



Annual Report

FISCAL YEAR 2010 - 2011



www.cityofsparks.us or www.SparksItsHappeningHere.com

Message From Shaun Carey, City Manager



This past year represented a time of significant change for city organizations. The City of Sparks recently underwent a significant reorganization referred to as the Sustainable Sparks Services Initiative, or SSSI. The purpose – prioritizing core city services in order to put the city government on a fiscal path that is more realistic with today's economic environment.

As a result of the “Great Recession,” since fiscal year 2008 the city has been forced to lay off workers and implement wage and benefit concessions. And as with many local governments in Nevada and throughout the nation, Sparks has been forced to reduce service levels and eliminate projects and programs due to the national fiscal crisis.

As the state's economy and economic forecast continued to deteriorate, significant action was required. The city could no longer ask for wage and benefit concessions year after year, or reduce service levels to unacceptable or unsafe levels. Additionally, it had become more apparent that increasing labor costs had to be curtailed.

What became clear in the summer of 2010 was that the previous four budget cycles, which had successfully met the unprecedented revenue shortfalls, had not re-set the organization on a path to sustainability. The term “sustainable” was used deliberately to set the vision and mission of the project which uses a comprehensive approach to meet this era of what many government executives call the “new normal.”

Unlike most reorganizations that are often implemented based on the preferences and styles of top management, the SSSI reorganization was primarily based on identifying and prioritizing the top core city services. In early 2010, a systematic process to prioritize core city services was underway. The process allowed for long-term planning, seven to ten years, as well as zero-based budgeting.

The City Manager and executive staff engaged the Mayor and City Council over the course of several months to create a new vision for the city's strategic plan. Numerous employee focus group meetings were held to solicit input and feedback on areas where the city could reduce services and save public dollars.

The city's Advisory Committee was provided the autonomy to conduct their own studies in order to help create a priority list of city services. The committee concluded their studies with a full-day workshop that included placing a real dollar value on city services.

The use of the initiative was an effort to describe the depth and reach we were embracing for our organization to tackle the future. Based upon extensive research, we consolidated several methods of change into a single coordinated project. A comprehensive matrix was created that listed nearly every internal and external service the city provides. Categories such as mandated services, core services, and public safety were ranked.

The primary driving forces for these changes and their results are as follows:

- ◆ Re-engineering and Consolidation of Departments: Combined the city's Public Works Department and Community Development Department into the Community Services Department. This included eliminating a department director and streamlining the two departments. In addition, the Revenue and Human Resource Divisions were combined to form the Employee and Customer Services Division, providing increased efficiencies and eliminating one manager position.
- ◆ Competition of Services: Identified key city services that could be privatized such as park maintenance and street sweeping. The city compared its costs to those vendors who bid on the same service.
- ◆ Concessions/Wages and Benefit Actions: Employee bargaining groups came to the table and gave back a portion of their wages and benefits ranging from 7.5 percent to 15 percent over a two-year period.
- ◆ Shared Services and Process Improvements with Other Agencies.
- ◆ Development of Key Services Levels: Defined and prioritized Sparks core services.
- ◆ Examination of New Revenues: A review of opportunities for new revenue did not produce any options for immediate action, but the city is continuing to explore these possibilities.

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Message From Shaun Carey, City Manager, Continued

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- ◆ Engaged and Informed Citizens Advisory Process: Equating to a more informed and educated citizenry.

Ultimately, the organization was restructured with a goal of efficiency and sustainability. A total of 17 positions were eliminated, and 63 positions were reclassified to reflect current responsibilities in the new structure. Today, the city is operating with a workforce not seen since 1996, despite growing in population by one third during that period.

Internal communication remains critical. Employees are kept informed with e-mail updates, City Manager/employee meetings and a newsletter including questions and answers. Going forward, the city will focus on employee development, customer service and innovation.

The City of Sparks has charted a course that will take us down a more realistic path in order to provide essential services with appropriate resources to meet the needs and safety of our residents. We recognize that we can no longer be all things to all people. By identifying core services, prioritizing those services, and addressing a structural deficit, the SSSI process has created a structure that will allow our Mayor and City Council to govern in unprecedented times.

During these unprecedented challenging and uncertain times, I am very grateful and appreciative for the tremendous efforts put forth by the Sparks city team. They are the backbone of this community, and their public service is unmatched anywhere.

Shaun D. Carey
City Manager

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Message from Mayor Geno Martini



We are pleased to present the City of Sparks' Annual Report for Fiscal Year 2011. The past year was no doubt a year of fundamental change. Like so many public agencies, we came to the realization that we could no longer make incremental budget and service reductions year after year. The city team made remarkable progress in crafting and implementing an organizational structure that is sustainable to meet today's economic climate.

Today, our workforce is at 1996 levels. Despite budget reductions over that last four years, our employees have risen to the challenges to meet the needs of our residents. This comprehensive report highlights the tremendous accomplishments of the City of Sparks during the past 12 months. You will find a number of innovative strategies the city has put in place to reduce costs and save taxpayer dollars, while maintaining an acceptable level of service. Also included is city-wide financial information and statistical data from many departments. We hope you find this document to be an educational and informative tool on the performance of the City of Sparks. We would appreciate any feedback and are counting on your continued support in the days to come.

Sparks' Mayor & City Council



Julia Ratti, Ward 1; Ed Lawson, Ward 2; Ron Smith, Ward 3; Mayor Geno Martini; Mike Carrigan, Ward 4; Ron Schmitt, Ward 5

The Mayor serves as the executive branch of the government. The Mayor is separately elected-at-large in the city and serves as the chairman of the City Council and as a voting member of the Redevelopment Agency. The Mayor presides over the meetings of the City Council and votes only to break a tie, although he may not vote on any proposed ordinance. The Mayor also has a veto which may be overturned by a 4/5 vote of the Council.

The Mayor acts as the head of government of the city, performs any necessary emergency duties to protect the general health, welfare and safety of the city, and any other duties prescribed by law.

The City Council has five elected members who serve as the legislative branch of the city and act as the Redevelopment Agency. All legislative powers of the city as outlined in the municipal charter, Nevada Revised Statutes and State Constitution are vested in the Council. These include such major responsibilities as:

- enacting, amending, and repealing laws, ordinances, and policies affecting the operations and services of city government, which include the health, safety and general welfare of the residents and visitors to the city
- administration of city government through the City Manager
- providing public leadership for positive promotion of the community and the governments and services it provides
- identification of community needs and desires
- representation of diverse public interests
- adoption of the annual budget and oversight of the financial affairs of the city.

Council members also represent the city by serving on various Boards and Commissions of a regional nature, and make representative appointments for such boards.

Sparks' Elected Judicial Officials



City Attorney, Chet Adams



Judge Barbara McCarthy



Judge Jim Spoo

Sparks' Vision and Mission

VISION

Be the city of choice for residents, businesses and visitors.

MISSION

By establishing financial stability and an effective work environment during uncertain times, the City of Sparks will provide a safe environment, economic development, special events, cost-effective sustainable services, and opportunities for citizen involvement.

Sparks' Strategic Goals

The Vision and Mission are supported by two core goals: Financial Stability and Employee Relations and four Strategic Goals representing community well-being, sustained growth and engagement.

- A) Financial Stability: Provide fiscal policies to ensure a prosperous city
- B) Employee Relations: Provide a successful and efficient work environment
 1. Promote the safety of our residents, businesses and visitors
 2. Explore and promote opportunities for economic development and special events
 3. Manage resources to keep pace with technology, infrastructure, and sustainability needs
 4. Encourage citizens to interact with their city government and build strong alliances with other government entities

Sparks' Senior Staff



Bottom Row: Neil Krutz, Community Services Director; Andy Koski, Fire Division Chief, Operations; Brian Allen, Deputy Police Chief; Steve Driscoll, Assistant City Manager; Standing: Sally Mols, Executive Administrative Assistant; Adam Mayberry, Community Relations Manager; Jeff Cronk, Financial Services Director; Tracy Domingues, Parks & Recreation Director; Shaun Carey, City Manager; Linda Patterson, City Clerk; Not Pictured: Steve Keefer, Police Chief; Andy Flock, Fire Chief; Heidi Shaw, Court Administrator

Sparks' Core Values

We will take the initiative to be positive and proactive in addressing problems, seeking solutions that are results oriented by:

- ◆ Respect
- ◆ Diversity
- ◆ Quality
- ◆ Leadership
- ◆ Teamwork
- ◆ Listening
- ◆ Responsibility
- ◆ Risk-Taking
- ◆ Creativity
- ◆ Innovation



City Commissions & Committees

The Civil Service Commission is a volunteer commission of five, appointed by the City Council for three year terms. This commission adopts regulations to govern the selection and appointment of all city employees.

The Charter Committee presents recommendations to the Legislature on behalf of the city concerning all necessary amendments to the City Charter (Section 1.150(2) of the City Charter). The Charter Committee has direct access to the Legislature and is not required to seek approval from the City Council. However, the Charter Committee has directed that its recommendations be presented to the City Council for review.

The Legislature prefers to adopt amendments to the City Charter which have been agree upon by both the Charter Committee and the City Council. Members are appointed as follows: one member is appointed by the Mayor, one by each member of the City Council, and one by each member of the Senate and Assembly delegation representing the residents of Sparks.

The Planning Commission is comprised of seven volunteer members, appointed by the City Council for the following purposes: review and submit a recommendation of approval or disapproval by the City Council for tentative subdivision maps; rezoning cases; annexations; master plan amendments; Title 20 zoning ordinance changes; regional plans that concern Sparks; regional transportation issues and review and approve or deny variance and certain special use permit applications. Members serve a four-year term.

The Redevelopment Agency aids and cooperates in the planning, construction and operation of projects located within the designated redevelopment area.

The Parks and Recreation Commission reviews the tentative budget of the Parks and Recreation Department; recommends improvements to parks and playgrounds to the City Council; and aid by recommendation in the implementation of a beneficial parks and recreation program.

The Advisory Committee for the Disabled promotes awareness, develops accessibility and independence within the City of Sparks for the disabled. The Committee works closely with the community to recommend or advise action to the Sparks City Council or other city agencies on any issue concerning the disabled population.

The Sparks Citizens Advisory Committee (SCAC) provides essential citizen input to the City Council, and engages in and promotes volunteerism in the City of Sparks. The SCAC performs in a positive and collaborative manner to gather information and provide constructive feedback and suggestions to the Mayor and the City Council of Sparks on city programs, initiatives and any matter referred to the SCAC by the City Council. While the SCAC receives updates from city departments and divisions periodically, the SCAC acts in an advisory capacity to the City Council, and shall not advise or otherwise engage in matters involving land use, zoning matters, political races or matters not deemed appropriate by the City Council.

Financial Services

The Financial Services Department includes the following divisions: Administration, Accounting, Budgeting, IT Operations, IT Networking, IT Systems, and Geographic Technology.

The Fiscal Year 2012 Annual Budget was adopted by the City Council on May 17, 2011, and submitted to the State of Nevada Department of Taxation on May 31, 2011, in accordance with Nevada Revised Statutes (NRS) 354.598. The current city budget contains 22 governmental funds with expenditures of \$80.5 million and 8 proprietary funds with estimated expenses of \$62.7 million. A copy of the City of Sparks Final Budget can be viewed on the City of Sparks official website www.cityofsparks.us.

The Annual Budget authorizes and provides the basis for control of financial operations during the fiscal year. The budget process is based upon the City of Sparks Strategic Plan. From the Strategic Plan the City Council, City Manager, and Department Heads develop a list of priorities which are considered in the allocation of financial resources. The City of Sparks has been awarded the Distinguished Budget Presentation Award by the Government Finance Officer's Association of the U.S. and Canada (GFOA) for 4 consecutive years.

The General Fund is the largest fund and the general operating fund for the city. It accounts for all resources which are not required to be accounted for in another funds. The General Fund supports functions such as police and fire services, mayor, city council, community services, management services, financial services, city attorney office, and the judiciary department.

The Financial Services Department also prepares a Comprehensive Annual Financial Report (CAFR) in accordance to NRS 354.624, which reports on the city's financial activities and position in accordance to generally accepted accounting standards and the results of an annual audit that is completed by an independent auditing firm. The CAFR must be completed by the end of November based upon the fiscal year which ended the previous June 30. The Comprehensive Annual Financial Report (CAFR) can also be viewed on the City of Sparks website www.cityofsparks.us under City Services - Departments - Financial Services.

The City of Sparks has been awarded a Certificate of Achievement for Excellence in Financial Reporting for its CAFR by the Government Finance Officer's Association of the U.S. and Canada (GFOA) for 30 consecutive years. This award is considered the highest achievement in financial reporting for a government agency.

The city faced many financial challenges in preparation of the fiscal year 2011-2012:

- ◆ City leaders developed the Sustainable Sparks Service Initiative (SSSI) to help address a projected shortfall of \$4.6 million in the general fund ending fund balance. The purpose of SSSI was the prioritization of core city services in order to put the city on a fiscal path that is more realistic with today's economic environment. The current budget was developed on the allocation of funds to essential services to meet the needs of our residents.

- ◆ The City of Sparks continues to pursue competition for services, privatization and shared services wherever it makes economic sense. The city is not interested in consolidation, believing that a bigger government is not necessarily a better solution.

- ◆ Taxable revenues continue to decline for the 5th consecutive year, totaling \$12.4 million or 18.9%. A recent study found that 96% of the city's non tax based revenues cannot be increased due to restrictions imposed by NRS or other agreements. We believe this trend of declining revenues will continue in fiscal year 2013.



City Financials—General Fund Budget

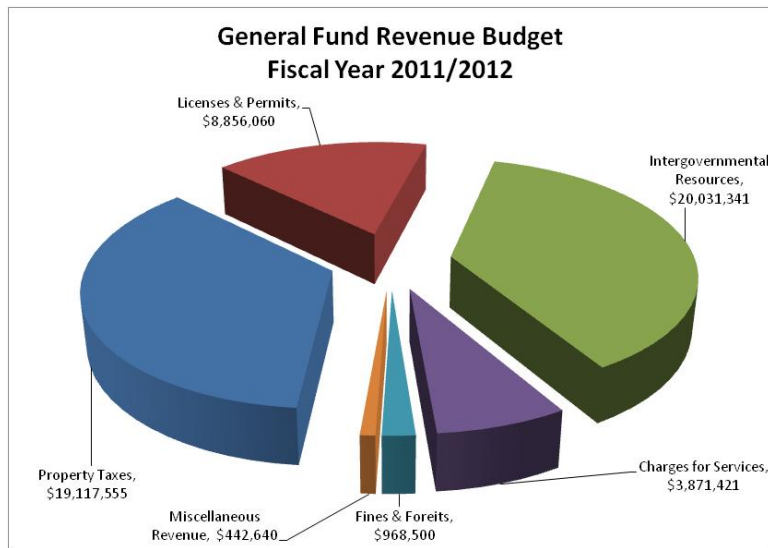
Annual Results and Expectations

	Fiscal Year 2010 Actual	Fiscal Year 2011 Audited	Fiscal Year 2012 Budget
Beginning Fund Balances	\$ 6,361,035	\$ 4,853,315	\$ 6,844,804
Revenues			
Property Taxes	\$ 22,252,948	\$ 20,444,709	\$ 19,117,555
Licenses & Permits	9,982,675	9,417,525	8,856,060
Intergovernmental Resources	20,006,025	20,344,991	20,031,341
Charges for Services	4,977,569	4,114,199	3,871,421
Fines & Forfeits	965,408	921,084	968,500
Miscellaneous Revenue	499,463	396,735	442,640
Total Revenues	\$ 58,684,088	\$ 55,639,243	\$ 53,287,517
Operating Transfers In	110,000	6,009	202,000
Total Revenues Other Sources	\$ 110,000	\$ 6,009	\$ 202,000
Total Resources	\$ 58,794,088	\$ 55,645,252	\$ 53,489,517
Expenditures by Department			
Council/Legislative - 01	\$ 372,768	\$ 362,434	\$ 414,654
Mayor - 02	96,033	95,269	100,038
Management Services - 05	5,290,717	4,755,071	4,821,637
Legal - 06	1,583,186	1,477,645	1,414,403
Judicial - 07	2,061,541	1,912,603	1,945,784
Finance - 08	2,633,576	2,374,563	2,294,598
Police - 09	21,290,130	20,458,629	19,920,297
Fire - 10	14,996,317	14,262,247	14,260,201
Community Services - 13	8,743,264	6,102,704	6,236,082
Total Expenditures	\$ 57,067,532	\$ 51,801,165	\$ 51,407,694
Transfers Out/ Captial Project Fund		140,000	1,310,000
Transfers Out/Other	662,830	741,353	749,170
Transfers Out/Parks	1,655,446	771,245	313,558
Transfers Out/Development Services	916,000	200,000	359,076
Contingency		-	550,000
Total Expenditures/Other Uses	\$ 60,301,808	\$ 53,653,763	\$ 54,689,498
Ending Fund Balance	\$ 4,853,315	\$ 6,844,804	\$ 5,644,823

Note: Expenses and transfers out have been modified to reflect the new Sustainable Sparks Service Initiative project and may not match other existing City documents, such as the CAFR. Total beginning and ending fund balances are correct.

City Financials— General Fund Budget, Continued

Where Do City Dollars Come From?



Fiscal Year 2009 Budget	
Beginning Fund Balances	\$ 5,607,124
Revenues	
Property Taxes	\$ 19,117,555
Licenses & Permits	\$ 8,856,060
Intergovernmental Resou	\$ 20,031,341
Charges for Services	\$ 3,871,421
Fines & Foreits	\$ 968,500
Miscellaneous Revenue	\$ 442,640
Operating Transfers In	\$ 202,000
Total Revenues Other Sou	\$ 202,000
Total Resources	\$ 53,691,517

Intergovernmental Revenue: The largest portion of this revenue classification is Consolidated Taxes (C-Tax). It is a consolidation of six tax components consisting of two types of sales taxes, Real Property Transfer Tax, Cigarette Tax, Liquor Tax, and the Governmental Service Tax. These taxes were combined in fiscal year 1998 and distributed based upon a complex formula administered by the Nevada Department of Taxation.

Ad Valorem Revenue (Property Taxes): A tax levied on the assessed value of real estate and personal property. Tax revenue based on the assessed property value from Washoe County Assessor.

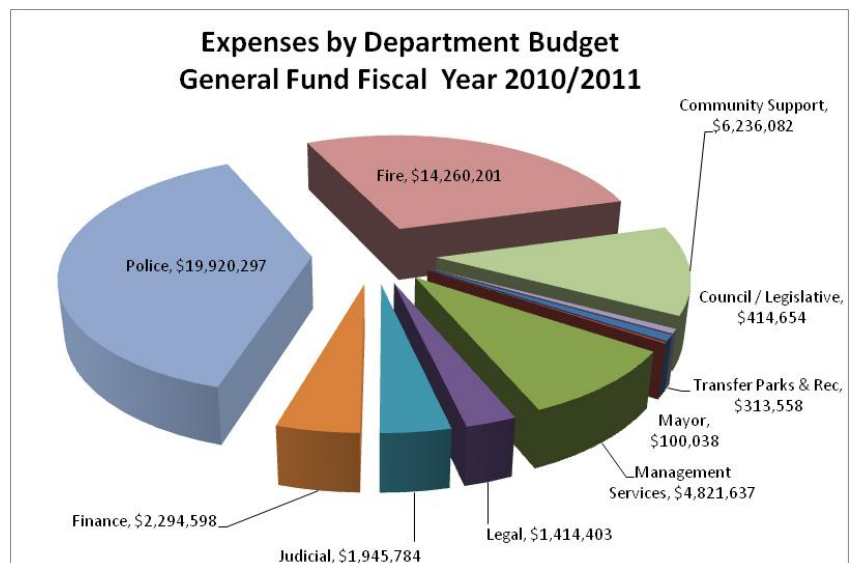
Licenses & Permits: Business licenses, permits, liquor licenses, city gaming licenses, and franchise fees.

Charges for Services: Revenue generated from the service fees charged to the public or fees charged to other funds within the city.

Fines & Forfeits: Court & Bail fines.

Where Do City Dollars Go?

Department	General Fund
Council / Legislative	\$ 414,654.00
Mayor	\$ 100,038.00
Management Services	\$ 4,821,637.00
Legal	\$ 1,414,403.00
Judicial	\$ 1,945,784.00
Finance	\$ 2,294,598.00
Police	\$ 19,920,297.00
Fire	\$ 14,260,201.00
Community Support	\$ 6,236,082.00
Transfer Parks & Rec	\$ 313,558.00
Total	\$ 51,721,252.00



Financial Services Department

During the city's Sustainable Sparks Services Initiative (SSSI) the Information Technology (IT) department teamed with the Finance department to create the Financial Services Department, under the leaderships of Jeff Cronk, Financial Services Director. With the continued need for updated technology and the ever changing financial requirements for local governments, the Financial Service department has been stretched thin while still providing excellent services to internal and external customers. The Financial Services accomplishments include:

IT Operations:

- ◆ Worked with KPS/3 as the Project Coordinator for the new public website
- ◆ Started upgrade of IT infrastructure including installation of "blade servers" and upgraded virtual server software and added more data storage
- ◆ Worked with Community Services on the city hall network upgrade, remodel and move back to city hall
- ◆ Worked with a vendor to begin the Municipal Court desktop virtualization project
- ◆ Continued to battle hardware fatigue throughout the city

Systems Development:

- ◆ Began implementation of Agresso Phase II – HR/Payroll (the divisions major focus)
- ◆ Created a web style guide for the Community Relations Manager
- ◆ Created an effluent website addition to provide total effluent output data that can be integrated into any entity's system.
- ◆ Resurrected the IT Steering Committee
- ◆ Began managing citywide Continuity of Operations Planning project

Finance:

- ◆ Achievement for Excellence in Financial Reporting for its CAFR by the Government Finance Officers Association of the U.S. and Canada (GFOA) for 30 consecutive years.
- ◆ Distinguished Budget Presentation Award by the Government Finance Officers Association of the U.S. and Canada (GFOA) for 4 consecutive years.

Internal Services Survey

An Internal Services survey was completed in September 2011 asking employees to give their opinion of services in the areas of facilities management, fleet maintenance, human resources, benefits, risk management, accounting, purchasing, information technology, geographic technology and employee morale. A 23.3 response rate was achieved.

Although employees recognized the economic crisis was not caused by the City of Sparks and appreciated the steps taken to minimize the affects, there were suggestions made to improve employee morale.

Most divisions saw a decline in the quality and timeliness of service ratings, however, Purchasing, Risk Management, Workers' Compensation and Group Health showed an increase from 2009. Even when services were rated lower, comments remained complimentary and employees understand the challenges created by resource reductions.

Training satisfaction declined more than any other area, ranging from 21%-24% from 2009. Many employees would like to see more training opportunities and are concerned about career advancement and succession planning.

A Learning and Development Fund was established to address training needs and succession planning. Employee communication has improved including an employee newsletter "Happening News". A holiday luncheon was held and employee awards are available to show appreciation for employees' service. City management heard employee concerns and continues to work towards improving employee morale.

Management Services Department

The Management Services Department includes the following divisions: City Manager's Office, City Clerk, Community Relations, Employee and Customer Relations, and Contracts and Risk.

City Clerk's Office

The City Clerk's Office, by City Charter, is responsible to ensure all meetings are in compliance with the Nevada Open Meeting Law. During this fiscal year, agendas and minutes were prepared and posted for 23 City Council meetings, 17 Redevelopment Agency meetings, seven City Council Workshops, two Joint Council meetings and two Charter Committee meetings.



A Volunteer Weed Abatement Campaign was initiated to assist the city's Code Enforcement Officer. Volunteers provided 135 photos of weed violations. The violations were recorded and researched to provide homeowner names. Eighty-nine

letters were sent out and 66% of the citizens removed the weeds within two weeks. Residents in compliance received a "thank you" card. The Clerk's Office utilized 251 volunteer hours from July 1, 2010 – June 30, 2011, with an estimated value of \$14,000.

In September 2010, the Clerk's Office worked with engineering, building maintenance, our media partner Envision Video and JC Productions to install a new voting and sound system in the Council Chambers. After many hours of training and retooling, the sound and recording systems are dependable again.

The Clerk's office experienced a growing pace and workload during this fiscal year, beginning with an election that included a Public Safety Advisory Question. In order to bring the Public Safety question before the community, an Arguments Committee was recruited to prepare the voter information needed to present both sides of this important issue.

1,129 passport applications were processed, producing \$36,183 in general fund revenues. The city hall remodeling project removed the public window in the lobby and plans continue to transfer passport processing to the Customer Service Team in early 2012.



Councilman Ed Lawson, Councilman Ed Carrigan, Mayor Geno Martini, Judge Barbara McCarthy

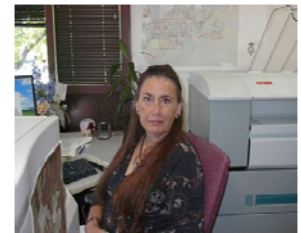
The Clerk's office worked with the Washoe County Registrar of Voters Office and provided eight volunteers to conduct a general election for the offices of Mayor, Councilmember Ward 2 and Councilmember Ward 4. There were 2,464

ballots cast by Sparks' residents in this General Election.



E-Better Place, our citizen request system, stopped conducting business this year, so Information Technology and staff teamed up to research a new vendor and selected PublicStuff. This new system is integrated into our website refresh.

In January 2011, with the CityWorks personnel move back to city hall, our office added a new employee, Donna DiCarlo, Records Specialist. The Clerk's Office took over the Records Management and Archive program for all city records, with the goal of reinstating the city-wide Records Management Team.



Due to all of the personnel changes, our Electronic Information Management System required a retool and six weeks were spent (with the help of Dan Marran, our Contracts Manager) assessing needs and rewriting contracts with our vendor High Desert Micrographics, saving \$18,500, which was used to purchase an on-line service for our Municipal Code updates.

In April 2011, Rich Brown, IT Systems Developer, and the Clerk's staff, participated in a workflow team project to institute an electronic agenda process. The program went live in September 2011.

Management Services Department, Continued

Community Relations Division

2011 Nevada Legislative Session

The 76th session of the Nevada Legislature came to a close in early June. In the final days of this 120-day session, a historic ruling by the Nevada Supreme Court essentially prevented the selective taking of public funds from local governments across the state (the case stems from southern Nevada where the Court ruled the state could not use \$62 million from the Clean Water Coalition, a group consisting of local governments). This was the "game-changer" in Carson City and required the Governor and legislative leadership to work together to revise the Governor's proposed budget in the final days. The Governor interpreted the ruling had created a \$600 million gap in the state's budget.

The city views the Supreme Court decision as positive news because it could go a long way toward making it difficult or even preventing future legislatures from taking local government funds. In fact, both Clark and Washoe Counties are asking the state for their money back, a combined \$123.5 million. It is clear the Attorney General and courts will have to step in and find a solution. What is not clear is the ultimate outcome and final determination on future local government revenue takings.

The city's Government Affairs Team has researched and analyzed hundreds of legislative actions. We are pleased to report there were no significant revenue diversions or unfunded mandates involving the City of Sparks. However, some noteworthy bills were approved by the Governor and enacted into law.

Assembly Bill 97 was exclusive to the Sparks City Charter. The updated City Charter contains clearer language regarding the Mayor pro tempore and includes a provision that allows the Mayor to nominate a member of the City Council for that position, subject to the majority vote of the Council for confirmation. Changes include allowing the City Manager to appoint department directors, managers and professional/technical employees and make changes to the city's organizational structure without confirmation by the City Council.

The bill included clean-up language to make consistent the classes of persons protected from employment discrimination.

Senate Bill 98 addresses collective bargaining. The key section in this legislation includes language that could exempt public employees in supervisory roles from having collective bargaining rights. We are currently reviewing the law and also examining what other public agencies have interpreted the law to mean. Management will meet with city bargaining groups at the appropriate time to discuss how the city will proceed in implementing this provision.

There were numerous legislative items that addressed changes and modifications to public contracting and purchasing, open meeting law requirements, public safety, and legislation creating a government structure for economic development. STAR Bond legislation, which enabled RED Development to create the Legends at Sparks Marina, was revised in the session. While the legislation changes certain elements of STAR Bonds such as reporting requirements, use of contractors and prevailing wages, it preserves the Star Bond package the city has in place that was used to finance Legends.

Also of noteworthy mention is Senate Bill 304, which would have required the city to conduct elections of the City Council by ward on the primary and general election ballots pending approval by the voters (currently, primary elections are limited to wards). The legislation passed the Assembly and Senate but was ultimately vetoed by the Governor.

We want to thank the City Council for their continued support of the city's legislative platform and policies, and particularly Mayor Martini and Councilwoman Ratti who led the Government Affairs Team by providing timely and helpful policy direction during the session. Despite the difficult challenges the city faced at the beginning of the session in February, the results overall were positive.

Management Services Department, Continued

Community Relations Division, Continued

City of Sparks' Website

It's all happening on the City of Sparks' new website unveiled on May 2, 2011. The new site provides easy-to-find information for Sparks visitors and residents, access to up-to-date city resources and is a hub for information on city events, recreation, dining, shopping, activities and more. The site reflects the energy and uniqueness of Northern Nevada's premier event city, Sparks, where there is always something happening.

The new site also accommodates the needs of Sparks visitors in a way that makes accessing information quick and easy. The "I Want To..." menu feature allows people

to find information with one click. If people want to know what's happening in Sparks, they can use the "It's Happening Here..." widget, which lets people easily find shopping, restaurants, places and events.

The website is also designed to help make it easier for city residents to access City Council agendas and minutes, as well as the ability for people to quickly find and watch broadcasts from the City of Sparks' government channel and meetings online.

A new interactive map makes it easier to locate, get more information about facilities and get driving directions to parks in Sparks — making it even easier for people to explore and find their favorite places in Sparks. Another feature is that residents can sign up for Sparks Parks and Recreation programs and activities online.

A brand new feature for the city includes an on-the-go smart phone design enabling users to access City of Sparks news and information with a mobile website optimized to be viewed on a small screen.

Residents also have the ability to report problems such as potholes, city maintenance needs and graffiti clean-up in addition to requesting new development permits by submitting a simple online form. The platform, provided by PublicStuff, allows users to inform the city of issues through online access and with a mobile app. After a request is submitted, residents can track process and receive updates from the City of Sparks.

In November 2011, the site was honored by the Public Relations Society of America, Sierra Nevada Chapter. The new website was paid for by the City of Sparks' Tourism & Marketing Committee funds, which are derived from hotel room taxes and restricted to marketing and tourism related purposes. No general fund dollars were used to pay for the website.



Public Attitude Survey

The 2011 Public Attitude Survey was conducted four evenings between November 30 - December 14, 2011 and includes 503 responses obtained by making 6,368 phone calls (a 7.9% response rate) and a 95% confidence level with a 4.4 confidence interval.

Unprecedented economic times continue in our city and nation. It is not surprising positive responses have decreased in 2011. The city has continued to decrease services available to residents and their ratings are reflective.

Although satisfaction with the overall quality of city services fell 3% in 2011, 84% of citizens rate the overall quality of life in the City of Sparks good to excellent.



Citizen Concerns:

The Housing Market/Foreclosures, Unemployment, Graffiti, City Budget/Reduction in Services, Education/Schools and Gang Activity were identified by citizens as the top six issues of concern.

Residents were asked if issues were a large problem, medium problem, small problem or not a problem. The results are based on percentages of those who responded with a large or medium problem, prioritized citywide.

Graffiti has the most significant change from 2010, rising to third with 81.2% of respondents rating it a large/medium problem compared to 65.4% in 2010.

Housing Market/Foreclosures moved to the top concern with 94.1% of respondents rating it a large/medium problem. Unemployment dropped to second with a 93.8 rating. Both of these issues received approximately 91% of respondents identifying them as a large/medium problem in 2010.

Five of the six main concerns are the same as in 2010, with a new issue of Gang Activity ranking sixth, dropping Traffic Congestion to number seven. Although City Budget/Reduction in Service dropped in ranking, more citizens are seeing it as a problem in 2011, increasing from 75.3% in 2010 (3rd) to 77.3% in 2011 (4th). In addition, Education/Schools dropped in ranking, although more citizens are seeing it as a problem in 2011, increasing from 70.7% in 2010 (4th) to 76.2% in 2011 (5th).



	2009	2010	2011
Housing Market/Foreclosures	84.9	91.1	94.1
Unemployment	87.5	91.2	93.8
Graffiti	65.8	65.4	81.2
City Budget/Reduction in Services	73.1	75.3	77.3
Education/Schools	65.6	70.7	76.2
Gang Activity	n/a	n/a	76.1
Traffic Congestion	67.8	66.1	59.0
Growth	61.8	54.5	49.8
Taxes	42.6	42.3	48.9
Neighborhood Appearance	30.6	36.4	47.1
Fire Services	35.1*	37.4*	46.1
Police Services	35.1*	37.4*	40.3
Flooding	30.6	35.9	29.4

*Previous years asked about "Public Safety"

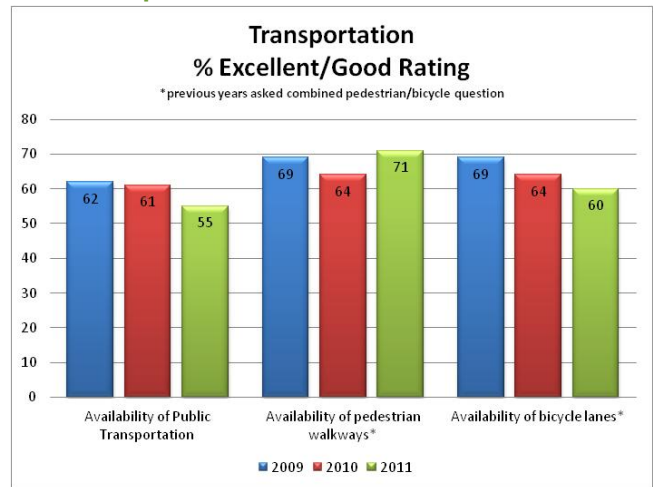
Public Attitude Survey - Continued

Parks and Recreation



Citizens hope for additional recreation programs and expressed concern regarding the safety and cleanliness of the parks, as well as the lack of restroom facilities. This is the first year rating the quality of special events; and although citizens feel the Sparks' police department does a good job maintaining control during the events, some are concerned with safety at the events.

Transportation



The 2010 survey asked residents to rate the convenience of pedestrian/bicycle traffic. In 2011, the question was separated to collect more detailed information.

Frustration with limitation of the ACCESS bus system into Sparks and the increase in fare was noted. In addition, concern over the safety of bike lanes and condition of crosswalk paint was expressed.

Citizen Participation

Fifteen percent (15%) less are watching city government meetings or other programming on the Sparks government channel; comments were made that they no longer have access to the channel. Two percent (2%) less are attending meetings. However, an additional 3.4% are conducting business with the City of Sparks using the internet.

Safety

Seventy-six percent (76%) of residents feel very/somewhat safe walking in their neighborhoods after dark while 95% feel that way during the day. This is an increase of 7.8% and 1.5% respectively.

While 63% of residents feel safe walking alone in business areas after dark (2.8% increase), 91% feel safe during the day (3.4% decrease).

Miscellaneous Questions of Interest

	2007		2008		2009		2010		2011	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Would you support having one consolidated government for all of Reno, Sparks and Washoe County?	19%	81%	24%	76%	26%	74%	33%	67%	26%	74%
Are sustainability, green technology, and environmental issues important to you?	n/a	n/a	n/a	n/a	78%	22%	83%	17%	80%	20%

Management Services Department, Continued

Employee and Customer Relations Division

Human Resources/Employee Relations

Human Resources will continue to provide key services to employees and citizens, while supporting the city's initiatives. Human Resources' fully functional team of five has a dynamic energy and synergy that continues to focus on the changing and anticipated needs of the organization.

Human Resources performs a number of essential functions, which include but are not limited to:

- ◆ Providing consultative services to management and employees on the interpretation and management of employee contracts and resolutions and playing a key role in the negotiation process
- ◆ Managing the employee grievance process including providing coaching and mentoring throughout the disciplinary process
- ◆ When necessary, providing a critical role in the negotiation of concessions to support the budgetary needs of the city
- ◆ Acting as the primary liaison in benefit plans including deferred compensation plans, PERS, FSA, EAP, Tuition Reimbursement, FMLA, unemployment, and other agencies as required
- ◆ Coordinating the Civil Service Commission
- ◆ Administering the NDOT Drug Program/Medical Certification
- ◆ Administering the sick leave donation program
- ◆ Coordinating city department restructuring and reorganizations
- ◆ Providing essential information dissemination, both to management and employees
- ◆ Participating in and supporting employee groups such as the Risk Committee, Safety Team and Advisory Committee to the Disabled

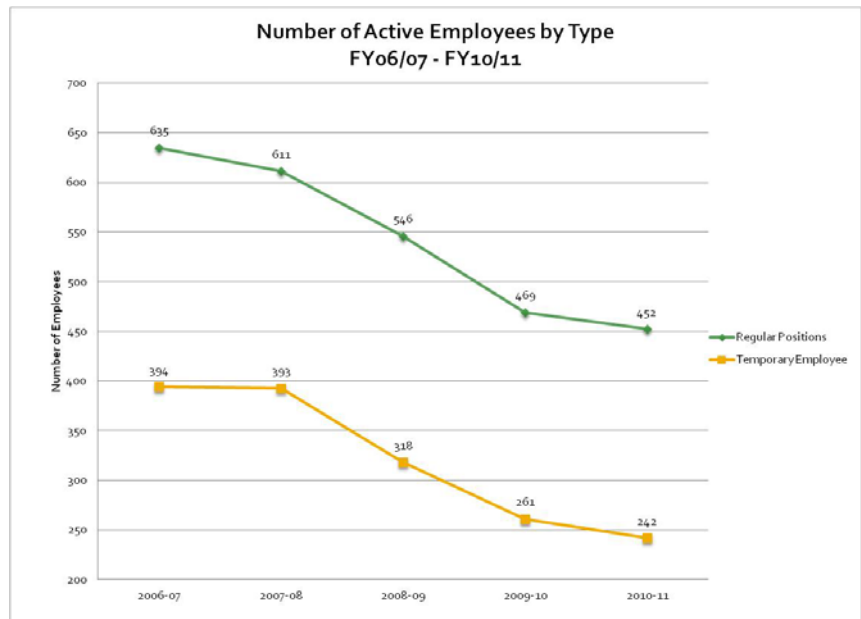
The City of Sparks' Human Resources Department is committed to superior levels of service...because it is our people that make the difference.

Human Resources had a year mixed with adversity as well as positive change. While staff continued to dwindle, losing a Human Resources Technician in the spring –the remaining staff rose to the challenge.

We were able to incorporate legislative changes to health benefits, convert and test a new payroll system and for the first time in three years, actively recruit for new positions. Human Resources also had an active role in the implementation of the Sustainable Sparks Services Initiative (SSSI).

Agresso

Within the next year, Human Resources will be implementing a new HR/Payroll system, which is really exciting since the current software Bi-Tech has been in use for over two decades! Our new system will allow for efficient reporting and the ability to retain employee history and pay rates. Much work is involved with converting data to a new system but the effort will be well worth it.



Management Services Department, Continued

Employee and Customer Relations Division, Continued

Recruiting

Human Resources continues to manage the selection process; tracking applicants, scheduling and participating in the interview process and selection; administering pre-employment physicals, drug screens and background checks and providing new hire orientation.

The best news is that not only did we actively recruit for ten (10) positions this past year, but we brought five (5) employees back from our layoff register! The following table reflects external recruitments where those on the layoff register did not qualify:

Recruitment Title	# Applications Received	# Positions Filled
Chemist I/II	59	1
Payroll Technician	124	1
Environmental Health/Safety Coordinator	40	1
Accountant I/II	96	2

The following table reflects positions filled by those employees still on the layoff register:

Recruitment Title	# Applications Received	# Positions Filled
Treatment Plant Electrician	3	1
WW Plant Operator	2	2
Equipment Mechanic	1	1
Customer Service Specialist	4	1

Group Health Benefits

Human Resources administers the city healthcare plans including medical, dental and vision for active employees and retirees. Human Resources also facilitates and coordinates the Group Health Committee and plays a key role in the Nevada Health Care Coalition.

Human Resources actively prepared for legislation that brought several changes to the city's medical and dental benefits which included but were not limited to:

- ◆ Allowing child dependents through age 25 regardless of student status;
- ◆ Implementing matching mental healthcare benefits to the medical benefits;
- ◆ Implementing a \$2,000,000 annual maximum and unlimited lifetime maximum;
- ◆ Inclusion of several preventative exams and procedures.

During the May open enrollment, 35 child dependents returned to the plan. The changes were positive for our members. The city, however, anticipates a 7-10% increase to the plan in FY12.

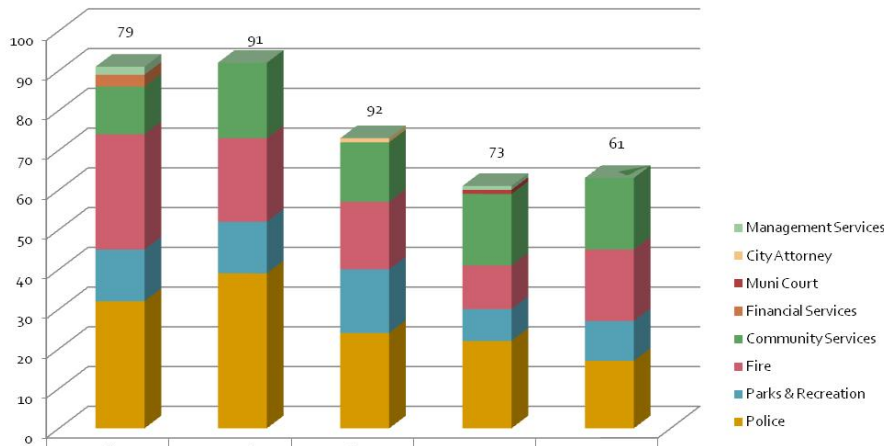
Worker's Compensation

Human Resources administers the worker's compensation program- including the heart lung program and annual physicals - by coordinating information between our third party administrator and our managed care organizations. Overall, the number of reported injuries were down this past year. (see charts on page 18)

Management Services Department, Continued

Employee and Customer Relations Division, Continued

**Number of Workers Compensation Injures by Department
FY06/07 - FY 10/11**



Department	2006-07	2007-08	2008-09	2009-10	2010-11
Management Services	2	0	0	1	0
City Attorney	0	0	1	0	0
Muni Court	0	0	0	1	0
Financial Services	3	0	0	0	0
Community Services	12	19	15	18	18
Fire	29	21	17	11	18
Parks & Recreation	13	13	16	8	10
Police	32	39	24	22	17

Customer Service Division/Revenue

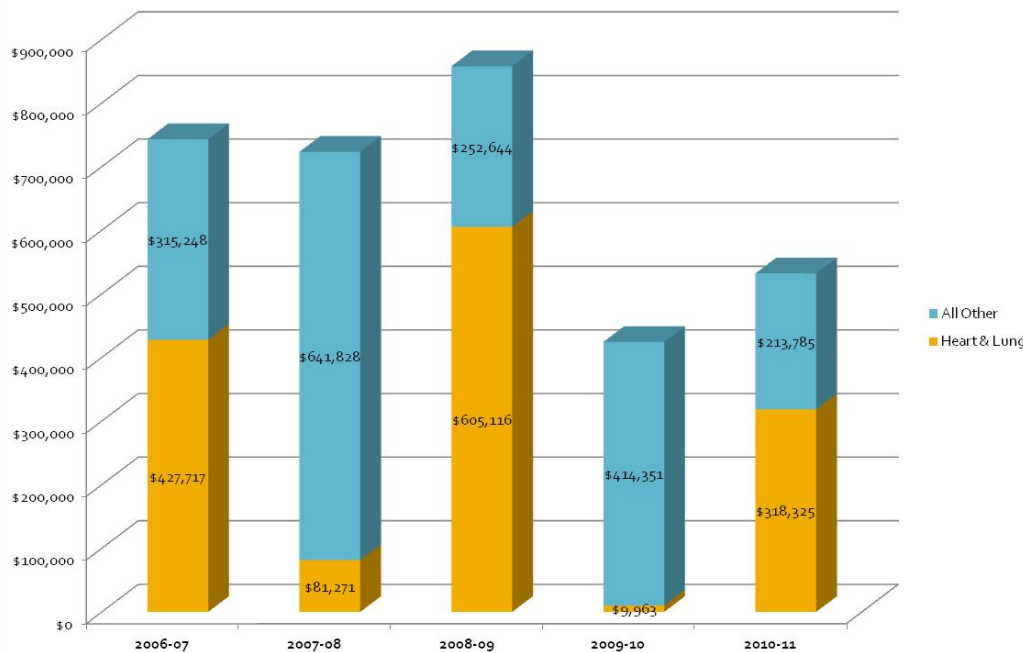
Fiscal year 2010/11 was a year of many changes for the Revenue Department; most noticeably they no longer exist. They are now part of the newly integrated Customer Service Department.

Revenue and the Building divisions have joined forces to offer many public services in one spot. With a new larger counter area, the Customer Service Division is ready to help the public with a multitude of transactions.

In addition to processing sewer service payments, business owners can now renew their business license and receive the license right away. Building permits are conveniently available at the Customer Service counter 5 days a week, and there are more changes to come including passport services and Parks and Recreation sign ups.

The Customer Service Division looks forward to the upcoming fiscal year with a new sense of pride and determination with a heavy dose of positive attitude.

**Workers Compensation Incurred by Type
FY 06/07 - FY 10/11**



Pam Wadlow, Lisa Galvin, Amy Youngreen, Nancy Munson

Management Services Department, Continued

Contracts and Risk Division

Sparks' Economic Impact on Local Buying

How and where does the City of Sparks spend the funds entrusted to it by the Citizens of Sparks?

The City of Sparks completes most purchasing transactions via Purchase Order or Credit Card. In the fiscal year that ended June 30, 2011, the city spent \$28,197,335 through the use of 1,900 Purchase Orders and 6,738 credit card transactions.

Of the roughly \$28.2 Million, \$20 Million of purchases (71%) was transacted with businesses in Nevada.

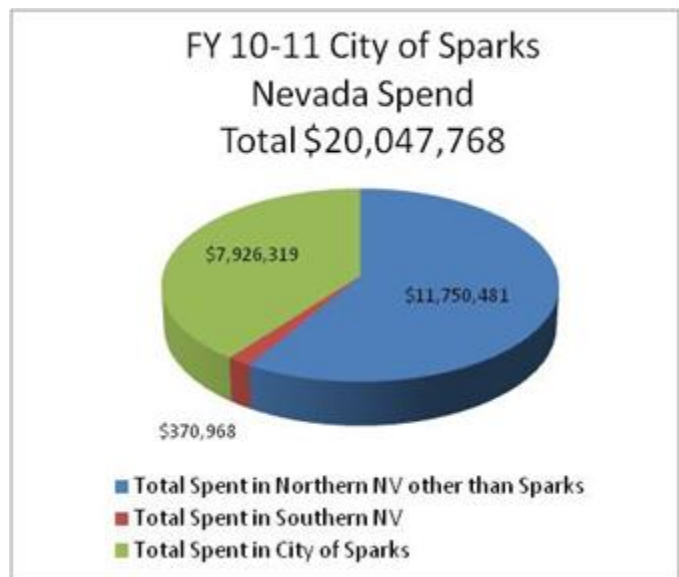
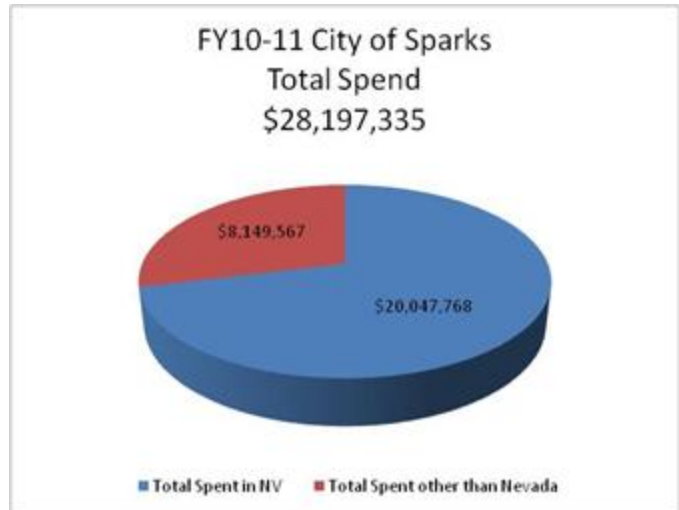
Of the \$20 Million spent in Nevada, \$19.6 Million (70% of the total) occurred in Northern Nevada.

\$7.9 Million was purchased from vendors holding a Sparks address. This represents 28% of the total spend and 40% of the Nevada amount.

The balance of transactions that left the State (29%) can be directly tied to multiple issues, but in most cases are instances where products were competitively bid; were unavailable from local sources; or were procured from a "sole source" located outside of the region. These included:

- Chemicals (TMWRF) purchased directly from manufacturers of the product: \$3.5 Million (12% of total)
- Specialized Vehicles: \$534,799 (2% of total)
- Software and Software Support across multiple platforms: \$204,701 (1% of total)
- Defibrillator Replacement Program: \$79,990
- Playground Equipment: \$61,255

The Purchasing Division helped to save \$336,449 (or 10% of \$3.5 million) via the formal bid process.



Risk Management

The city has done an excellent job controlling losses and limiting exposure through the Risk Committee and working with departments to identify potential exposures. This, along with a reduced payroll, has allowed the city to keep most policy premiums close to same or less than the previous fiscal year, while adding additional insurance coverage for the city's fleet and property.

The city changed insurance carriers for general liability to Travelers Insurance Company. This insurance policy has a lower deductible on bodily injury for general liability and the same as previous fiscal year's for auto liability, employment practices liability, errors and omissions coverage for boards & employees, and law enforcement liability. The new insurance company will also supply risk control services as part of the policy including risk assessment of all city departments.

City Attorney

The City Attorney's office includes the following divisions: Victim Advocate, Civil and Criminal.

The City Attorney is an elected official charged with the responsibility of representing the City of Sparks as its attorney to:

- ◆ Represent the city in litigation filed by and against the city.
- ◆ Provide professional legal advice and assistance to the city and its departments in all aspects of its governmental affairs.
- ◆ Represent the city and people of Sparks in prosecuting complaints and citations alleging misdemeanor crimes committed by adults within the City of Sparks which are investigated and charged by the Sparks Police Department or other city officials, and which are tried before the Sparks Municipal Court System.



The citizens of the City of Sparks are the customers of the City Attorney's Office by and through the ordinances, legislative actions, property development, contracts and criminal prosecutions of those who violate the city's ordinances and state laws within the city's jurisdiction.

The City Attorney's Office cannot legally provide legal representation to individual citizens; however, by promoting and enforcing the laws of Nevada and the ordinances of the city, the citizens are protected as a whole.

The clients of the City Attorney's Office include the Mayor, City Council, City Manager and all city departments.

Victim Advocate

2010-11 Primary Performance Measures

- ◆ Maintained victim contact relevant to prosecution cases as requested by attorneys.
- ◆ Assisted victims in obtaining help from non-judicial resources.
- ◆ Assisted Domestic Assault Response Team (DART) officers with victim contact as requested.

2010-11 Key Accomplishments

- ◆ Assisted approximately 1,400 victims of domestic violence to ensure meaningful court representation.
- ◆ Provided bilingual and interpretive assistance to victims and to city departments.

Civil Division

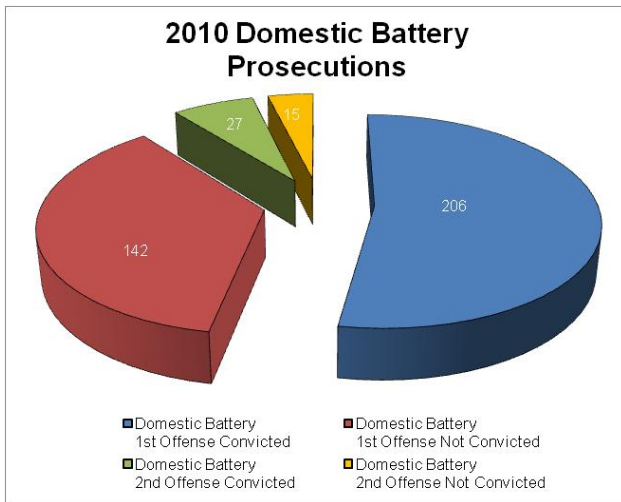
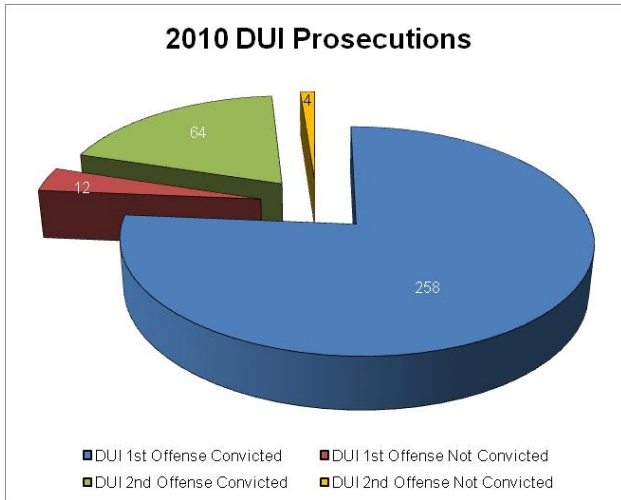
2010-11 Primary Performance Measures

- ◆ In 2010 there were seven (7) civil lawsuits filed against the city; these civil lawsuits claimed a total of \$10,000,000 which were 100% successfully defended; the city paid nothing in response to these lawsuits (0.00%).
- ◆ From January 2011 through October 2011 the City Attorney's Office filed 19 forfeiture cases in an attempt to collect monies for the Sparks Police Department and the City Attorney's Office.

2010-11 Key Accomplishments

- ◆ Protected city treasury by successfully defending state and federal lawsuits and thereby paid no adverse court judgment .
- ◆ Maintained and worked within budget guidelines which were drastically reduced, despite a 40% increase in our civil caseload.
- ◆ Abated a nuisance (fire damaged house) within the City of Sparks.

City Attorney, Continued



Criminal Division

2010-11 Primary Performance Measures:

- ◆ DUI Prosecutions for 2010 were: First Offense = 258 convicted/12 not convicted; Second Offense = 64 convicted/4 not convicted.
- ◆ Domestic Battery Prosecutions for 2010 were: First Offense = 206 convicted/142 not convicted; Second Offense = 27 convicted/15 not convicted.

2010-11 Key Accomplishments

- ◆ Appeared and represented the City of Sparks at all regular trials and in-custody arraignments in the Sparks Municipal Court. Added out-of-custody arraignments to our dockets.
- ◆ Reviewed and processed arrest warrants in cooperation with officers from the Sparks Police Department's DART Unit.
- ◆ Maintained and worked within budget guidelines through innovative programs such as hiring outside counsel to conduct specific tasks without providing city benefits.
- ◆ Maintained a 95% conviction rate for DUI prosecutions and a 60%-65% conviction rate for Domestic Battery prosecutions.

Municipal Court

The Sparks Municipal Court adjudicates misdemeanor criminal cases issued by the Sparks Police Department or the Sparks City Attorney's office.

Department 1
 Judge Barbara S. McCarthy
 Administrative Judge

Department 2
 Judge Jim Spoo

Court Administrator
 Heidi Shaw



Community Services Department

The Community Services Department includes the following divisions: Engineering, Planning, Maintenance, and the Truckee Meadows Water Reclamation Facility (TMWRF).

Engineering Division - Building & Safety



Fred Olsen, Teresa Parkhurst, Curt Weagel, Mark Meranda, Frank Marvitz

When entering a house or building, it is believed to be properly constructed and completely safe. That trust was earned through years of dedicated service and continuous training from all members of the Building & Safety Division. This division was established on March 28, 1949 when the City of Sparks adopted the 1949 edition of the Uniform Building Code. The Building and Safety Division has been serving the community for 62 years working year round to guide the safe construction of buildings through the Uniform and International Building Codes.

Building safety codes address all aspects of construction, such as structural soundness, plumbing, electrical and mechanical systems, and energy efficiency and sustainability. To ensure buildings are safe requires the active participation of City Council, property owners, building safety and fire prevention officials, architects, builders, engineers and others in the construction industry.

This past May, to help raise awareness of building safety, Mayor Martini issued a Proclamation which proudly celebrated Building Safety Month. The theme, "An International Celebration of Safe and Sensible Structures" highlighted four areas: Energy and Green Building; Disaster Safety and Mitigation; Fire Safety and Awareness; and Backyard Safety.

Before a building permit is issued, the plans are reviewed for code compliance. This fiscal year 714 plan reviews were performed and of those, 36% were revised before issuance. Discovering and correcting deficiencies before construction begins saves time and money.

Small projects and revisions are given priority and are often completed in 2 to 3 days. Larger project turnaround times are 2 to 4 weeks. Included in the review process are 1) determination of building valuations 2) collection of sewer connection 3) Regional Road Impact Fee (RRIF) and 4) Northern Sparks Sphere of Influence (NSSOI) impact fee.

The Prompt Permit program is new this year and has been very well received by customers requiring multiple over-the-counter permits. It allows for a permit to be issued via fax or e-mail without the customer ever having to come in to the office. Since its inception in November 2010 through June 2011 this service was used 149 times. Already this fiscal year 146 permits have been issued through the Prompt Permit program.

Building Permit Activity Report

Once a permit has been issued, a building inspector is assigned to the project. Time management and prioritizing have been essential tools for the inspectors this year. At times it has been difficult to perform an inspection within the 24 hour period after a request has been received, but with the help of other departmental inspectors,

	Monthly Comparison			Fiscal year-to-date comparison		
	Jun-11	Jun-10	Variance	2010-11	2009-10	Variance
Number of Permit Applications	202	162	25%	1,883	2,067	-9%
Number of Permits Issued	184	172	7%	1,763	2,008	-12%
Valuation of Issued Permits	\$9,676,855	\$7,163,164	35%	\$60,711,375	\$56,625,109	7%
Number of New Single Family Permit Applications	17	15	13%	104	129	-19%
Number of New Single Family Permits Issued	3	12	-75%	73	119	-39%

Community Services Department, Continued

Engineering Division - Building & Safety, Continued



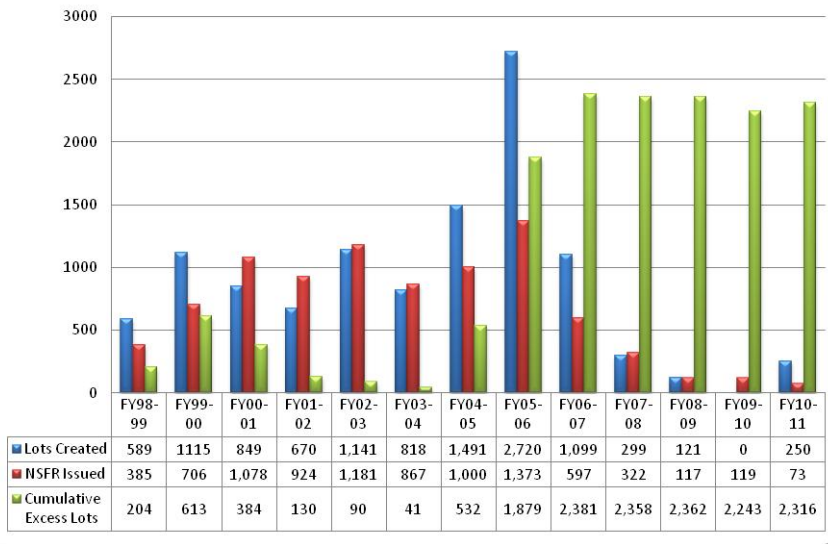
the division has been able to provide service in a timely manner. Without code enforcement, fire, and department inspectors helping uncover many of the city's violations, it would have been impossible to address much of the city's complaints.

One of the two building inspectors retired this year, and the Building and Safety Division couldn't have managed half as well without support from the Community Services Maintenance Division. Three of their employees were "loaned" on a rotating two week basis until the position was filled. The three men had been building inspectors for the city but were laid off in 2008. These guys came with great attitudes and a passion for performing the job, and the division is happy to welcome Frank Marvitz as a permanent member of the team.

There has been an increase in solar panel installation and energy conservation projects this year. Some of the bigger projects that went up this year are BJ's Restaurant, Popeye's, Discount Tire and Tires Plus. Other exciting projects expected to go up next include Now Foods, TJ Maxx and the Silver Bear Swim Center.

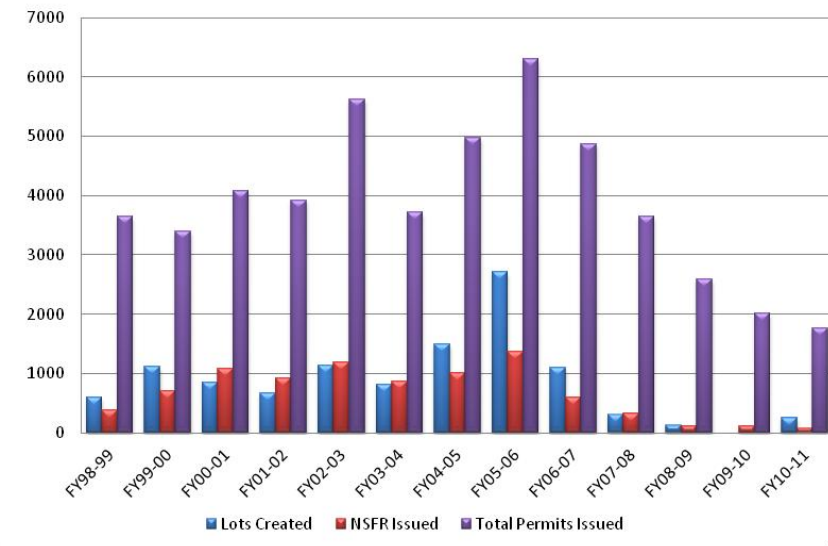
One of the biggest transitions for the entire Community Services Department this year was the move from CityWorks to city hall. Combining the Building and Safety and Revenue Divisions has worked to everyone's benefit even better

Single Family Lots Created / NSFR Permits Issued*



*NSFR – New Single Family Residence

Building Permit Activity



than hoped. Customers enjoy being able to obtain their business license and building permits at the same counter any day of the week.

The Building and Safety Division is part of a team that must be flexible; willing to lend a hand; and go the extra mile for our citizens and fellow workers to ensure the best customer service in these challenging times, and is proud to be members of this solution oriented department.

Community Services Department, Continued

Engineering Division - Capital Projects

The 2010/2011 fiscal year's projects continued to focus on the rehabilitation and repair of the city's existing facilities, continued construction of energy efficient projects, rehabilitation of the utility system, and improvements to the roadway network with the Pavement Management Program (PMP). Additionally, with the transition from the Public Works Department into the Community Services Department, review of Development projects has also become a focus of this division.

The success in construction of the past fiscal year's projects has been due to the open cohesive partnerships with the city's various departments and divisions within the new Community Services Department. These projects could not be completed without working with our partners in Police, Fire, Parks and Recreation; along with the Divisions of Building and Safety, Planning, and especially our Maintenance.

City Facility Rehabilitation/Refurbishment Projects:

This past fiscal year continued to be a challenging year with projects at city facilities. Projects are typically ranked on the following criteria:

- ◆ Structural Integrity of Facility (Roofs, Walls, Structure)
- ◆ Mechanical/Electrical (HVAC, Boilers, Generators, etc.)
- ◆ Disability Access/Grant match projects
- ◆ Remodel for Workability/Use of Space Critical to Operational effectiveness
- ◆ Remodel for Comfort/Upgrade

The most notable projects this past fiscal year were two remodels that took place at Fire Station No. 1 and Sparks City Hall. The city saved \$300,000 by closing the leased CityWorks facility and moving all remaining personnel into city owned facilities. This required excellent communication and partnership with the Fire Department, city hall staff, Building and Safety Division, design Architect, HK Architects, and the contractors to finish both remodels in a matter of three and a half months. A total of thirty-two employees were relocated from City Works to Fire Station No. 1, city hall, and city Maintenance yard, with the bulk going to city hall.



B.Cason, M.Meranda; customer, T.Parkshurst

The most notable benefit to the citizens will be the ability to go to city hall and find answers to questions, pay bills, and obtain permits in one building. The new Customer Service counter shown in the picture will be most of our citizens' first and only stop they need.

City Sustainability Projects:



Golden Eagle Park Solar Panels

The city continues to be committed to environmental and financial sustainability. This past fiscal year the city completed the last of its photovoltaic projects creating a total of almost 600 kW of power generation at all sites. Each 100 kW saves the city as much as \$20,000 per year in annual electricity costs. These photovoltaic projects total five completed projects in all and in the coming years will save the city over \$100,000 per year in annual electricity costs. These projects are located at Larry D. Johnson Community Center, Fire Station #4, Fire Station #5, Sparks Police Department, and Golden Eagle Regional Park. The city has also completed a lighting retrofit project within the Sparks Police Department facility, replaced a 1960's original boiler at the Maintenance Facility with an energy efficient boiler, light motion sensors, and continues to install compact fluorescent and LED lights in new and existing street lights on city owned lighting. 95% of all these projects used no general fund resources and were paid for by Department of Energy American Recovery Act funds and NV Energy "Renewable Generation" rebates.

Continued on Page 25

Community Services Department, Continued

Engineering Division - Traffic Engineering

New Flashing Yellow Arrows (FYA)



New Flashing Yellow Arrows (FYA) have been installed at 22 of the city's intersections, with more to come. The FYA is used in locations where a left turn is sometimes allowed by a green, protected left turn indication and sometimes allowed by a flashing yellow, permissive left turn indication. Because the FYA is still experimental, there are no standards as to how to perform an installation. Through a very intensive process, that involved stopping installations in the city, a procedural list was developed and has subsequently been used throughout the State of Nevada as a template for installing the FYA. There has been extensive research into the configuration of the FYA that indicates the efforts will reward all roadway users with safer, more efficient intersections.

Spot Intersection Improvements

The Traffic Division has been working on small jobs all over town that will improve traffic flow in and around the city. The jobs range from something as small as installing a new sign to the removal of a traffic signal. A new sign was installed to allow motorists to make a right turn on red (from the right lane only) instead of making people wait for the green arrow at the intersection of Sparks and Greg. The signal removal was completed at Pyramid and Sparks and now allows for a free right turn instead of having to stop and wait for a green light. Both of these jobs allow for more efficient operation of the intersection while maintaining safety and decreasing the wait time.

Engineering - Capital Projects, Continued

Continued from Page 24

Community Development Block Grant Projects:

Typically every fiscal year Capital Projects staff works with our Planning Division to review the census map detailing low income areas and their need for public improvements. During the past fiscal year, the city invested approximately \$221,000 of Community Development Block Grant funds rehabilitating the sidewalks, curb, gutter, roadway, and installed disability compliant access ramps on Plymouth Way from 16th to 18th Street and Zephyr Way from 18th to 630' to the east and its terminus. This project creates an increased curb appeal and fresh look for a subdivision more than forty years old. (Pictured Plymouth Way at 18th Street)



Traffic Signal

Sierra Nevada Corporation, located on Salomon Cir., is a company headquartered in Sparks that works on space flight, telemedicine, renewable energy, and other high technology projects. They decided to ease the commute for their employees by hiring local consultants, contractors, and suppliers to install a new traffic signal at the intersection of Vista and Loop. The Traffic Division worked very closely with all of these local companies to insure that the traffic signal would fit in well with the surrounding traffic signals on Vista. The City of Sparks will continue to work with SNC Corporation, and any consultants they hire, concerning any changes they would like to make in the operation of the traffic signal or the geometrics of the Vista and Loop intersection.

Nugget Ave

The orange cones were finally removed from the Nugget Avenue off ramp in late July. This event marked the completion of the new traffic circle (mini roundabout), as well as the City of Sparks' responsibilities dating back to 1986. The new improvements allow for traffic ingress and egress from the 14th Street and Nugget Avenue intersection to the parking lots to the west. This improvement will certainly help alleviate the traffic congestion issue during special events.



Dating back to May 6, 1986, the Sparks Redevelopment Agency entered into an agreement with the Nevada Department of Transportation (NDOT) for the construction of the 14th Street off-ramp (a.k.a. Nugget Ave. ramp) and the 14th Street intersection. For some unknown reason, the property transfer from the City of Sparks to NDOT never occurred.

Community Services Department, Continued

Engineering Division - Traffic Engineering, Continued

To fulfill the property obligation, the city started to negotiate with both John Ascuaga's Nugget and Union Pacific Railroad (UPRR) of which both parties had property interests along the ramp. On December 13, 2010, the Sparks City Council entered into an agreement with John Ascuaga for the Nugget properties. On May 23, 2011 the city and UPRR transferred property adjacent to the rail yard. In September 2011, with all the property in hand, the city relinquished ownership of the assembled properties to NDOT.

As you can imagine, there were numerous agreements and meetings involving all parties. A special thanks needs to go out to Jon Ericson, Transportation Manager, Dave Vill, Real Property Agent for the city, and Shirle Eiting from the City Attorney's Office for their exhaustive efforts developing and reviewing numerous documents and exhibits.

We all know good things take time... just about 25 years in this case.



The I-80 –Pyramid Way NW and NE Quadrant Landscaping Project

The I-80 –Pyramid Way NW and NE Quadrant Landscaping Project was developed and funded in early 2006 utilizing the Nevada Department of Transportation (NDOT) Landscaping and Enhancement Program. The project areas are located on the north side of I-80 within the storm water detention basin and the vacant area to the east. Both areas were in dire need of some sort of aesthetic treatment as they were barren and unsightly.

The project furnished landscaping, in accordance to the NDOT I-80 Landscape Corridor Aesthetics Plan. The landscape and aesthetic treatments have provided a finished back drop to the historic monuments located at the Victorian Avenue and Pyramid Way intersection. The site design was carefully crafted and utilized the existing vertical relief within the detention basin to mimic the descent of eastern Sierra Nevada with a line of sculptured railroad rail traversing through adaptive native vegetation to symbolize the presence and significance of the railroad in the establishment of the City of Sparks in its role as the Crossroads of the West. The rail theme was carried across into the NE quadrant in which the landscape was sculptured to provide the illusion of the Truckee River Canyon east of Sparks.

Pavement Management

Pavement Management Program (PMP)

The City of Sparks Pavement Management Program (PMP) was developed to evaluate and prepare a five year budgetary outlook for our local roadways. This program has been a great success with the overall Pavement Condition Index (PCI) rising from an average of 76 in July 2007 to 86 in July 2011.

In 2011, the preventive and corrective maintenance program slurry sealed over 3.7 million square feet of pavement. This preventive maintenance program which includes crack sealing and deep patching will increase the life of these pavements and help keep our future maintenance costs down. The 2011 rehabilitation program repaired over 345,000 square feet of pavement. The rehabilitation program included the following roadways: Gault Way (4th Street to Probasco Way), Robbie Way (E. Greenbrae Drive to Pullman Way), La Via Way (Robbie Way to San Miguel Drive), San Miguel Way (O'Callaghan Drive to La Via Way), Shadow Lane (Baring Boulevard to Country Circle) and Waterfall Drive (Shadow Lane to Waterfall Court).

Community Services Department, Continued

Engineering Division - Traffic Engineering, Continued

Street Cut Program

Ever wonder when you see work going on in the middle of a street, what they are doing, or why they are there? Why is someone digging up a road that was just repaved the summer before? Welcome to the world of the Street Cut Program.

The Street Cut Program was established to be a self-funded program through permit fees, and administered by the Community Service Department. The program tracks and issues excavation permits allowing a contractor or utility company the ability to perform work within the public right-of-way, which by definition is "any street, alley, sidewalk, curb & gutter or driveway within the City of Sparks dedicated right-of-way or easement."

The program has a three step process. First, a contractor/utility fills out an application. In streets less than 5 years old, a penalty is applied to the cost. The application is reviewed and costs are applied. The application contains information such as location (is it in the street or backyard?), traffic control and information about the contractor. An estimated cost of the patch is generated and paid for prior to construction. The second step starts when the contractor/utility is ready for an inspection. The Permit Coordinator, Kevin Davidson, would perform a site inspection, insuring that the work is performed per City standards with regards to compaction, approved base material, proper concrete thickness and mix design etc., and sign off the permit. The final step is quantity verification. Once the final patch quantity is established, should there be an outstanding balance; an invoice is generated for the remaining amount.

Nearly all of the permits that are in the street are either homeowner sewer lateral repairs, water line leaks or breaks on either the mainline or a service lateral or gas leaks on the main or service.

In addition to leaks, Truckee Meadows Water Authority and NV Energy will have bigger projects each year in Sparks that involve much more time. These projects are usually upgrades of some type to increase capacity or replace old lines to better serve certain areas of Sparks.

This past year NV Energy had a gas main replacement project on Spanish Springs Road. The project was phase two of a three phase project to replace the existing 12" black wrap coated steel gas main on Spanish Springs Road. Phase 1 was Bria Cir. to Lydia Ct., Phase 2 was Lydia Ct. to Martini Rd., and Phase 3 (which is scheduled to begin in the spring of 2012) will be from Martini Rd to North Truckee Lane.

NV Energy currently runs a program to retire and replace gas mains coated with a black wrap coating (a vintage pipes installed in the 50's and 60's) that have reached their useful life cycle. This project will improve pressure deficiencies, primarily in Sparks, by increasing the main size from 12" to 18". The project increases the pressures to the existing regulator stations located near Greenbrae and Glendale.

Truckee Meadows Water Authority had their Sparks Feeder Main Project take place this past year and it was quite extensive. It consisted of the installation of a 36" Ductile iron water main that was the fourth phase of the Sparks Feeder Main Project. The project allows TMWA to deliver water more easily from the Glendale Water Treatment Plant to northeast Sparks and parts of Spanish Springs. It tied in at S. 21st St and Pacific Ave, bored under I-80 north to A St., turned east to 19th St and then went north and tied in at Prater Way.

Last fiscal year there were 213 Street Cut permits issued. TMWA, NV Energy and AT&T accounted for 153 or 72% that were issued. The remaining 28% were issued to private contractors like concrete contractors, plumbing contractors and excavating contractors.

Community Services Department, Continued

Engineering Division, Utility Maintenance

The 2010/2011 fiscal year saw a lot of changes and transition within the Utility Engineering Division. Utility Engineering transitioned from Public Works into the new Community Services Department, a change which has brought new opportunities and benefits. Utility Engineering continued to focus on the management, rehabilitation and repair of the city's sanitary sewer, storm drain, and effluent systems.

Key Projects:

During the 10/11 fiscal year, the city invested approximately \$2.2 million in sanitary sewer and \$4.0 million in storm drain and ditch projects. These projects were driven by numerous factors including: assessment data gathered by the Maintenance Division, RTC roadway project coordination, and expansion of the system.

The most noteworthy accomplishment during 10/11 was completion of the Sparks Boulevard / Spanish Springs Sanitary Sewer Interceptor Project. A total of 8.4 miles of new pipeline, and 4.3 miles of pipeline rehabilitation were completed at a cost of \$29 million. Although it is difficult to imagine growth of the city during these economic times, completion of this project will provide sanitary sewer capacity for current and future citizens. This project was completed over 5 phases, beginning in 2005. The final two phases, 3 and 4, were completed in the fall of 2010.



Manhole construction for the Spanish Springs Interceptor

Another great project completed in 10/11 was the reconstruction of the Pioneer Irrigation Diversion inlet and dam on the Truckee River. This \$1.1 million project was spearheaded by the City of Sparks, providing multiple benefits. The existing Pioneer Diversion was a rock-rubble structure approximately six feet in height across the Truckee River. Passage by both fish and recreational boaters was very difficult (if not impossible), and during high flow events on the river this was one of the first locations to flood. To help fund this project, Utility staff worked with the Community

Foundation of Western Nevada to utilize \$500,000 from the Truckee River Fund grant program. Completion of this project would not have been possible without the assistance of the Truckee Meadows Water Authority, who graciously allowed the use of vacant land within the Glendale Treatment Plant site for construction of a river diversion channel.

Below are views of the river looking upstream from the historical diversion point:



Pre-project, note the raised water level and rock/rubble dam



Post-project, note the removal of the dam and restoration of the river to its natural flow

A final project that should be highlighted is a small sanitary sewer pipeline rehabilitation that was completed on Rock Boulevard prior to roadway a resurfacing project by the Regional Transportation Commission. The roadway was heavily travelled, and had a layer of cement-treated base beneath the existing asphalt roadway surface. Both of these factors led the city to use a new methodology, pipe bursting, for this project. Pipe bursting "pulls" a new, solid pipeline through the existing pipe, breaking the old pipe and pushing it out of the way as it is inserted. This results in a new pipeline, with no lost capacity (in some situations capacity can be improved). For this project, the contractor was able to install 570 feet of new pipeline in one night, greatly reducing traffic and business impacts.



Insertion of the pipe bursting tool into the existing pipe

Community Services Department, Continued

Planning Division

The Planning Division of the Community Services Department plays a vital role in promoting the public health, safety, and general welfare of the community. This division is responsible for: development review, plan checking, permitting, and entitlements, including planned developments; subdivisions; zoning changes, master plan amendments, and code amendments; site plan reviews, special use permits, and variances.

This past fiscal year the Planning Division completed 26 land use entitlements including: 7 Special Use Permits; 13 Site Plan Reviews; 2 Tentative Maps; 1 Annexation; 3 Planned Development Handbooks (or amendments to); and 1 Variance. One of the most significant projects was the approval of a Special Use Permit for the proposed Legends Hotel Casino Resort. Permits issued: 94 sign permits; 200 nonresidential building permits; 300 residential building permits; 73 new single family residential permits. Building elevation approvals included, Discount Tires and TJ Maxx within the Legends development and Lennar Homes for D'Andrea.

The Planning division is also responsible for focusing on the long range needs for the community, including updating both the city's Annexation Program and Master Plan, and participates in the regional planning process and other regional programs and committees. Additional duties include economic development, redevelopment planning, housing, grant administration (CDBG & Brownfields) and zoning code enforcement.

Key Projects:

Removal of the East Truckee River Canyon from Sparks' Sphere of Influence

The East Truckee River Canyon (ETRC) was added to the City of Sparks Sphere of Influence in 2002 through the regional planning process. There have been numerous proposals contemplated for development in the ETRC including but not limited to significant amounts of single family residential and, more recently, data centers and a combined natural gas/solar power plant.

In January of 2010, the Sparks City Council approved contracts to begin master planning the ETRC. Staff worked with consultants with the goal of developing a land use plan, policies and

an infrastructure plan. The planning process included an analysis of infrastructure, service requirements, and fiscal impacts. The portion of the ETRC in Sparks' Sphere of Influence was an area of approximately 12,000 acres, of which 3,100 acres are potentially developable, located in a corridor stretching along Interstate 80 from Vista Boulevard to USA Parkway. The ETRC is generally undeveloped and has little to no infrastructure in place. Development of the ETRC would lead to demand for services, particularly public safety.

The financial evaluation for the ETRC included estimated costs for public safety and public works as well as revenue projections (from property tax, consolidated taxes, and from licenses and fees). Because the costs for design and installation of public infrastructure can be recovered from the developer, the analysis focused on recurring general fund costs for maintenance and the provision of public services. The analysis concluded that:

- ◆ Based on the city's 2009-2010 adopted budget, the operation and staffing of each new fire station (as many as 3 might be needed) would cost approximately \$3.2 million annually.
- ◆ It would cost the city over \$535,000 annually to maintain public streets, traffic signs/signals, street lights, sewer lines, and storm water.
- ◆ The *minimum* estimated annual cost of public works, fire, and police services (assuming just one new fire station) would be \$4.9 million. The estimated annual cost of these services, if three fire stations were needed, was \$11.3 million.

The analysis concluded that the scale of development that would need to occur in the ETRC for the City to maintain a revenue neutral situation is unrealistic in northern Nevada during the foreseeable future. Specifically, the fiscal consultant estimated that a maximum build-out of the ETRC would generate approximately \$4,924,412 whereas providing a minimum level of service would cost \$4,924,322. However, the maximum development scenario would theoretically increase the cost of providing services in the ETRC to \$11.3 million per year.

Based on the fiscal analysis and given the larger fiscal challenges the City was facing, development

Community Services Department, Continued

Planning Division, Continued

of the ETRC within the corporate boundaries of the City of Sparks would not be fiscally prudent. Staff analyzed numerous possibilities for retaining the area within Sparks' jurisdiction with less risk to no avail.

When a municipality annexes property into its corporate boundaries, the property owner should enjoy a higher level of and more efficient delivery of municipal services. Since the City cannot provide efficient delivery of municipal services in the ETRC while maintaining, at a minimum, a revenue neutral position, it was appropriate to remove the area from the City of Sparks. Accordingly, in June of 2011 the Sparks City Council voted to remove the ETRC from the City of Sparks Sphere of Influence and detach (deannex) from the city property situated in the ETRC.

"Sparks has exhibited a desire to become a community that supports active transportation. Unlike many communities, Sparks is stepping outside the status quo and making an effort to improve walkability and health in the community. You have made some excellent progress, completing an in-depth bike and pedestrian planning process and countering significant growth with model planning policies and an inspired push to become more pedestrian friendly."

Brownfield Program

The city received \$400,000 of Brownfield Grant funding from the U.S. Environmental Protection Agency to conduct Phase I and Phase II Environmental Site Assessments. The funding is intended to assist property owners within the city's redevelopment districts to expand, redevelop or reuse their property. In August 2010, the city awarded a contract to Converse Consultants and their team to assist the city in implementing the grant and conduct the environmental site assessments. In October 2010, staff sent out 68 letters to property owners to announce the initiation of the Brownfield Program. A community workshop followed. Since then, City staff has worked with Converse Consultants to have 18 Phase I assessments completed. Conducting the Phase I assessments has cleared 9 properties for future redevelopment. One business owner intends to purchase the property his business is located on and another property owner razed existing structures to clear the property for future use. Converse also recommended that Phase II assessments be conducted on 9 properties. Using selection criteria, the project team is targeting 7 properties for Phase II assessments. One property owner that benefitted from a Phase I assessment but could not wait for the EPA process paid for their own Phase II assessment. However, the Brownfield program has paid for the cleanup plan that the property owner can expand their business onto the property. Another property awaiting EPA approval for a Phase II assessment intends to develop a 50 unit affordable housing apartment complex on the site.

City of Sparks Receives National Recognition from Walk Friendly Communities



Planning's Karen Melby led the preparation of the application to Walk Friendly Communities and submitted it on December 15, 2010. The Walk Friendly Communities (WFC) program was officially launched in October 2010. It is funded by FedEx and the Federal Highway Administration through the Pedestrian and Bicycle Information Center (PBIC). The WFC

program recognizes communities that help set the bar in fostering and accommodating walking. PBIC's mission is to improve the quality of life in communities by promoting safe walking and bicycling as viable means of transportation and physical activity.

In April 2011, the City of Sparks received national recognition as being one of the nation's most walkable communities. The city was awarded Honorable Mention and is showcased on the Walk Friendly Communities Website as a model city. The city is listed as one of the inaugural Walk Friendly Communities. Feedback from WFC to the city included:

Comprehensive Plan

This past year, the Planning staff made progress on completing the Comprehensive Plan by holding several workshops on the Comprehensive Plan and

Community Services Department, Continued

Planning Division, Continued

particularly Chapter 3 – A Balanced Land Use Pattern and Chapter 4 – A Livable City. Staff has working drafts of: Chapter 3 – A Balanced Land Use Pattern, Chapter 4 – A Livable City, Chapter 5 – A Connected City and Chapter 6 – A Sustainable City. There are also working drafts of the Public Facilities Element and Conservation and Natural Resources Element. There are draft maps for the Land Use Plan, Street Classification Map, Trails and Pathways Map, Complete Street Map and Civic Map. Each chapter includes tables and graphics illustrating the policies of the topic. Chapters 1 and 2, both the background chapters, are in final draft form.

Code Enforcement



Code enforcement is a tool to help the city control blight, help maintain private property, and abate public nuisances and dangerous conditions. The recession and bursting of the region's real estate bubble has resulted in an unprecedented number of homebuyer loan defaults and foreclosures and in a growing number

of vacant, neglected properties that pose a nuisance or danger to the community. Despite having only a single code enforcement officer, the City has continued to respond to complaints and achieved many successes in abating problems in our community. This past spring, for example, Code Enforcement Officer Joe Rodriguez diligently pursued the clean-up of a vacant property on D Street which had become a dumping ground. The home's buyer had defaulted on their loan but the lender had not yet completed foreclosure. After approximately 40 days of concerted effort, Joe Rodriguez was able to tap Washoe County's solid waste division to help clean up the property. It has remained clean since then.

CDBG Housing Rehab Deferred Loan & Emergency Repair Grant Program



The City of Sparks' Community Development Block Grant (CDBG)-funded Housing Rehabilitation Deferred Loan and Emergency Repair Grant Programs

assisted 15 households: 11 with Emergency Repair Grants and 4 households with Housing Rehabilitation Deferred Loans. The projects undertaken reflect the challenging economic environment and housing market Sparks continues to face. Projects tended to be smaller, focusing on essential repairs rather than the larger-scale rehabilitations and renovations of recent years past. Unfortunately, many owners who qualify for the deferred loan program based on their household income found that their falling home values left them unable to meet the program's home equity standard.

On a more positive note, Community Services staff have seen more opportunities for collaboration with other local government entities, non-profit agencies, banking institutions, and other community development initiatives. For example, the department's housing, maintenance and code enforcement staff combined forces with local community partners such as Keep Truckee Meadows Beautiful (KTMB), Girl Scout and Boy Scout volunteers and Waste Management on a neighborhood clean-up in west Sparks and a street curb addressing project in Cygnet Circle.



Joe Rodriguez, Jim Rundle, Janet Stout, Armando Ornelas, Karen Melby, Tim Thompson, George Graham

Community Services Department, Continued

Maintenance Division

The 2011 fiscal year was a challenging one for the Maintenance Division as they worked to find a balance between the maintenance requirements of the city and the resources available to meet those needs. They also worked to resize the organization into one that will be sustainable during this dip in the economy.

There were many changes as they strived to maintain the highest standards, and levels of service, for the citizens and employees of the City of Sparks. The SSSI initiative changed the look of the leadership roles in the Maintenance Division. The Crew Leader position was eliminated and a new position of Crew Supervisor was created. A Crew Supervisor is responsible for an entire section of the Maintenance Division and reports directly to a Maintenance Manager.

One of the biggest changes to the Maintenance Division was combining staff from Streets, Sewer, Drains, Facilities, Traffic Paint & Sign, and Parks into one group called the Maintenance Worker Series. The Maintenance Worker Series has four levels based on the technical requirements of the type of work that a person does. This move allowed us to organize work based on priority, not on the type of work. Tasks throughout the city are evaluated and crews are assigned based on those needs.

Most of the activities that the Maintenance Division does are seasonal, and being able to utilize resources for a variety of jobs allows them to meet the challenge of maintaining the city's infrastructure. Another benefit from pooled staffing is the ability to "loan" personnel when other maintenance sections need extra help. Facilities, Traffic Signals, Parks, and Community Appearance all benefitted from staff trades and the employees benefitted by being cross-trained in new areas.

One of the projects that the Traffic Paint and Sign section completed during the year was the Street Name and Stop Sign Rehab Project in the central core area of Sparks. This project involved the replacement of 145 stop signs and 290 street name signs. The replacement of these

signs was mandated by the Federal Government, and not only do they have the new Sparks logo, but the font is larger and easier to read. A similar project is scheduled for this coming year.

As the city downsizes and faces economic challenges, the Fleet Maintenance section has to continue to meet the needs of all city departments and budgets. To do this, Fleet Services has been taking in surplus vehicles that are no longer needed in the field and evaluating their condition for a "second life." Those vehicles are stored in "mothballs" until another vehicle needs replacing and then one of the "second life" vehicles is assigned as a replacement. The Fire Department recently took advantage of the "second life" program by refurbishing an old brush truck, and returning it to service as a specialized foam truck for chemical and fuel fires.

Special Events are one of the mainstays of summer in Sparks. This year it was decided to take a look at what it takes the Maintenance Division to produce these crowd pleasing events. The results are as follows: Maintenance workers spent 4,651 hours working on the various special events throughout the year; that equals 7.26 workers dedicated full time to special events for four months each year at a labor cost of \$223,341.

Maintenance Division employees are involved in almost all aspects of life in Sparks and are an integral part of the Council's Strategic Goals for the city. The Maintenance Division's mission is "to maintain the public infrastructure, the environment, and to grow with the community to meet its needs." The division will fulfill this mission by staying focused on Public Safety and the appearance of the community.



Maintenance Division

Community Services Department, Continued

Maintenance Division, Continued

Annual Benchmarks 2011		
	Accomplished	Unit Cost
	Actual	Actual
Street Sweeping	6599 miles	\$30.10/mile
Clean Catch Basins	6303 Basins	\$16.85/Basin
Clean Sewer Pipe	917,737 LF	\$0.21/LF
TV Assessment Sewer	35,007 LF	\$0.57/LF
TV Assessment Drains	23,852 LF	\$0.55/LF
Patching Hand	15,400 SF	\$11.19/SF
Patching Paver	3302 SF	\$10.18/SF
Snow/Ice Control	16,520 Miles	\$8.41/Mile
Line Striping	919,716 LF	\$0.14/LF
Paint Legends	47,163 SF	\$0.93/SF
Repair Signs	1283 Signs	\$54.50/Sign
Trim Mowing	868.5 Hours	\$83.31/Hour
Fairway Mowing	4675 Acres	\$27.18/Acre
Irrigation Maint.	6336 Hours	\$73.48/Hour
Repairs to Fleet Equip	2,524 Equipment Repairs	\$400.56/Average Cost per Repair
PM's to Fleet Equip	791 PMs	\$22506/Average Cost per PM



Brandon Miles Winterizing the irrigation system near Oddie and Pyramid



Allan Pagni and Jim Bass cleaning sewer lines on Marietta



Clint Larson, Bo Collins, and Jeff Parmenter raising a manhole on Dermody Way.



Ernie Cisneros cutting the grass at Dilworth School



Ryan Thran restriping parking spaces at Golden



Gordon Pasley working on a Police Vehicle at the

Community Services Department, Continued

Truckee Meadows Water Reclamation Facility (TMWRF)



The Truckee Meadows Water Reclamation Facility (TMWRF) started treating wastewater in 1967. The plant has been upgraded throughout the years to increase its capabilities and meet regularity requirements. It services the communities of Reno, Sparks and portions of Washoe County. The mission is to treat wastewater, beneficially reuse and discharge reclaimed water in an efficient and fiscally responsible manner that respects the environment and protects public health while meeting or exceeding all local, state and federal regulations to the mutual benefit of our customers, stakeholders and the region. It is composed of six divisions (Operations, Laboratory, IT, Safety, Maintenance, and Environmental Control).

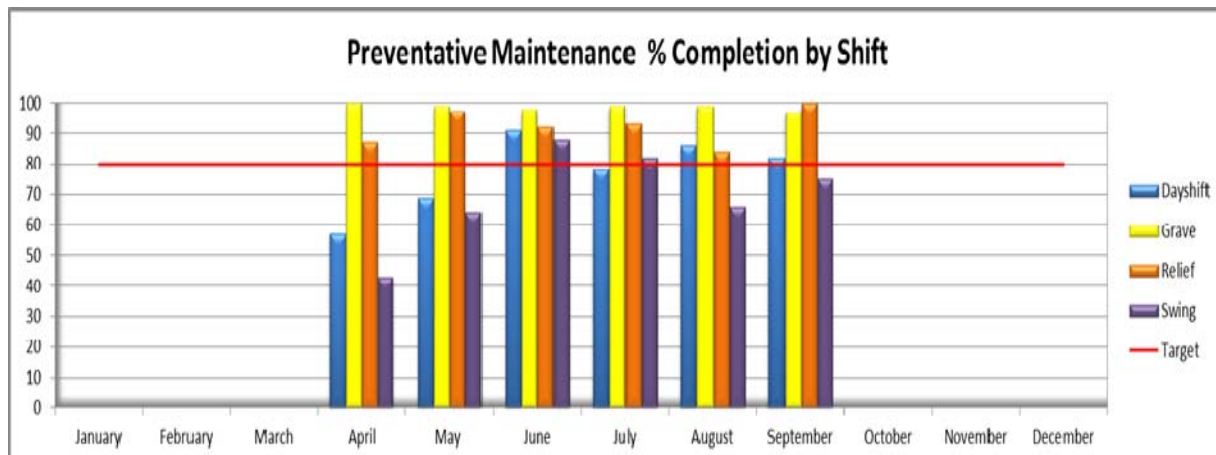
TMWRF - Operations Division

The Operations Division is responsible for the day to day operation of the wastewater treatment plant. The division is committed to protecting the environment. The plant operates 24 hours a day, 365 days per year with 4 shifts and a compliment of 20 staff.

The plant processes 30 million gallons of wastewater per day and removes more than 95 percent of the permitted constituents before discharging it into the Truckee River.

While operating under one of the more stringent discharge permits in the country, the division has no receiving waters violations this year. The wastewater is suitable for agriculture, aquatic life, industrial use, water supply and recreation.

Monthly, each shift has a target of completing 80% of the roughly 400 Preventative Maintenance actions. In an effort to measure and provide metrics for core efficiencies, the division is moving forward with an aggressive monitoring program, and looks to the future with a lean and progressively responsible effort each day for the residents of the Truckee Meadows.



Community Services Department, Continued

Truckee Meadows Water Reclamation Facility (TMWRF), Continued

TMWRF - Laboratory Division

Vision Statement: The vision is to be an efficient public utility laboratory while providing leadership, analytical data, technical assistance and expertise to our customers.

Mission Statement: With an unwavering commitment to environmental stewardship; the mission is to provide services and data of defensible quality that is economically viable in a professional manner within a responsive amount of time.



Mark Lowe

The laboratory is staffed with a supervisor and five (5) chemists. All staff have bachelors' degrees and are required to obtain a Wastewater Quality Analyst certificate through the Nevada Water Environment

Association. The laboratory is State of Nevada certified.

Duties include the calibration and maintenance of instruments throughout the plant; analytical testing that supports TMWRF's operations and permit. This testing accounts for more than fifty thousand analysis annually. Additionally, lab staff supports testing and monitoring of Sparks Marina Lake, the Truckee River and the reuse system.

Truckee River samples are collected and analyzed monthly at nine (9) sites. Continuous monitoring equipment is deployed, monitored and analyzed at two (2) sites along the Truckee River. Sparks Marina Lake samples are collected and analyzed monthly, and the reuse system is tested on a daily basis to insure the water quality meets or exceeds its permitted quality standards.

TMWRF - Information Technology Division



The IT division is responsible for programming, setup and maintenance of all computer related equipment and software at TMWRF. With a staff of two (2), the division supports the Foxboro Distributed



Control System, various Programmable Logic Controllers, Windows Servers, Windows workstations, security cameras, wireless units and switches. Through their efforts, all this equipment is online and running 24 hours a day, 365 days per year. At the same time, the division ensures that TMWRF users have access to this equipment at all times to help them perform their job duties.

This year the IT Division had 259 work orders with IT responsibility. Eighty eight (88%) of those were completed within 30 days. All 22 Priority-1 work orders were completed within 5 days and 8 of 12, or 66%, of Priority-2 work orders were completed within 5 days.



Confined Space Rescue Team

TMWRF – Safety Division

With responsibilities for the safety and health of the TMWRF staff, providing a safe workplace is a priority. The following are some of the prominent issues that have been addressed by the Safety Division during the past year:

- ◆ Instituted Safety Training program for TMWRF staff with electronic record keeping (no lost or misplaced files)
- ◆ Conducted 13 training programs using a combination of internal and external instruction. Completed 1129 hours of instruction.
- ◆ Instituted a plant Asbestos Awareness program
- ◆ Instituted Asbestos Abatement
- ◆ Completed Nevada State Fire Marshal's Permit
- ◆ Updated Emergency Action Plan

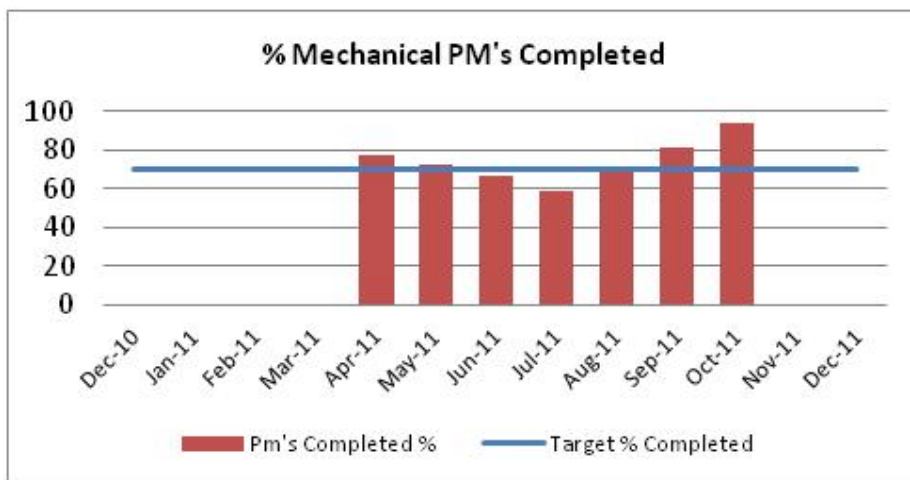
Community Services Department, Continued

Truckee Meadows Water Reclamation Facility (TMWRF), Continued

TMWRF – Maintenance Division

The mission of the Maintenance Division is to maintain and repair the equipment needed to meet the discharge permit. Monthly, the maintenance department is tasked with completing 70% of the approximately 1800 Preventative Maintenance (PM) actions.

The Maintenance Division has taken a creative approach to completing work orders and PM's on equipment. Contractors are currently being used to assist in getting the work done. To evaluate the effectiveness of using outside contractors, metrics were developed and are being evaluated on a monthly basis to measure the improvements to completion rates for both work orders and PMs.



TMWRF – Environmental Control Division

The City of Sparks Environmental Control Section (ECS) consists of four staff members who perform a variety of duties to protect the Truckee Meadows Water Reclamation Facility, the storm drain system and the Truckee River. Staff members are deputized public servants that guide the local community in the proper handling, treatment and disposal of wastes that may be incompatible with the environment. This is accomplished in the industrial community with on-site inspections, wastewater testing and issuance of Environmental Control Permits which contain requirements for the sanitary and storm sewers. Supplemental Forms, Notices of Violation and Misdemeanor Citations are issued for non-compliance of regulations. The City of Sparks ECS also maintains a twenty-four hour spill hot line at 775-691-9227. Staff and equipment are available at all times to respond to any incident that may threaten the sanitary or storm sewer systems.

Summary of ECS activities (July 01 – June 30)	10-11	09-10
Scheduled inspections performed	1040	1006
Sparks business licenses reviewed	904	1005
Sets of Sparks plans reviewed for pretreatment	54	87
Samples collected	138	164
Notice of Violations issued	67	71
Illicit Discharge, Detection and Elimination incidents	88	92



Dave Poore, Cliff Humphreys, Mike Bergamini, Toby Ebens

Fire Department

The Fire Department includes the following divisions: Administration, Prevention and Operations.

The Sparks Fire Department's (SFD) mission is to provide the highest level of fire prevention, fire suppression, rescue, emergency medical care, and related services to the citizens, businesses, and visitors of the City of Sparks. This mission is accomplished through continuous improvement, professional development, and dedication to the community. The Sparks Fire Department's Business Plan supports both the Strategic Plan of the City of Sparks and the mission of the Sparks Fire Department.

The SFD completed its fourth consecutive year of budget and personnel reductions. As we continue to look for opportunities within the fire department to maintain service levels, it is evident that our greatest strength is our personnel. The services provided on a daily basis are provided by competent and trained professionals. Countless volunteer hours are spent on programs such as Random Acts of Kindness and The Northern Nevada Children's Cancer Foundation, where the SFD seeks to make a difference in our community and to its citizens.

This past year was another year of outstanding accomplishments. The Fire Prevention Bureau, working with an Assistance to Firefighter Grant from the Department of Homeland Security, installed 950 smoke detectors in 351 homes, most in an at-risk neighborhood. The Operations Division saw an 8% increase in call volume, and personnel continued to provide quality service. The Pancake Breakfast came back for its 21st year, providing an opportunity to open Fire Station 1 to the community. The single-most significant accomplishment of this past year, as with the prior year, is that we have kept the doors to the fire stations open. We have accomplished this through personnel reductions that reduced overall staffing by 25% on a daily basis and brought engine company staffing down from four firefighters to three. Although overall personnel strength has been significantly depleted, which has impacted our operational capabilities, we still respond and serve the needs of our community to the best of our ability.

60 years of Fire Chiefs from the Sparks Fire Department



From left to right (including dates served as Chief): Ralph L. Leighton (2000-2004); Don R. Young (1976-1990); Francis W. Farr (1951-1976); Ronald B. Inwin (1990-2000); Andreas G. Flock (2007-present); Thomas A. Clewell (2004-2007)

Fire—Administration

The goal of the Administration Division is to plan, administer, and coordinate the resources necessary to ensure the cost effective and efficient delivery of Fire Department services.

Fiscal year 2011 was highlighted by the “re-uniting” of the suppression division with fire prevention. In May 2011, the Prevention Bureau moved out of the City Works building on East Prater Way and back into Fire Station 1 on Victorian Avenue. Although this made for cramped office accommodations, this inconvenience was offset by increased communication and stronger working relationships between the two divisions. A side benefit of the move was the remodel of the station’s second floor which included audio-visual improvements to the main meeting room and a complete re-wire of the station’s data wiring system with CAT 5 cable, which will speed the operation of the station’s computer system.

FY2011 was also highlighted by the development of a Fire Dispatching Manual. This manual outlines 911 call information, resource response levels, and radio frequencies for every type of incident the department responds to. Also included was a Dispatch Resource Manual which includes up-to-date contact lists, facility gate access codes, personnel and fire investigator schedules, and working incident worksheets. These manuals will ensure consistent dispatching procedures and will provide a quick reference source during low-frequency, high-risk type of incidents.

Fiscal year 2010 witnessed the introduction of statistical data management utilizing the power of Microsoft Excel and pivot tables. Further refinements were made during this fiscal year in our data gathering and analysis methods in two primary areas. The first area was in overlapping call percentages. We are now able to accurately track the percentage of time when two, three, four, and even five calls occur simultaneously. Because minimum apparatus staffing has been reduced to three-personnel, a 25% reduction from our previous four-personnel staffing minimum, structure fires now require the response of at least four out of the seven available on-duty companies to effectively manage and control the incident (actually five out of the seven are required to obtain the fifteen personnel recommended by the National Fire Protection Agency to effectively control a single-family residential structure fire). This particular analysis gives us a planning tool to calculate the surge capacity of our department and the frequency of occurrence when this capacity is severely stretched.

The second area of statistical refinement is our ability to accurately determine compliance with NFPA 1710 standards. There are two primary standards defining response to structure fire incidents, and each standard is comprised of a travel time component combined with a personnel compliment component. The first standard defines the initial arriving apparatus to a structure fire. It is recommended that this apparatus arrive within 240 seconds from the



time of dispatch to 90% of the calls and to have four personnel assigned so as to have the capability to initiate an interior attack (2 in / 2 out). The second standard defines the

minimum compliment of personnel needed to effectively manage and control a structure fire. It is recommended that the full-alarm assignment arrive at the scene within 480 seconds from the time of dispatch to 90% of the calls and consist of at least 15 personnel. Our analysis has indicated that because of our decision to reduce staffing levels to three-personnel per company, a decision designed to keep all fire stations open 24/7, our travel times have maintained a relatively high percentage of compliance with these standards. Conversely, this same three-personnel staffing decision has significantly decreased our compliance in positioning an adequate number of personnel at the scene - both for the initial arriving company and for the overall compliment needed to manage the fire. This analysis indicates that we are quickly arriving at and effectively mitigating well over 95% of the incidents we are responding to. On the negative side, however, this same analysis indicates that in those incidents requiring a larger compliment of personnel - such as structure fires - there is a measurable reduction of our operational capabilities, reductions which could ultimately lead to a higher level of risk to our personnel and increased property losses due to delayed fire control.

Fire—Prevention

The mission of the Fire Prevention Bureau is to save lives and protect property through Fire Prevention Education, Inspection, Investigation and Engineering efforts.

The ultimate goal of the Fire Prevention Bureau is to minimize the risk of life and property loss from fire through a proactive Fire and Life Safety Inspection Program and Public Fire Safety Education. The Fire Prevention Bureau has made strides toward accomplishing this goal by conducting site visits to observe and make recommendations that will eliminate hazardous conditions which could result in a fire. It is also our goal to educate business owners and employees in the aspects of fire safety. Fire and Life Safety Inspections are conducted using the 2006 International Fire Code, Sparks Municipal Code Title 14, and nationally recognized Fire Safety Standards.

New and existing business within the City of Sparks fall into one of two distinctive Fire and Life Safety Inspection Programs. The first program is called the Target Hazard Inspection Program. Target Hazard businesses are those businesses that present special hazards to life or property because of the nature of business they conduct, and businesses with the largest potential for a fire. Fire inspections for businesses on this program occur on an annual, biennial, triennial and pentennial frequency based on a risk assessment. The second program is called the Low Hazard Self-Inspection Program. This program consists of those businesses that do not present special hazards to life or property and that do not require special permits to operate their business. These businesses are mailed, faxed, or e-mailed a self-inspection form along with instructions for performing their own fire safety inspection. Upon completion of the self-inspection, the form is mailed or faxed back to the Fire Prevention Bureau, and the information is entered into our computer data program. On-site fire inspections may be completed at the request of the business owner.

All suspicious or incendiary fires within the City of Sparks are investigated for cause and origin by the Fire Prevention Bureau's certified fire investigators. Fire investigations are priority events and take precedence over all other duties when they occur. The Fire Prevention Bureau currently has four certified fire investigators, and one P.O.S.T. certified fire investigator. Fire investigators conducted 53 fire investigations for suspicious or incendiary fires in FY2011.

The mission of public fire safety education is to increase the public's awareness of fire hazards, thus reducing injuries and loss of life and property damage caused by fire. During FY2011, the Fire Prevention Bureau conducted 27 fire and life-safety education presentations to 66 adults and 735 children.

As part of the Fire Investigation and Public Fire Safety Education Programs, the Fire Prevention Bureau has a proactive Juvenile Firesetter Intervention Program. In 2010, we joined with the Reno Fire Department, Sierra Fire District, Washoe County Parole & Probation, and Children's Cabinet to form the Washoe County Youth Firesetter Intervention Program. This program was developed to educate children involved in firesetting, and educate the entire family with professional counseling and financial support. FY2011 proved to be a busy year for the Youth Firesetters Program, as 70 children were involved in some type of firesetting behavior and participated in the educational program.

The Fire Prevention Engineering Program involves fire plan review, code consultations, and technical fire and life-safety code research. This process begins with pre-plan and plan review meetings that are attended by the Fire Marshal. The goal of these meetings is to ensure that fire and life-safety measures are incorporated into every project. Upon negotiation of all fire and life-safety measures, plans are submitted to the Building Department and routed to the Fire Prevention Bureau. The Fire Marshal performs technical fire plan reviews to assist builders, owners, and tenants in complying with the fire and life-safety code requirements. In FY2011, 328 fire plans were reviewed and approved.

FY2011 Accomplishments

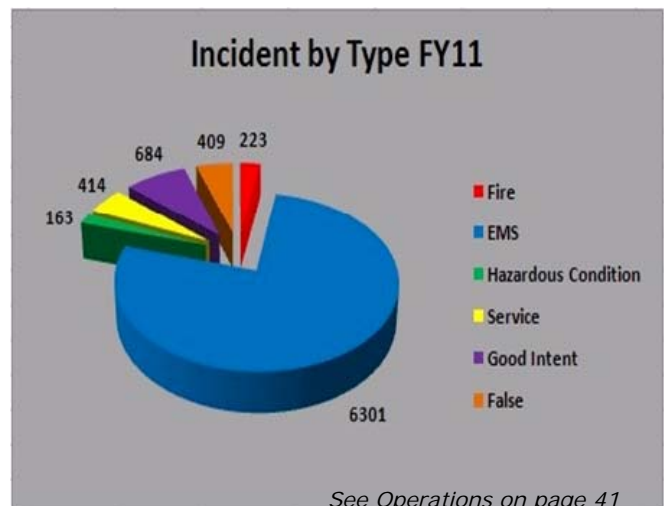
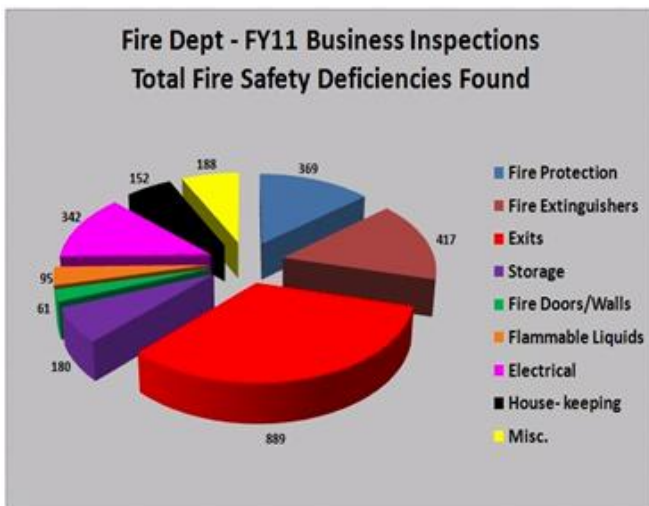
- ◆ Successfully implemented the first Project SAFE Residential Smoke Alarm Installation Program. We provided fire safety education and smoke alarms to 351 homes, installing 950 smoke alarms and 12 strobes and bed-shakers for the hearing impaired, and placing 126 ten-year lithium batteries into existing smoke detectors that were under 2 years old. This was all provided by the

Fire—Prevention, Continued

award of a 2010 Assistance to Firefighter Grant from the Department of Homeland Security in the amount of \$32,592.

- ◆ Maintained current fire inspection programs with reduced staffing by adjusting duties and responsibilities, and reorganizing programs. Conducted 3,250 business inspections and had 2,693 fire safety deficiencies corrected as a result of these inspections.
- ◆ Implemented a comprehensive Youth Firesetting Intervention Program Data Base which documents and tracks all youths in the Sparks/Reno area who attend the program. Also, educated 70 children (61 boys; 9 girls) through this program.
- ◆ Educated 66 adults and 745 children in fire safety education through various programs and events.
- ◆ Organized the 2nd Annual Project SAFE Golf Tournament/Fundraiser, which raised over \$8,000.

Fire Inspection Program													
Activity		Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Target Hazard Inspections	Inspections	99	86	73	148	116	104	115	101	158	73	162	116
	Re-Inspections	42	55	55	61	65	51	51	57	93	40	79	87
Construction Inspections		44	42	26	38	42	26	16	29	20	20	27	36
Complaint/Code Enforcement	Inspections	46	14	9	8	6	4	8	1	2	1	9	14
	Re-Inspections	9	5	5	2	3	1	2	1	2	1	4	4
Special Events/Other		11	7	9	0	0	0	0	0	0	0	0	1
New Business Inspections	Inspections	17	26	21	39	38	33	45	27	17	24	33	32
	Re-Inspections	7	12	10	8	10	8	17	22	10	9	10	23
Fax-in/Mail-in/Email Inspections	Fax-In	58	49	30	52	37	30	59	59	75	44	30	81
	Mail-in	22	9	9	11	11	10	13	28	20	23	17	17
	Email	21	33	22	16	11	20	28	28	20	26	28	20
Convention Inspections	Reviewed	2	0	2	2	2	0	3	2	2	3	2	1
	Inspections	0	1	3	3	2	0	2	3	1	3	2	2
	Re-Inspections	0	0	0	0	0	0	0	0	0	0	0	0
Misc.		14	0	0	2	1	2	0	6	6	19	5	12



Fire—Operations

The goal of the Operations Division is to provide effective emergency and non-emergency services that limit the loss of life and property of the citizens and residents of the City of Sparks, including mutual aid to regional jurisdictions, through good stewardship and high standards of care.

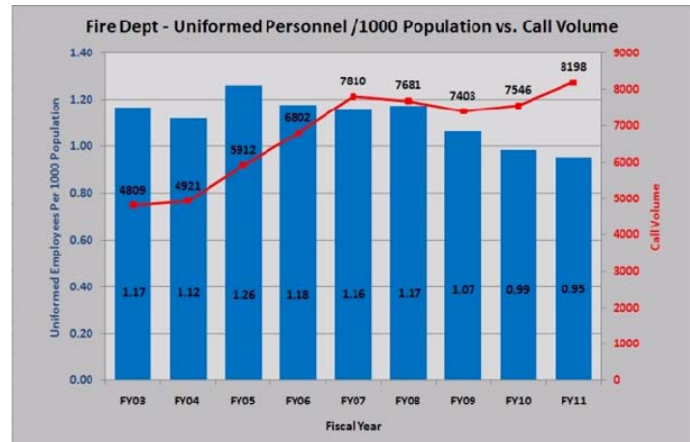
The Operations Division provides emergency service delivery in five major categories: fire, rescue, emergency medical services, hazardous materials, and emergency management. In order to change outcomes within these categories, the focus is on four enabling objectives: rapid response, adequate staffing, proper equipment, and sufficient training.

For FY2011, we continued to utilize a staffing strategy of three personnel per fire apparatus to avoid station closures and maintain our ability to rapidly respond to incidents in all areas of the city. This strategy provided an effective strategy for speed of response and adequate manpower for the highest percentage of call volume – EMS calls. However, the ability to meet the OSHA 2-in/2-out requirement for structure fires was only met 15.4% of the time, and the ability to meet the NFPA 1710 deployment standard for structure fires was only met 23% of the time. Overall, this reduction in staffing has reduced the ability to manage more than one significant incident at a time.

Total call volume for FY2011 increased by 8.6%, from 7546 calls in FY2010 to 8198 calls this fiscal year. EMS calls comprised 76.8% of this volume, with fires, hazardous conditions, service, and good intent calls making up the remaining 23%. (see chart on page 40). Since EMS represents the highest percentage of calls, the department continues to maintain and license all primary and reserve apparatus to the Intermediate Life Support level to provide the best level of pre-hospital EMS care to the citizens and visitors of Sparks.

Highlights for FY2011:

- ◆ Completion of TNT Rescue Tool Grant – In 2009, the department was awarded a Life-Saving Vehicle Extrication Equipment Grant through the Nevada Department of Public Safety, Office of Traffic Safety in the amount of \$112,436.25. This grant enabled the department to replace its old Hurst extrication tools with state-of-the-art TNT tools capable of disentangling patients from vehicles with high tensile steel reinforcements. This equipment, used to supply seven apparatus, provides coverage to all areas of the city with the tools needed for rapid extrication operations.



- ◆ New Type 6 Engine – This rapid response brush truck is being built through a cooperative agreement with Lennar Home builders. Design and construction started in FY2011 with a completion date of December 2011. This unit will enhance the ability to respond to and suppress wildland and other fires in the wildland/urban interface areas of the city.
- ◆ Kinder-Morgan Energy Partners Fire Protection and Engineering Review - During FY2011 a comprehensive fire protection and engineering review was completed for the Kinder-Morgan bulk fuel storage facility on Nugget Avenue. As a result of this review, the facility's fixed fire protection systems are being upgraded and a firefighting foam unit is being provided to the Department. These additions and upgrades will greatly enhance the Fire Department's ability to suppress petrochemical fires in the tank storage facility as well as in transportation incidents involving petrochemicals throughout the City.
- ◆ A new and comprehensive annual performance evaluation system was developed. This will enhance our ability to rate and improve employee progress and performance.
- ◆ All fire department mobile and portable radios were reprogrammed to meet new federal requirements for narrow-banding.
- ◆ Cooperative Agreements – A new mutual aid agreement with Storey County Fire Department was negotiated to provide mutually beneficial resource surge capacity during times of emergency.

Fire—Training

The goal of the Training Division is to plan, coordinate, and deliver training, certification programs, and professional development to all Sparks Fire Department employees so that they may continue to provide safe and efficient fire, rescue, prevention and administrative services.

FY2011 saw a continued effort by the Training Division to develop the tactics and strategy necessary to effectively manage fire incidents with three-personnel per company staffing. These staffing reductions created the need to develop alternative methods to effectively manage and control fire incidents. Not only did this involve tactics to control a structure fire from outside the building, but also an increased awareness of the signs and symptoms indicating deteriorating building conditions after the interior fire attack is started.

Monitoring these conditions is vital given the fact that a delayed interior attack provides a fire with a “head start” on the firefighting effort, which increases building damage. This increased damage shortens the firefighting operation time window, increasing the potential risk to personnel.

A key component in this awareness was the revision of Standard Operating Procedure 2.10 – Emergency Radio Traffic, and the training developed to reinforce “May Day” procedures and firefighter self-rescue techniques.

Further refinements were also made in the department’s task book system. These task books outline the specific skills and knowledge necessary to advance in position within the department. Each rank position has a specific assigned task book, and the five primary apparatus – pumper, aerial, brush truck, hazmat tractor/trailer, and tender – also have specific task books. These books undergo continuous revision and modification to provide

the candidate with the best information available to develop the skills necessary to advance within the department and to be competent in the performance of their job duties.

The Training Division provides personnel with instruction necessary to maintain superior service levels in fire, EMS, rescue, and hazardous material response. This fiscal year, 13,727 training hours were logged, equating to over 175 hours of training per person.

In May 2011, the Training Division organized and conducted a comprehensive testing process for Fire Apparatus Operator. The results of this exam were used to establish a promotional list, which would be used for the next two years. In all, nineteen firefighters participated in the exam process.

Because of the move of the Prevention Bureau out of City Works, there was a re-organization at Fire Station 1. This included the loss of the Training Division’s meeting room and library. A new location for the library was identified in the basement. This new library will include not only all the resources and publications needed for suppression and EMS activities, but will include resources and publications utilized by the Fire Prevention Bureau as well. This improvement was made to a neglected area of the basement, which had been previously utilized as a catch-all storage area and is being transformed into a functional location where personnel can increase their knowledge.

FY2011 Training Statistics													
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	Total
Number of Training Events	112	132	101	143	111	116	147	143	143	129	131	95	1,503
Number of Participants	43	467	510	656	412	455	539	464	491	498	500	438	5,860
Hours Completed	782	1,040	1,479	1,190	931	1,041	1,185	1,050	1,405	1,318	1,172	1,133	13,727

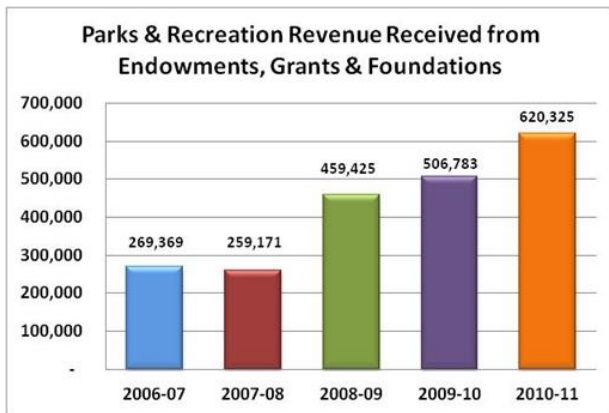
Parks & Recreation

The Parks and Recreation Department includes the following divisions: Recreation, Special Events and Parks Development & Operations.

Parks and Recreation Overview

The fundamentals of teamwork are a common thread in the delivery of programs offered by Sparks Parks and Recreation. The department's nine-member team worked together to meet the goals and objectives for FY11 by effectively managing internal and external resources. Despite a limited staff and resources, participation numbers were maintained as was the quality of programs provided.

Volunteerism, grants, sponsorships, donations and in-kind services all played an increasing role in the continuation of recreation programs for underserved populations, support of special events, facility improvements and acceptable maintenance levels. Funding secured totaled \$620,325 – a 22% increase from FY10.



There were 367,546 participant visits in parks and recreation programs in FY11 – a 2% increase from the prior year. As citizens looked for affordable family outlets, visits to the Sparks Marina and neighborhood parks remained strong as did the usage of community centers, which experienced a 12% increase in average daily counts. Revenue from program fees and events remained steady at \$3.2 million.

Our future success in contributing to the city's Strategic Goals is dependent on the continued development of community partnerships and giving programs in support of needed services. We have gone far in redefining our scope of services and we will continue to do so as new programming and revenue opportunities are explored.

Park and Facility Improvements

Through the implementation of the Sustainable Sparks Services Initiative (SSSI), the Parks and Recreation Department was restructured to better manage the development and operations of the 587 acre parks system. The maintenance function is now integrated into a pooled resource through the Community Services Department. Parks and Recreation personnel plan and prioritize needed park/facility improvements to ensure a safe and inviting park environment for citizens to enjoy. They also manage the related projects. Following are park/facility improvements implemented in FY11.

Wedekind Regional Park – Progress on the development of Wedekind Regional Park was made possible through a trails grant from the Nevada Division of State Parks. The scope of work includes two trailheads, portable restroom stations, kiosks with trail information, an outdoor classroom, shade structure and two outlooks offering a panoramic view. Scheduled completion is set for April 2012.



Tree Inventory – Phase one of this two-phase project funded by the Nevada Division of Forestry was almost fully completed in FY11. The first phase was an assessment of larger trees in the older areas of Sparks to identify critical trees in need of trimming, maintenance or removal. Phase two will include an inventory of the remaining trees in Sparks. This project will allow for the optimization of tree maintenance.

Train Renovation – At the close of 2010, a ribbon cutting was held to unveil the renovation of the Victorian Square train display. The project helped preserve the history of Sparks.

Sparks Marina Park – A trail connection was completed at the northeast corner of the park that

Parks & Recreation, Continued

corrected a development deficiency. Added fencing will protect walkers and bikers. The trail was also connected to Lincoln Way to help improve running and walking events held at the park.

Whitewater Park at Rock Park – ADA improvements were made and a portable restroom pad was installed.

Willowcreek Park – At the suggestion of neighbors surrounding this community park, signage was improved to better enforce City Ordinances. Additional improvements included the installation of a mutt mitt station, picnic table and trail connection through the center of the park.



Van Meter Park – Removal and replacement of asphalt surfaces with concrete in the path and basketball court.

Adopt-A-Park Program Supplements City Resources



Ongoing budget shortfalls have made the Adopt-A-Park volunteer program an important resource in the upkeep and beautification of neighborhood parks. The volunteer program introduced by the Parks and Recreation Department in 1998, encourages citizen involvement with duties ranging from cleaning and pulling weeds, raking, painting playground equipment and communicating damage, vandalism or other potential problems to the city. Through targeted outreach, participation in FY11 increased 30% with 21 park sites adopted. Recruitment efforts included elementary schools located near parks – a natural fit given their ongoing use of the park land,

convenience, and the opportunity to educate children about the importance of caring for their community.

Collaborative Effort Nets Cleaner Community

The City of Sparks' longstanding relationship with the Keep Truckee Meadows Beautiful (KTMB) organization has resulted in a cleaner, more beautiful region through education and community involvement. This collaboration provides a much needed avenue for managing the maintenance of parks and open space in Sparks. Projects spearheaded by KTMB in FY11 included the Truckee River Cleanup Day, Make a Difference Day Tree Planting, Phone Book Recycling, Christmas Tree Recycling and the Great Truckee Meadows Community Cleanup.

Partners in Parks and Recreation Promotes Community Giving

Citizen involvement was fostered through the Partners in Parks and Recreation program in FY11. The program recruits support for unfunded park/facility improvements and recreational programs by way of donations, sponsorships, grants, in-kind services and volunteerism.

Through Partners in Parks and Recreation, Gandolfo Rodeo Arena received much needed upgrades from the Reno Rodeo Association – free of charge. Broken gates were welded and painted, and Gradex Construction graded the arena. Local youth rodeo groups rounded out the repairs. Two joint use ball fields (City/School District) at Dilworth and Sparks Middle Schools also benefited from the program thanks to Western Turf's offer of help and the subsequent removal of old sod, renovation of soil and installation of new sod, making both fields – totaling 64,200 square feet of turf – safe for play again.

Community volunteers were also invaluable to the success of many programs. A total of 26,477 volunteer hours were provided as follows: youth and adult sports (3,566 hours), community cleanups and recycling programs (1,524 hours), Adopt-A-Park (904 hours), senior programs (268 hours), internship (210 hours) special populations (197 hours), special events (10 hours) and Community Service work crews (19,799 hours).

Parks & Recreation, Continued

First Rate Sports Facility Exceeds Expectations



Since the first pitch ceremony in 2008, the interest and excitement generated by the state-of-the-art Sports Complex at Golden Eagle Regional Park has continued to expand. A 95% occupancy rate was achieved in FY11. Tournament/field rentals increased 21% which resulted in a 7% increase in related revenues as compared to FY10. In addition to practice sessions, league games and tournaments, the facility also played host to a first-time event that traded a softball field for an altar with the wedding of a softball-loving couple.

Adult and youth softball tournaments brought 1,257 teams to the sports complex in FY11 – 560 of which were from out-of-state. Tournament directors from across the county utilize the facility for their events, and the tournaments booked are getting bigger each year.

- ◆ PricewaterhouseCoopers hosted their 26th annual softball tournament at the sports complex – an event which was previously held in locations such as Orlando, Austin, Tuscon, Atlantic City and Las Vegas. Players felt the Sparks facility was first rate – one of the best venues they had ever experienced.

- ◆ Triple Crown Sports based in Colorado, kicked off year one of a five-year contract scheduled to bring national youth baseball and fastpitch events to the sports complex and millions of dollars to the Truckee Meadows. As an added bonus, the city acquired \$65,000 in temporary moveable outfield fencing at no cost. The fencing can be rented for additional revenue generation.

The newest amenity at the Sports Complex is Red's Golden Eagle Grill, which officially opened to the public in April 2011. The restaurant and bar feature a rustic look and unique décor with an eclectic mix of memorabilia hanging throughout the 3,600 square foot space overlooking the 100-acre sports complex. Future enhancements to the park include the addition of two little league fields with restroom facilities at the north end of the complex. The fields will provide opportunities for more youth softball and baseball tournaments. The dugouts will be accessible to children with disabilities and the fields will be designed to feature wheelchair play.



Sports Complex at Golden Eagle Regional Park FY11

- Youth Soccer – 150,000 visits
- Recreational Softball – 135,000 visits
- Youth Baseball – 135,000 visits
- Adult & Youth Tournament Softball – 120,000 visits
- Pop Warner Football – 65,000 visits
- SYFL Football – 55,000 visits
- Babe Ruth Baseball – 40,000 visits

Parks & Recreation, Continued

New Dig It! Program Added to Sports Lineup



Participation in sports programs for children and adults remained steady (9,475 enrollments and 88,590 participations) with a slight decline in the adult softball program which had 564 teams totaling 7,332 players taking part in league play. Many of the youth programs, especially those with little or no cost, were filled to capacity. A new girls youth volleyball program called Dig It! was successfully launched, filling an unmet need in the



community for grades 3 through 8. Approximately 380 kids took part in the recreational league and mini camp for all skill levels. As one parent stated, "In these hard economic times, we are so thankful for a program that gives on a social and physical level."

Out-of-School Programs

More than 800 children in preschool through 7th grade were served daily through the city's Out-of-School programs. This vital service for working parents is almost exclusively staffed by college students who have experience working with youth. There were 17,805 enrollments and 136,690 participations in FY11.



Aquatics



The lineup of aquatics programs in FY11 included adult/senior aquacise, senior water fitness, lifeguard training, aquatic physical therapy, adapted aquatics, recreational swim and swim lessons. Programs were held year-round at the Alf Sorensen pool and seasonal swim was offered at Deer Park and Oppio Park pools – with the Oppio site closing in the summer of 2011 due to budget cuts. Enrollments in swim classes decreased 5.9% in 2011, due in part to reduced pool space. However, overall use of the Alf Sorensen pool increased and aquatics revenue grew by 1% in 2011, for total revenue of \$199,129.



	FY2010-11	FY2009-10	FY2008-09	FY2007-08	FY2006-07
Revenues Received from Endowments, Grants, and Foundation	\$620,325	\$506,783	\$459,425	\$259,171	\$269,369
Citizen Rating for Overall Satisfaction of Parks & Recreation	74%	86%	90%	n/a	n/a
Revenue Earned from Program/Event Fees/Charges	\$3,256,781	\$3,202,030	\$3,265,229	\$3,439,758	3,442,283
Number of Citizens Using Sparks' Community Centers (average daily usage)	585	522	597	588	533
Occupancy Rate for Golden Eagle Regional parks March - October	95%	>90%	90%	n/a	n/a
Number of Participations for Recreational Program-	367,546	359,426	370,000	371,817	386,887

Parks & Recreation, Continued

Sparks Special Events

Through the efforts of city staff and the Brand Leadership Team, the number of event days in Sparks increased from 118 to 154. The city's subsidy of the core events produced in 2011 (Arts in Bloom, Street Vibrations Spring/Fall Rally, Farmer's Market, Star Spangled Sparks, Hot August Nights, Best in the West Nugget Rib Cook-off and Hometowne Christmas) decreased significantly from \$307,765 in FY10 to \$65,200 in 2011.

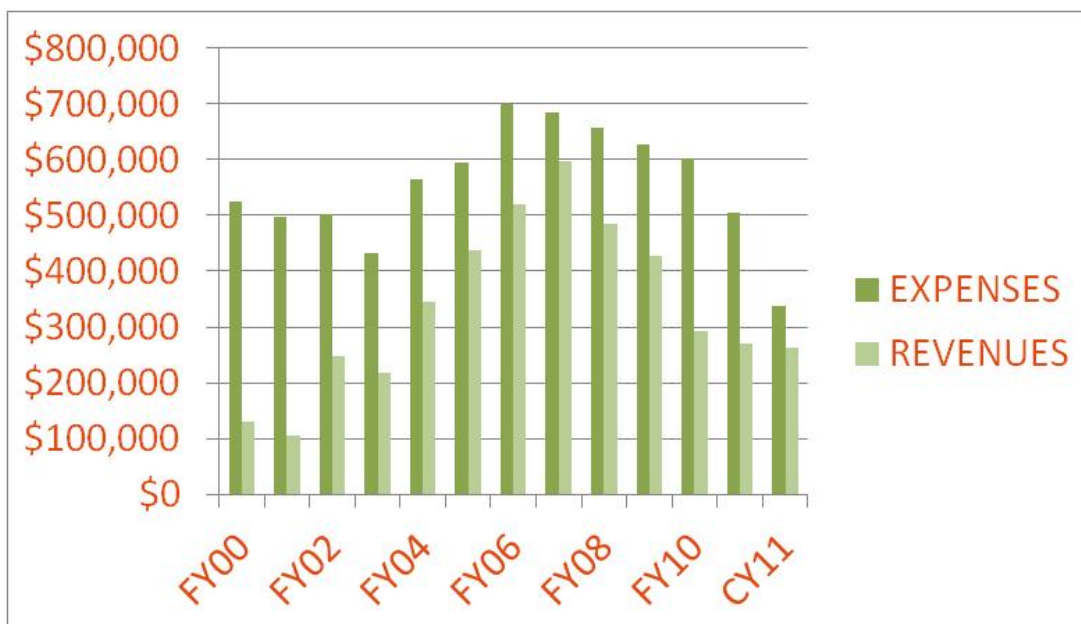
Partnerships were expanded to support city-produced events. Whole Foods became the title sponsor for the Hometowne Farmer's Market. Sparks Florist and Intuit continued their presenter sponsorships for Arts in Bloom and Hometowne Christmas respectively. Scheels provided title sponsorships for the Kids Triathlon and the annual Turkey Trot. The restructuring of the Whole Foods Hometowne Farmer's Market and the relocation of both the market and the Arts in Bloom event to pedestrian-friendly areas of Victorian Square proved to be successful strategies.

More than 2,000,000 residents and visitors enjoyed these and other events and sports activities at Victorian Square, Sparks Marina and the Sports Complex at Golden Eagle Regional Park throughout the year.



Special Events Budget Review

Direct costs only for core events Arts in Bloom, Street Vibrations Spring/Fall Rally, Farmer's Market, Star Spangled Sparks, Hot August Nights, Best in the West Nugget Rib Cook-off, Hometowne Christmas.



Police Department

The Police Department includes the following divisions: Administration, Patrol and Detective.

During FY 2010/2011, the Police Department continued to move forward in becoming a leader in building a strong and safe city despite the continued reductions in budget and personnel. Though the Police Department was outside of the main scope of the Sustainable Sparks Services Initiative, the Department took the lead in re-organizing and announced its re-structuring during a November budget workshop. This re-structuring eliminated a sworn commander position and combined two divisions under the control of a civilian manager. Additionally, the department was able to fully use the Federal Office of Community Policing grant funds to pay for six police officer positions. This grant is for nearly two million dollars over a three year period.



The goals and objectives of the Police Department continued to support the city's Strategic Plan of promoting public safety, health and well-being of our residents. Overall, most major crime categories statistics were down in the city. However, homicides nearly doubled during the fiscal year causing additional use of overtime and stretching resources within the Detective Division. The Police Department continued to stress community involvement becoming supporters of the Big Brothers Big Sisters of Nevada program and increasing the number of Neighborhood Watch programs within the city.

Goals and Objectives

The established goals and objectives for FY 2010/2011 were:

- 1) Reduce crime in the following categories by 5%:
 - a. Robbery,
 - b. Commercial Burglary,
 - c. Residential Burglary,
 - d. Vehicle Burglary,
 - e. Grand Theft Auto,
 - f. Aggravated Assault and
 - g. Sexual Assault
- 2) Establish two (2) Neighborhood Watch Programs in apartment complexes in west Sparks.
- 3) Increase the overall Neighborhood Watch program by 50%; and
- 4) Develop and implement a sexual assault prevention class for Sparks' area high schools.

Reduction of Crime by 5%

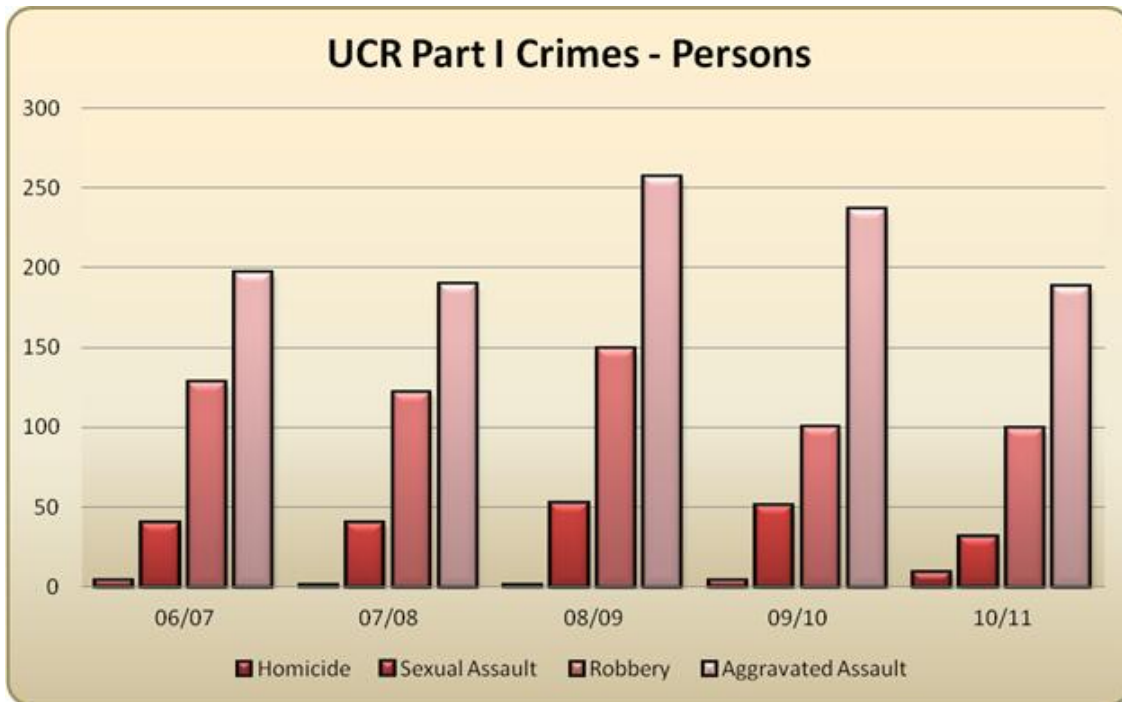
The first five crime categories listed above are referred to as the "Big 5." These crimes are those that have the most quality of life impact on our citizens. The Police Department began tracking aggravated and sexual assaults due to an increase in those numbers over the past few years. Although they do not have a large quality of life impact on the majority of citizens, the impact of those crimes can be devastating to the victims. With the increase in homicides this year, we also added homicides to our year-to-year comparison chart.

Police, Continued

Big 5 Plus			
Crime	FY 09/10	FY 10/11	% Difference
Robbery	97	99	2.0 %
Residential Burglary	404	362	- 10.4%
Vehicle Burglary	613	387	- 37.9%
Commercial Burglary	332	234	- 29.5%
Auto Theft	233	195	- 16.3%
Aggravated Assault	234	188	- 19.7%
Sexual Assault	42	31	- 26.1%
Homicide	5	9	80.0%

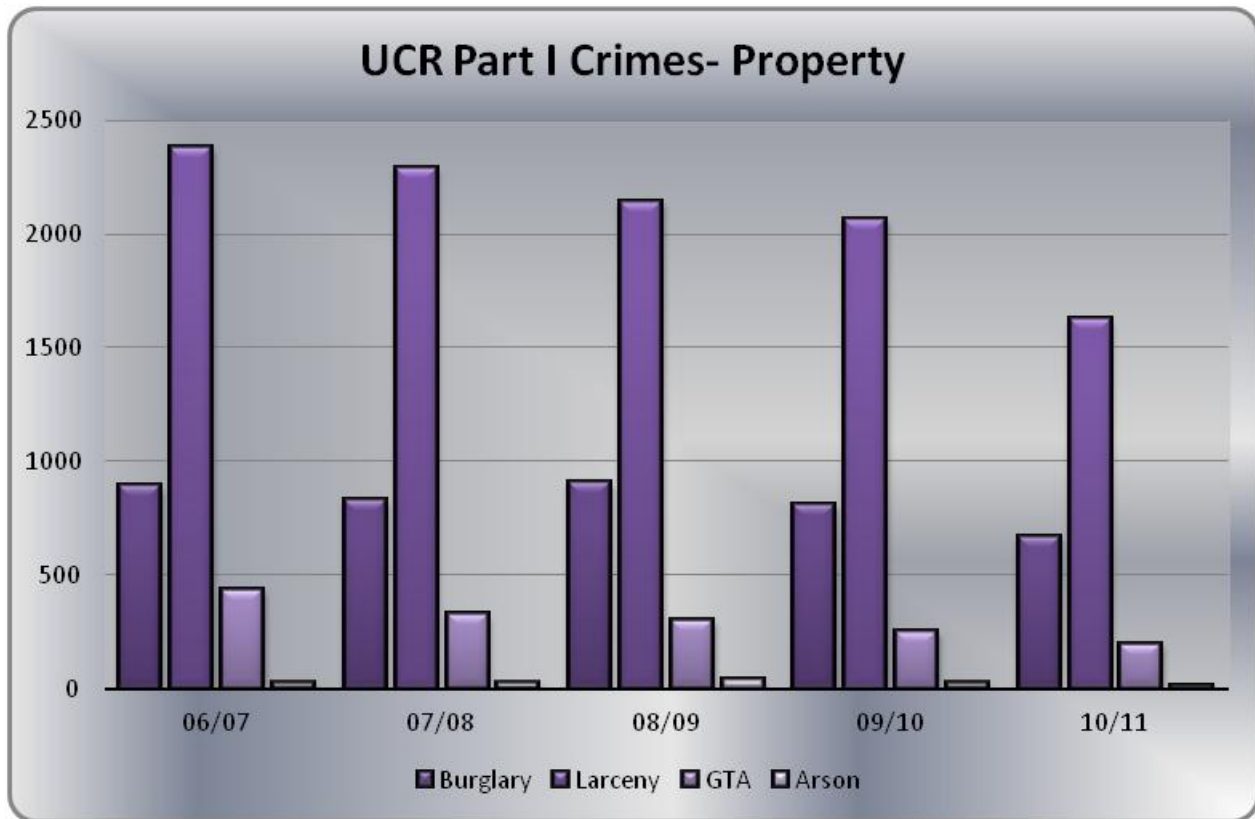
The overall crime rate for all FBI Part I offenses are down drastically. However, a closer look reveals that property crimes are a majority of the crimes committed and have the biggest reductions. Two violent offenses, robbery and homicide, both show increases with the homicide rate nearly doubling in FY 10/11 compared to FY 09/10.

Historically, the Police Department has provided a five year comparison of major crime. The following graphs show a five year comparison of FBI Part I offenses as identified in the Unified Crime Reports. They are broken down into persons and property offenses.



* Statistics may not match last year's annual report as this is the first year that FY comparisons were available.

Police, Continued



Increase Neighborhood Watch by 50% and Two West Sparks Neighborhood Watch Groups

In March of 2010 when the goals and objectives for FY10/11 were announced, there were only 12 Neighborhood Watch groups in Sparks with only one group west of Pyramid Way. Crime Prevention Officer Mendoza was able to develop and establish four additional Neighborhood Watch groups prior to the official beginning of FY 10/11. During the fiscal year, Officer Mendoza was able to work with two condo associations to develop Neighborhood Watch programs within their condominium complexes. At the end of FY10/11, there were a total of 18 active Neighborhood Watch groups with two new groups in west Sparks, meeting this goal.

Develop and Implement a Sexual Assault Prevention Class

Unfortunately, during FY10/11, three sworn police officers separated from the City of Sparks and their positions were placed on hold. With the reduction in force, the Academy Officer position was returned to Patrol and based on the current workload of the one remaining Support Services Section Officer, this goal was eliminated. There is still a need to educate our teenagers and young adults on the dangers of "date rape" scenarios.

Police, Continued

Additional Accomplishments

In addition to the set goals and objectives for the Police Department, there were a number of additional accomplishments throughout the department. With the assistance of Ron Korman, Police Department staff was able to realign current vehicle depreciation and M&R to purchase a new armored vehicle. This vehicle known as a "Bear Cat," allows officers and SWAT operators to safely approach residences and buildings with the comfort of knowing that this vehicle will stop most common rounds of ammunition used against law enforcement. This vehicle has already been deployed and has the potential to save the lives of citizens and officers during a violent encounter.

The Police Department was also able to obtain a new Computer Aided Dispatch (CAD) and Records Management System (RMS). The department was able to join with the State of Nevada in the purchase of this system utilizing federal stimulus money. If the Police Department was to purchase their own stand-alone system, it would cost between 1.2 and 1.5 million dollars. By piggybacking onto the statewide system, the cost to Sparks is approximately \$150,000. This new Spillman System will replace the outdated West Covina Systems currently utilized by the department.

Unfortunately, there were nine subjects murdered in the City of Sparks during the last fiscal year. This was and continues to be a strain on the Detective Division. Through the hard work and dedication of department personnel, in all of the cases, a suspect has been arrested or an arrest warrant has been issued. Additional work is required in all of these cases for a plea bargain or successful prosecution.



Department Reorganization

During FY 10/11, the city began the Sustainable Sparks Services Initiative (SSSI) to look at how the city could re-organize to reduce costs while maximizing services levels. The Police Department took this opportunity to look within the department to determine whether or not additional savings could be achieved through a re-organizing process.

The Police Department's reorganization was possible due to vacancies in management positions that had been placed on a "City Manager's Hold." The two key positions that allowed for the re-organization were the Deputy Chief of Police and the Communications Section Manager. In creating a new organizational structure, the Deputy Chief position would be filled by eliminating a sworn commander position. By combining the Records Division with the Communications Section, the Communications Manager position would no longer be needed. The old Administration Division was dismantled as a new Administration Division took shape. The one remaining Crime Prevention Officer was moved into the Office of the Chief along with the Grant Administrator position. The Property and Evidence Unit was moved under the Detective Division and the Training Section was moved to the Patrol Division. The Communications Section remained in the new Administration Division which now had both the Communications Section and the Records Section under the direction of the civilian Administration Division Manager.

With the elimination of a Division Commander, the remaining Commanders, Civilian Manager and the Deputy Chief all took on additional responsibilities without eliminating any line level employees or first line supervisors. The immediate savings to the FY 11/12 budget was close to \$200,000, and the elimination of the Communications Manager position saved an approximate \$125,000 in future costs to the city.

The logo for the City of Sparks, Nevada. It features the words "City of Sparks" in a green, cursive font. The word "Sparks" is significantly larger than "City of". To the left of the "S" in "Sparks" is a stylized orange sunburst or flower icon. Below "Sparks" is the word "Nevada" in a green, sans-serif font, with each letter spaced out.

City of Sparks Nevada

The FY10-11 Annual Report has been brought to you by ART (Annual Report Team).

A special thank you to:

Brian Allen, Deputy Police Chief

Jon Ericson, Transportation Manager

Teresa Gardner, Sr. Administrative Analyst

Tom Garrison, Fire Division Chief

Shawna Liles, City Attorney Administrative Assistant

Adam Mayberry, Community Relations Manager

Heidi Shaw, Court Administrator

Andre Stigall, Recreation Supervisor

Wayne Webber, Senior Accountant