



A Place To Call Home

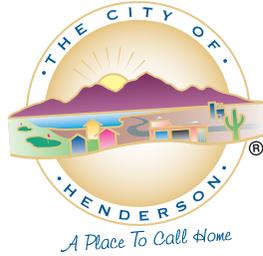
City of Henderson Strategic Plan

For Fiscal Years

2011-2013



Letter from the Mayor



It is with great pleasure that I present to you the City of Henderson Strategic Plan for 2011 – 2013.

As the previous Strategic Plan draws to a close, I am very proud of our accomplishments in fulfilling our objectives. Our new plan enables us to continue to move the city forward in a strategic direction to become America's Premier Community, while focusing on the new opportunities Henderson faces as a result of our changing economic and financial circumstances.

We will build on our achievements and continue to foster a thriving and sustainable community. With input from our citizens, elected officials and city staff, we've identified goals to continue to meet the needs of our community while operating at the highest levels of efficiency. We are establishing measures for success that will keep us on track for the future and focused on our goals.

Henderson is known for having small town values with big city efficiencies. With a population that has grown to over 275,000 people, we have built a community that is nationally renowned for our outstanding quality of life. We continue to be recognized for our excellent parks and recreational amenities, master-planned communities, economic and educational opportunities, public safety, and outstanding levels of customer service.

We've grown to be Nevada's second largest city and we are proud that our residents choose to live, work, learn and play here. This new Strategic Plan builds on our great past and will guide us to even greater levels of success in our vision To Be America's Premier Community.


Andy Hafen
City of Henderson Mayor



Table of Contents

Introduction.....	1
Background.....	2
Vision/Mission/Values/Goals.....	3
Living Our Values.....	4
Goal: Safe Community.....	5
Goal: Strong & Diverse Local Economy.....	6
Goal: Vibrant Community.....	7
Goal: Sustainable Practices & Development.....	8
Goal: Organizational Excellence.....	9
Where We Go From Here.....	10



Introduction



Did You KNOW...

Henderson was one of only 92 communities nationwide, and the only one in Nevada, to have twice received recognition as Playful City USA by a nationwide non-profit organization.

A Premier Community

Created as a small industrial town to produce magnesium during World War II, Henderson officially incorporated in 1953 and has since gained national recognition as one of America's premier communities. Twice named one of the top American cities in MONEY Magazine's annual "Best Places to Live" profile, the City continues to be recognized for premier parks and trails, public safety, infrastructure, master planned communities and economic opportunities. In a recent community survey, 95 percent of residents reported they are satisfied with the quality of life in Henderson, and 9 out of 10 residents responding to the same survey feel the strong sense of community the city has worked hard to create and maintain.

As the second largest city in Nevada, Henderson is known for excellence. The city of Henderson has become the largest full-service city in the state, providing residents with fire, police, paramedic, ambulance, sewer and water services. Henderson also maintains the lowest employee-to-resident ratio in Southern Nevada, along with one of the lowest city property tax rates.

As part of our commitment to providing outstanding quality of life for our residents, the City's Police, Fire and Ambulance Services, Parks and Recreation, and Building and Fire Safety Departments are all nationally accredited. Our well-designed communities are recognized nationally as family, kid and senior friendly. Senior facilities, recreation centers, parks, ball fields, trails, outdoor amphitheaters and other state-of-the-art venues dot the city and provide outstanding opportunities for residents and visitors alike to recreate and enjoy the beauty and diversity of the Henderson landscape.

With a business climate attractive as any in the nation, the city continues to bring world renowned business and economic centers to the community. In difficult economic times the city still maintains the highest bond rating of any municipality in the state and moving to Henderson was even listed as one of the "100 best money moves you can make" by MONEY Magazine.

The City continues a tradition of firsts, being home to the first municipal building in Nevada to earn the Leadership in Energy and Environmental Design (LEED) Gold certification – the North Community Police Station - with efficiencies including a renewable energy system that will offset approximately 30% of the facility's energy use. Henderson is committed to continuing that effort through the implementation of our Sustainability Action Plan to competitively position the City for future growth while preserving our quality of life for future generations.

We are a city committed to pursuing the highest levels of efficiency and customer service to create and sustain a premier quality of life for those residents and businesses that choose to call Henderson home.

Background to the Plan

Plan Objective

Henderson faces multiple, complex challenges, chief among them the parallel trends of rising population and service demands coupled with limited or even reduced financial resources. As our region continues to change and experience economic challenges, the City must chart a course and create a vision for our future that will ensure our financial viability as well as the incomparable quality of life that our citizens have come to expect.

This strategic plan is designed to chart that course, provide direction and focus, and serve as a means to assess and measure the City's operational performance against current and future service offerings. As the City advances, the plan will be continually assessed and adjusted to suit our changing environment and the needs of our citizens as well as aligning with economic reality.

Planning Process

Our new plan is clear and simple. It builds on the strengths of the City and encompasses our new Vision, a more explicit Mission, a set of refined Values and our new strategic goals. These goals, which are describing the "what" we will be doing, are underpinned with a cohesive set of business strategies to describe the "how" we will accomplish the goals.

The planning process started at the end of 2009. The Mayor, City Council, Appointed Officials and Department Heads collaborated through a highly participatory process designed to:

- Build on the City's successes and best practices from the previous strategic plan.
- Evaluate internal strengths and weaknesses and external opportunities and threats.
- Bring clarity and focus to the long term vision and core mission of the City.
- Re-establish a core set of organizational values and supporting behaviors to drive the actions of the employees.
- Determine the most important key results areas and core goals associated with achieving the City's mission.
- Develop the key business strategies for the organization to achieve the stated core goals.
- Develop tools and tactics to implement and communicate the key business strategies throughout the organization.

Participants

This strategic planning effort was led by the City Council and Appointed Officials. An executive sub-committee of senior staff was formed by the City Manager to spearhead and direct the effort of bringing all the components together. The department heads as well as key management staff were involved in developing a rich set of tools and tactics to support the key business strategies. Employee focus groups were established where a cross representation of the City's employees (some 200) were solicited for feedback at all levels of the plan. Special attention was focused on factors that would help or hinder implementation. In addition, residents gave input and suggestions via feedback cards submitted during the Mayor's State of the City address, online and at neighborhood meetings.



Did You **KNOW...**

In 2009, City staff responded to over 21,000 citizen inquiries through Contact Henderson, our online customer relationship management program.

Strategic Planning is a cornerstone of effective public management. Our Strategic Plan serves as a foundation to achieve the City's vision and includes the following key elements:

Vision

To be America's premier community

Mission

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

Values

- **Service**
- **Teamwork**
- **Accountability**
- **Communication**
- **Integrity**

Goals

- **Safe Community**
- **Strong & Diverse Local Economy**
- **Vibrant Community**
- **Sustainable Practices & Development**
- **Organizational Excellence**

Dedicated to public service, our employees are the foundation for our quality organization. As we strive to become America's premier community, we hold firm to these values:

We are dedicated to providing effective and timely customer service with courtesy and respect.

We collaborate on common goals for the greater good of our community.

We take ownership of our decisions and responsibility for our actions.

We share information and ideas in a clear, open and timely manner.

We are honest and trustworthy and committed to doing the right thing.

Service

Teamwork

Accountability

Communication

Integrity



Did You **KNOW...**

**Henderson Police
Volunteer program
logged more than
10,000 hours of
service to the
community in 2009.**

GOAL: Deliver programs and services that foster a safe community

The City is committed to providing the best public safety services and programs in partnership with our residents and businesses. This includes efficient emergency response, innovative technology, prevention programs, and coordination with other public safety agencies to ensure a safe, secure, and well-informed community.

Strategies

- Ensure emergency responses are timely and effective.
- Promote crime prevention and safety through programs and services.
- Prepare for disasters and public health threats or emergencies.
- Provide and maintain safe infrastructure (transportation, utilities, etc.).
- Ensure building safety and code compliance.
- Collaborate within the City, other organizations, and key stakeholders to develop and improve programs and services.

Highlights

- Streamlining dispatch communications for improved emergency response.
- Conducting state-wide emergency and disaster response exercises.
- Using cost recovery initiatives to staff new jail facility.
- Enhancing video surveillance capabilities to deter criminal activities.
- Pursuing Federal funding for neighborhood safety.

GOAL: Strengthen and diversify the economy of the City

The City is promoted as a destination for new residents, visitors and relocating businesses. Our local economy is enhanced through the pursuit of businesses that leverage local resources, improve intellectual advancement, and provide opportunities and stability for our citizens.

Strategies

- Foster local business expansions and start-up companies.
- Aggressively pursue international businesses.
- Maximize the economic potential of conventions and tourism.
- Develop educational partnerships.
- Execute a proactive business recruitment and job creation strategy with targeted industries.
- Pursue investment and development opportunities in our redevelopment areas.

Highlights

- Leveraging our federal land transition agreement with BLM to recruit targeted business and industry.
- Creating innovative incentives to promote redevelopment programs and assistance.
- Positioning Henderson as a national and international special events destination.
- Creating foreign company educational exchanges and programs to showcase our city's business climate.
- Assisting in creation of a new education collaborative with public and private colleges/universities.



Did You KNOW...

In 2009, 20 industrial and business service companies opened new or expanded existing operations, creating nearly 450 jobs and occupying over 410,000 square feet of business space; resulting in an estimated annual economic impact of over \$55 million.



Did You KNOW...

Over 30,000 residents participated in more than 50 performing arts and educational programs in 2009.

GOAL: Support and enhance a vibrant community to enrich the lives of our citizens

Our residents experience a vibrant and rewarding sense of community. Our well-designed city offers recreation, cultural arts, open space, and healthy lifestyle opportunities which are critical components to preserving our community fabric and exceptional quality of life.

Strategies

- Support and expand diverse recreational activities, park amenities, and learning opportunities.
- Partner with service providers to promote healthy living and activities.
- Strengthen and provide accessibility to art and cultural programs.
- Collaborate with community partners to better serve our residents.
- Promote and increase opportunities for citizen engagement.
- Support neighborhood enhancement efforts.
- Promote balanced land-use design, development and investments.

Highlights

- Identifying alternative funding to enhance parks and recreational amenities.
- Enhancing access to arts, culture, and educational opportunities (i.e. Space & Science Center, Museums).
- Developing neighborhood leaders through programs and partnerships.
- Expanding educational program opportunities (i.e. APPLE reading program).
- Enhancing transportation access along Boulder Highway (i.e. ACE transit line).

GOAL: Promote and incorporate practices, policies, & procedures that support sustainability

The City takes a progressive approach to environmental issues as it looks to promote a more sustainable future. We are committed to the protection of our natural resources and lead by example in the sustainable operation of our facilities and services. The City fosters an ethic of conservation and stewardship throughout our community.

Strategies

- Foster sustainable communities.
- Exhibit leadership in sustainable practices in City operations and services.
- Protect water and air quality.
- Promote responsible stewardship of our diverse habitats and open space.
- Ensure the development of environmentally friendly urban design.

Highlights

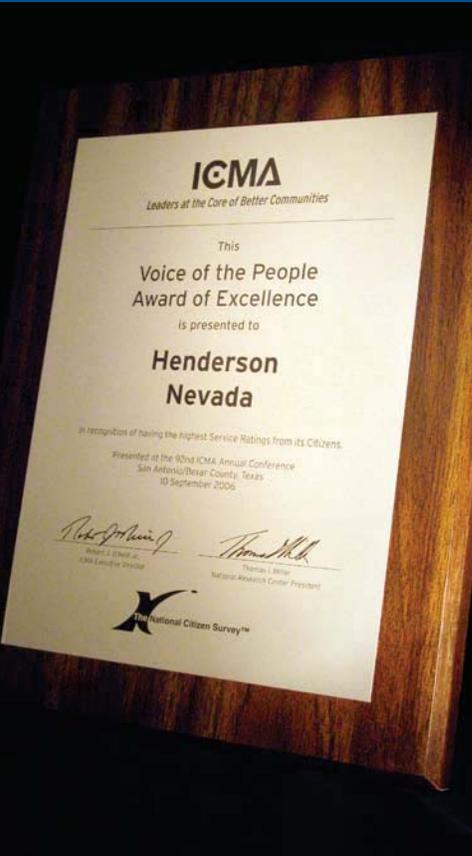
- Supporting programs to increase residential and commercial energy efficiency.
- Partnering with the local waste provider to implement a single container system for recycling.
- Providing incentives to encourage the use of renewable energy (i.e. sun, wind, and geothermal).
- Adopting green building standards for all new and renovated city facilities.



Did You KNOW...

The street light retrofit program replaced over 25,000 street lights with energy efficient lights using 30-60 percent less energy and saving the city more than \$800,000 annually in energy costs.

Organizational Excellence



GOAL: Attain the highest levels of organizational excellence

The City ensures the public trust by providing the most effective and efficient services. Excellence in public service is achieved through our commitment to citizen involvement, innovation, continual improvement and achieving meaningful results. To be the premier community we commit to delivering exceptional service to the community we serve.

Strategies

- Exhibit leadership in government effectiveness and collaboration.
- Demonstrate exemplary and sustainable financial performance.
- Sustain a culture of continuous improvement.
- Build and maintain essential infrastructure.
- Execute innovative workforce initiatives.
- Ensure accountability and transparency in our actions.
- Increase citizen satisfaction and strengthen our citizen involvement initiatives.
- Leverage technology to improve and enhance performance.
- Improve our occupational safety practices.
- Continue to refine and enhance the content and implementation of the City's strategic plan.

Highlights

- Integrating a financial recovery plan into the 5-year financial plan.
- Establishing city-wide customer service standards for consistent delivery of services.
- Implementing a strategically aligned employee performance program.
- Enhancing customer access to online information and services by leveraging new advancements and social media outreach tools.
- Increasing number of nationally accredited departments.

Did You KNOW...

For 27 years, the city has earned the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for its financial reporting.

Plan Implementation

- Communicate the plan with employees, stakeholders and the public.
- Revise and complete departmental plans to align with our Strategic Plan.

Managing for Results

- Quarterly progress review by our executive management team.
- Semi-annual report to the city council and as well as our top managers.
- Annual progress report to our citizens.
- Survey our residents to assess our progress.
- Align employee evaluation process with the strategic plan to support the new goals and values.



Contact Information:

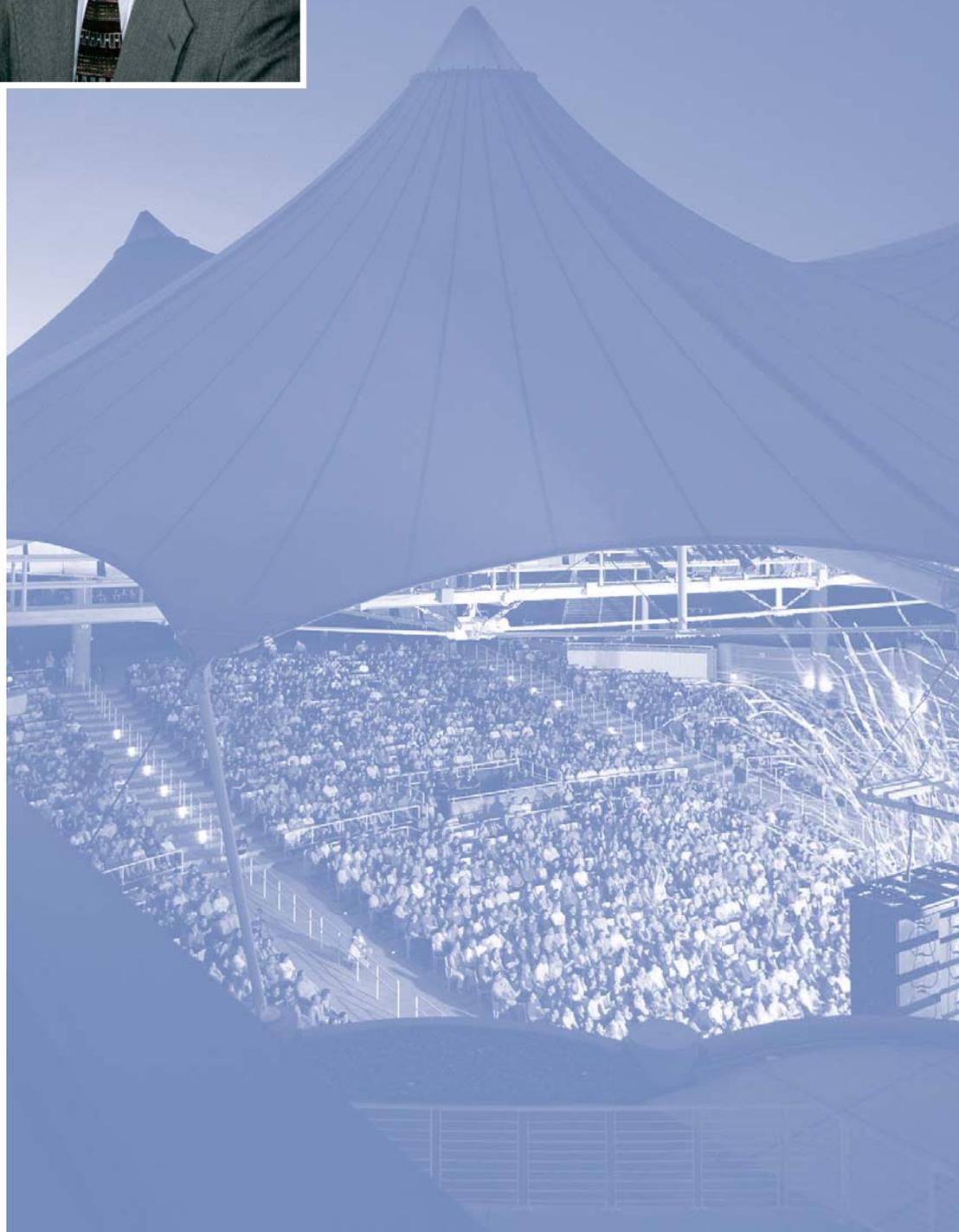
**City of Henderson
City Manager's Office
240 S. Water Street
PO Box 95050
Henderson, NV 89009
(702) 267-2080**

www.cityofhenderson.com

“We will build on our achievements and continue to foster a thriving and sustainable community. This new Strategic Plan builds on our great past and will guide us to even greater levels of success in our vision To Be America’s Premier Community.”



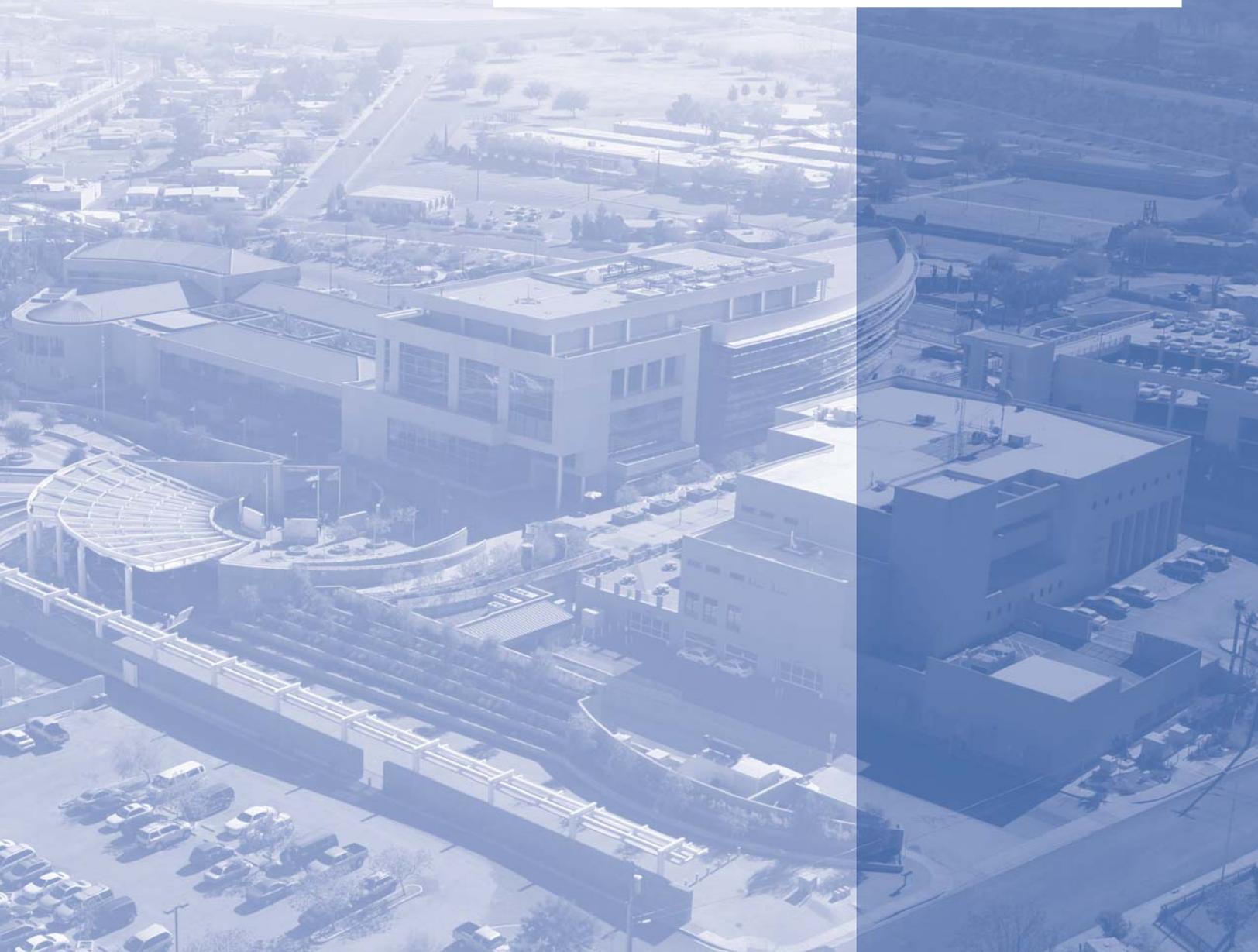
Andy Hafen
City of Henderson Mayor

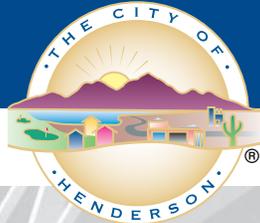


Mayor and Council

Standing:
Kathleen Boutin, Council Ward III
Debra March, Council Ward II

Seated:
Gerri Schroder, Council Ward I
Andy Hafen, Mayor
Steven D. Kirk, Council Ward IV





A Place To Call Home

Mayor and Council

Andy Hafen, *Mayor*
Gerri Schroder, *Council Ward I*
Debra March, *Council Ward II*
Kathleen Boutin, *Council Ward III*
Steven D. Kirk, *Council Ward IV*

City Manager's Office

Mark T. Calhoun, *City Manager*
Bristol S. Ellington, *Assistant City Manager*

City Attorney's Office

Elizabeth Macias Quillin, *City Attorney*

City Clerk's Office

Monica M. Simmons, *City Clerk*

City Departments and Offices

Building & Fire Safety
Michael W. Bouse, *Director*

Human Resources
Fred Horvath, *Director*

Communications and Council Support
Bud Cranor, *Manager*

Intergovernmental Relations
Terri Barber, *Director*

Community Development
Stephanie Garcia-Vause, *Director*

Information Technology
Christopher P. Wilding, *Chief Information Officer*

Cultural Arts & Tourism
Andrea Primo, *Director*

Municipal Court
David J. Hayward, *Court Administrator*

Development Services Center
Christine Kidd, *Manager*

Neighborhood Services
Barbara A. Geach, *Acting Manager*

Economic Development/Redevelopment
Bob A. Cooper, *Manager*

Parks & Recreation
Mary Ellen Donner, *Director*

Finance
Richard A. Derrick, *Acting Director*

Police
Jutta Chambers, *Chief*

Fire
Doug Stevens, *Chief*

Public Works
Robert A. Murnane, *Director*

Utility Services
Dennis B. Porter, *Director*