776,997.00	100.68
500000- 60000	Discretionary Services and Supplies	\$1,314,907.00	---	---
590000	Non-Discretionary	\$928,687.00	---	---
<b>Total</b>		<b>\$13,305,814.00</b>	<b>\$776,997.00</b>	<b>---</b>

## Budget and FTEs by Program

Project	Program Name	General Fund	Grants/ Other Funds	FTE
EE1100	PD Management/Planning Program	\$1,051,198.00		3.70
EE1200	PD Personnel Resources Program	\$148,555.00	\$7,025.00	1.50
EE1300	PD Financial Management Program	\$4,424.00		0.52
EE3100	Regional Planning Coordination Program	\$87,521.00		0.93
EE3200	Long-Range Planning Program	\$1,399,302.00	\$13,453.00	10.96
EE3500	Sustainability*	\$70,019.00	\$69,366.00	1.50
EE4100	Conformance Analysis Program	\$2,444,666.00		17.09
EE4200	City Council & Manager's Office Advisory	\$82,786.00		0.43
EE5100	Customer Information & Awareness Program	\$565,881.00		2.96
EE5200	Permit & License Processing Program	\$107,587.00		0.83
EE6100	Business Licensing Program*	\$3,248,874.00	\$141,642.00	25.34
EE6110	General Customer Service*		\$96,100.00	0.50
EE6200	Business License Enforcement Program*	\$887,672.00	\$110,152.00	8.09
EE6300	Business License Audit Program	\$178,296.00		1.76
EE6400	Franchise Auditors/Administration	\$11,728.00		
EE7100	Code Compliance Program	\$2,729,795.00		15.00
EE7102	Citations and Court Activities	\$30,000.00		5.00
EE7104	Case Management Code Officers**		\$14,574.00	1.00
EE7105	Code Enforcement Data Entry**		\$8,744.00	1.00
EE7117	B&S CDBG Labor**		\$315,941.00	1.00
EE8100	Medical Marijuana	\$257,510.00		1.57
<b>Total</b>		<b>\$13,305,814.00</b>	<b>\$776,997.00</b>	<b>100.68</b>

Grants/Other Resources: \*CDBG  
\*\*Sanitation



WEAKNESSES

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- Insufficient resources to meet workload demand for planning and enforcement functions
- Inadequate technology and tools to deliver an optimum level of services (efficiency and effectiveness) to customers
- Inadequate resources to provide adequate training and development opportunities to staff
- Planning project team has competing priorities with limited funding and personnel to support
- Amendments to the Unified Development Code impact staff's ability to provide consistent and predictable answers
- Lack of cohesion and intradepartmental communication
- Collaboration amongst DSC departments to streamline the overall development process

STRENGTHS

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- Strong management team with good relationships with City Council and the Executive Management team
- Competent team committed to achieving Department's mission
- Strong workforce diversity throughout the Department
- High level of work ethic and integrity throughout the Department

THREATS

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- A changing political landscape and management culture results in new direction, priorities, and resource allocation.
- Lackluster political and community support for adoption of Form-Based Code will derail progress towards a simplified downtown development process (Chapter 19.09)
- A recession will have a negative impact on new business development, commercial and residential improvements, and new businesses thus reducing demand and potential revenue
- Reactive response to technological changes
- A delay in Planning's Infor implementation will impede the Department's progress towards improved business processes and enhanced online customer capabilities
- Unified Development Code and business process changes due to legal interpretations, judicial rulings, and/or statutory changes
- Unfunded priorities and projects
- External influences that impact internal priorities
- Impact of increasing utility costs on development projects
- Results of 2018 Nevada Ballot questions; Question 3 and Question 6

OPPORTUNITIES

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- Improve use of social media to increase citizen engagement and to keep the public abreast of learning opportunities, and policy and code updates
- Improve community relationships through Long Range outreach efforts and Code Enforcement neighborhood stabilization efforts
- Improve Planning website and complete quarterly content review/updates
- Implement an updated fee schedule
- Improve business processes and customer online customer capabilities with complete Infor implementation

