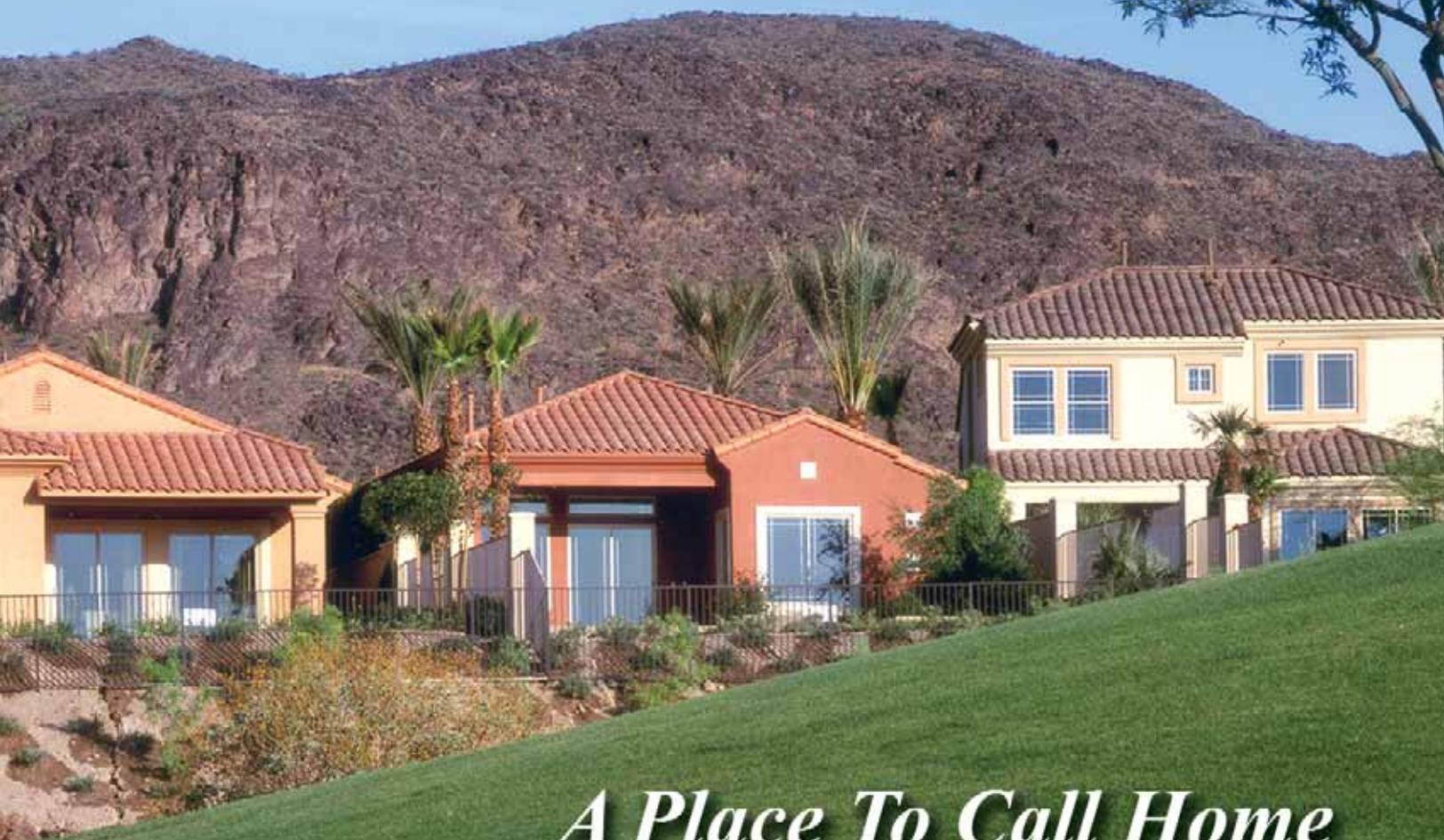
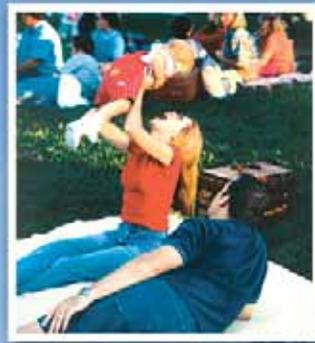


# *City of Henderson*

## 2005 - 2009 Strategic Plan



*A Place To Call Home*



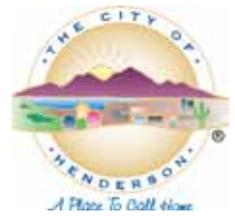
We are proud to present to you the 2005-2009 City of Henderson Strategic Plan. This plan will act as a framework for the City's operations over the next 5 years as the City strives to provide the effective and efficient government services that our community has come to expect. This plan reflects our dedication.

Development of this plan was a combined effort of citizens, elected officials, and City staff. Each group will also play an essential role in the plan's implementation. The goal of this plan is to provide a platform for achieving future success.

While some of the priorities identified in this plan remain constant from the previous strategic plan, others represent new areas of focus. The City has celebrated accomplishments such as siting a state college in Henderson, completion of the Multigenerational Center, and creation of our Neighborhood Services Department. This new plan will build upon these past achievements. We are excited about the progress Henderson has made and look forward to our continued success.

Sincerely,

James B. Gibson  
Mayor



# Table of Contents

<i>“A Place to Call Home”</i> .....	2
<i>Customer Service</i> .....	4
<i>The Planning Process</i> .....	5
<i>Vision &amp; Priorities</i> .....	6
<i>Mission &amp; Values</i> .....	7
 <i>Our Priorities</i>	
<i>Economic Development</i> .....	8
<i>Financial Planning</i> .....	9
<i>Natural Resource Management</i> .....	10
<i>Public Safety</i> .....	11
<i>Quality Development</i> .....	13
<i>Transportation</i> .....	14
 <i>Monitoring Progress</i> .....	 15



# A Place to Call Home

Home to more than 225,000 people, the City of Henderson remains one of the fastest growing communities in the nation. The City officially incorporated in 1953, after emerging during World War II as a manufacturing source for magnesium. Today, Henderson is nationally known for premier parks, master planned communities, economic opportunities, and high quality public services. Henderson is the largest full-service city in



Nevada, directly providing residents with fire, police, paramedics, ambulance, sewer, and water services. The City maintains the lowest employee-to-resident ratio in Southern Nevada, along with one of the lowest property tax rates.

Henderson, the second largest city in Nevada, is known for having small town values with big city efficiencies. Henderson residents agree, with 7 out of 10 indicating a "strong" sense of community in a recent citizen survey. In the same survey, 94% of residents believe having a sense of community is important to their quality of life, which most residents rated as getting better or staying

the same. Henderson provides an exceptional quality of life, with outstanding public safety, recreational, educational opportunities, and community planning and development.

An overall feeling of public safety is important to quality of life, as identified by 99% of survey respondents. The Police Department and Fire and Ambulance Services are nationally accredited, earning Henderson the distinction of being the only municipality in Southern Nevada to hold such qualifications. Residents reported high importance and high satisfaction levels with the City's efforts to maintain a low crime rate, to dispatch personnel quickly, to provide fire protection and emergency medical services, and to prepare for emergencies.



Park and recreation amenities are abundant in Henderson, with a park located within a mile of most residents and recreation and aquatic facilities conveniently located throughout the City. In addition to earning national accreditation, the Henderson Parks and Recreation Department also received the Gold Medal for excellence in park and recreation administration.



The City is home to Nevada's largest recreational facility, the Multigenerational Facility at Liberty Pointe, and the state's only scenic Bird Viewing Preserve. Henderson hosts the area's longest running cultural event, Shakespeare in the Park. An increasing number of major shopping malls, movie theater complexes, restaurants, and hotel/casino resorts offer a variety of leisure time activities.



Henderson has a long commitment to education. The region's only vocational school is located here, as well as a campus of the Community College of Southern Nevada. Most recently, Henderson became home to Nevada's only four-year State College, which graduated its first students in 2004. Residents also find convenient access to numerous public and private schools.

In Nevada, Henderson pioneered the concept of cost sharing for public amenities with developers of master-planned communities. Developers pay for roads, water, and sewer infrastructure and contribute property for schools, park sites, fire sta-

tions and police stations as growth occurs, mitigating the costs of growth on existing citizens. These practices have made Henderson a leader as well as a model in land-use planning throughout the United States.

Strategic planning plays an important role in the City's ability to meet the needs of a growing community. To be effective, the City must direct resources to those areas most essential to the community's well being. Henderson continues to grow, with more than 1,000 people: families, young singles, and active adults, moving into the community each month.

This document reflects an ongoing strategic planning process, where resources, legislative mandates, critical concerns, and citizen needs are combined to produce both a plan for the future and a measure for results.

Each year many new businesses and residents relocate to our great City. Our premier master planned communities and the City's commitment to high quality public service makes Henderson ***A Place to Call Home.***



# Customer Service

## Our Focus

We understand that we are accountable to the residents of our great City, and we continue to strive to provide the services our community desires in an efficient and responsible manner. “A Place to Call Home” is not just an expression but a goal that all City employees focus on for those who live, learn, work, and play in Henderson, it drives our strategies in all customer encounters.

We use the 5 C's to drive our customer interactions: A genuine **Concern** for listening and understanding our customers, **Communicating** effectively, being **Competent** in all that we do, showing our **Commitment** to customers, & driving towards a sense of **Community** in all our decisions and actions.



## Awards

The City has been recognized in many ways for its customer service dedication. Following is a list of some of the awards it has received:

The *Sports Illustrated (SI) 50th Anniversary Sportstown award* from SI and the National Recreation and Parks Association (NRPA) for involvement in facilitating and enhancing quality sports community commitment to parks and recreation resources.

The Government Finance Officers Association awards for *Distinguished Budget Presentation* and *Excellence in Financial Reporting* for its annual Financial Reports.

National accreditation of the Police Department from the Commission on Accreditation for Law Enforcement Agencies (CALEA) by meeting the highest and strictest standards for police policies and procedures in the world.

National accreditation for the Fire Department through the Commission on Accreditation of Ambulance Services (CAAS) and the Commission on Fire Accreditation International (CFAI).

National accreditation for the Parks & Recreation Department from the Commission for Accreditation of Park and Recreation Agencies (CAPRA) and received the *National Gold Medal Award*.

The *Special Achievement In Geographical Information Systems (GIS)* for outstanding work in the GIS field.

The Association of Metropolitan Water Agencies *Gold Award for Competitiveness Achievement* for having high-quality management practices that meet challenges facing the industry.

The International Association of Business Communicators, Public Relations Society of America, and City-County Communications and Marketing Association awards for excellence in professional standards and sound business practices in communications.

# The Planning Process

Strategic planning is the cornerstone of effective public management. The City first began its performance planning efforts in 1999. Building upon these efforts, the 2005-2009 Strategic Plan addresses several critical issues facing Henderson over the next five years. The Henderson community, City Council, and City Management Team all played key roles in the development of this plan.

The Strategic Plan serves as the foundation for the City's annual performance budgeting process. The strategic priorities and issues contained within this plan will be guiding factors in planning and resource allocation decisions in the future.

Development of this Strategic Plan began with each City department identifying the most important issues facing their operation over the next three to five years. Each department developed goals to address their issues and identified which of those issues were the most strategically important to the City. Senior management then prioritized the statements by citywide importance. The issue statements that were designated as having top citywide importance were then grouped by topic to create a foundation for the development of the City's priorities.

The community's input was obtained through the City of Henderson Citizen Assessment Survey. This data allowed City staff to validate issues generated from departments against citizen responses, as well as incorporate other areas identified by citizens as being important. In the



development of the City's strategic priorities the City Council focused on areas of alignment between the top Citywide issues developed by departments and citizen survey results.

Each priority is presented with the following components:

- ❖ Priority Overview
- ❖ Issues Related to the Priorities
- ❖ Goals
- ❖ Community Voice (citizen survey results)
- ❖ Measures of Success (performance measures)

The Community's Voice (obtained through the use of citizen surveys) and Measures of Success (performance measures) associated with each priority will be instrumental in monitoring and reporting the results of this plan.

# Vision & Priorities

## Vision Statement:

“We envision our City as a fully integrated, progressive, and engaged community of citizens and neighborhoods enjoying premier amenities, services, and opportunities.”

## Priorities:

### Economic Development

Expand the City's economic and employment opportunities.

### Financial Planning

Maintain financial stewardship while maximizing the use of resources.

### Natural Resource Management

Protect and preserve our natural resources for future generations.

### Public Safety

Ensure public safety through prevention and efficient emergency response.

### Quality Development

Preserve quality of planning and development as the City grows and ensure reinvestment in the existing community.

### Transportation

Improve and maintain our community's transportation network.



# Mission & Values

## Mission Statement:

“To provide services & amenities that enhance the quality of life for those who live, learn, work, & play in the City of Henderson.”

## Values in ACTION

### Accountability

We enjoy working for the Henderson community and take our responsibility to ensure public trust very seriously. We hold ourselves accountable for our actions, are fiscally responsible, and provide competent and efficient services to meet our community's needs.

### Customer Service

We maintain high standards in providing city services. We work with courtesy, respect, and responsiveness to meet our customer's needs.

### Teamwork

We encourage an atmosphere of open communication, listening, and trust within the organization and the community. We work together, toward common goals, building on each other's strengths.

### Integrity

We believe in complete honesty in all that we do. We have a high standard of ethics, in staying true to our values and in our commitment to public service.

### Our Employees

We recognize that our employees are the reason for our quality organization and excellent service record. We support employee development and seek opportunities for personal and professional growth.

### New Ideas & Risk = Innovation

We are open to new ideas, the basis for imaginative and resourceful problem solving. We encourage employees to accept responsible risk-taking to transform a new idea into innovative service.

# Our Priorities

## Economic Development

The City continues to focus its efforts on recruiting new businesses, strengthening existing businesses, and diversifying our local economy. This includes maintaining a pro-business climate and recruiting a select list of target industries including medical, industrial, financial, educational, and administrative offices. Expansion of employment opportunities in Henderson is important in maintaining a healthy economic environment.



### **Balanced Land Use**

Recruitment of targeted businesses and expansion of existing companies is essential for the long-term economic stability of our community. An important aspect to economic development strategies is maintaining a balance between retail, commercial, and industrial land uses, each of which create job opportunities for our residents. The types of new businesses that can be recruited is dependent upon the availability of marketable land.

**Goal:** To develop a systematic approach to ensure balanced land use and adequate inventory of industrial land for business recruitment.

### **West Henderson Industrial Development**

The City entered into an agreement with Clark County and the Federal Bureau of Land

Management to develop a land use plan for the annexation area known as "West Henderson." The City, serving in the lead role, ensured the appropriate balance of residential, commercial, industrial, recreation, public services, and open space was planned prior to the land auction. Due to the escalating prices of raw, developable land, the City must continue its role in protecting the industrial land for future development.

**Goal:** To protect the development of approximately 500+ acres of industrial land located within the West Henderson area.

## Community Voice

Availability of job opportunities was identified as one of the top **Quality of Life** issues in our community.

- ❖ When asked the importance of "Increasing Job Opportunities," **76%** of surveyed residents indicated that it was either extremely important or very important
- ❖ When asked the importance of "Improving the Business Climate," **68%** of surveyed residents indicated that it was either extremely important or very important

## Measures of Success

- ❖ Number and quality of new jobs created
- ❖ Economic impact of targeted companies that have established operations within the City

# Financial Planning

Responsible financial stewardship is imperative to provide for the current and future needs of our growing community. Long-term financial planning is a key component in maximizing our resources to meet the increasing service demands of our citizens. The availability of timely and pertinent financial information will provide management with the tools needed for effective and efficient resource management.



## Financial Planning to Meet Growth Needs

The discretionary funds available to allocate each year have been declining over time and represent less than 5% of the total General Fund. This poses a significant challenge for the City to maintain current service levels and meet the service demands of a growing population base.

**Goal:** To improve the City's long-range financial planning process by assisting in the creation of a performance management system. This system will focus on outcomes, allow for the strategic investment of resources, and ensure financial stewardship for our citizens.



## New Financial Management System

The scope and complexity of the accounting and financial reporting environment has increased substantially over the past ten years. The current financial management system, which was implemented in 1987, presents challenges in providing adequate and timely financial information. These factors are the driving force for a new financial management system.

**Goal:** To improve the dissemination of financial information by implementing a new financial management system.

## Community Voice

- ❖ When asked the importance of "Managing the City's Finances," **87%** of surveyed residents indicated that it was either extremely important or very important

## Measures of Success

- ❖ Community satisfaction with the value received from their tax dollars
- ❖ Percentage of new financial management system implemented

# Natural Resource Management

Our community's demand for our natural resources continues to increase. The City must continue its proactive approach managing these resources in order to ensure their availability for the future. This requires continued coordination with other governmental entities in our area. Due to the prolonged drought, promoting water conservation continues to be a priority for the City, as well as for the entire valley.

## Water Conservation

Southern Nevada and the City of Henderson depend on the Colorado River and Lake Mead for over 90% of our water. Precipitation in the Colorado Rocky Mountains which flows into the Colorado River and ultimately into Lake Mead, has been significantly below normal since 1999, resulting in a 90 foot drop in Lake Mead. We are currently in drought alert and may be in drought emergency within the next year. The City was a major participant in the development of a regional water conservation plan and adopted a Drought and Conservation Ordinance to implement measures to encourage the necessary water conservation. To ensure we are able to meet necessary water demands, outdoor water use is restricted.



**Goal:** To implement drought and conservation measures that reduce residential and commercial water consumption.

## Utility System Reliability

The challenge for the City is to ensure that our water, wastewater, and reclaimed water services keep pace with demand, while maintaining financial stability for our capital improvement program and the operations and maintenance of our facilities and service.

**Goal:** To ensure that our services keep pace with demand while maintaining the financial stability of the utility.

## Community Voice

Quality and availability of drinking water were identified as top **Quality of Life** issues in our community.

- ❖ When asked the importance of "Quality of Drinking Water," **86%** of surveyed residents indicated that it was either extremely important or very important

## Measures of Success

- ❖ Reduction in average monthly consumption per residential account
- ❖ System capacity reliably meeting system demands

# Public Safety

Providing for the safety of our community continues to be one of the highest priorities of the City. With the expansion of our population and boundaries, Henderson is committed to providing the best public safety services and programs in partnership with our community. This includes efficient emergency response, state-of-the-art technology, prevention programs, and coordination with other governmental entities on Homeland Security initiatives.

## Emergency Medical Service Levels

Emergency medical service incidents and transports have increased at approximately 9.8% annually over the past ten years. During this period there has been a direct correlation between population growth and calls for service. Population increases and expansion of geographical boundaries present challenges in maintaining our efficient response to fire and medical emergencies.

**Goal:** To maintain or improve where necessary response times to emergency calls for service through strategically located fire stations, apparatus, and staffing.

## Technology & Support Services Plan

The City has recently invested significant resources to enhance and integrate public safety technologies. These technologies include a computer aided dispatch system (CAD), and mobile data computers in emergency response vehicles. This technology allows emergency responders to receive rapid updates of critical response information including address, street maps, and “pre-arrival” information such as patient medical



history, fire location, etc. There are also computerized reporting systems that allow critical data such as response times, number of calls for service, and other information used in the planning of future services to be addressed. This new technology brings opportunity to automate and streamline outdated processes.

In the development of a Technology and Support Services Plan it is essential to provide for support services. This includes support personnel, training for personnel, hardware/software updates, and updates to the CAD system. This plan will enhance the department’s ability to increase responsiveness in some areas of service delivery and will contribute to gathering reliable data for measuring key processes and planning for future services.

**Goal:** To develop a comprehensive technology and support services plan that addresses the installation, maintenance and upgrade of computer hardware and software programs, training of emergency response personnel and dispatchers, and long-term replacement of these critical systems.

# Public Safety (continued)

## Police Service Levels

The number of crimes reported has continued to increase as our City has grown from under 100,000 residents a decade ago to over 225,000 in 2004. The challenge will be to provide the needed attention to proactive police services while having resources available to handle calls for service in a timely manner.

**Goal:** To sustain the current level of service in the community.



## Criminalistics Capacity

The challenge to process all evidence has made it necessary for the City to send a majority of the forensic evidence to local and national processing labs. These labs experience backlogs and can cause delays in the investigation and prosecution of crimes. Dedicating resources to obtaining the latest technological equipment and hiring technicians will ensure that evidence is processed timely and effectively which will increase the City's ability to solve crimes.

**Goal:** To improve the capacity to process evidence internally and increase our ability to solve crimes.

## Community Voice

**Overall feeling of safety** was identified as one of the top **Quality of Life** issues in our community.

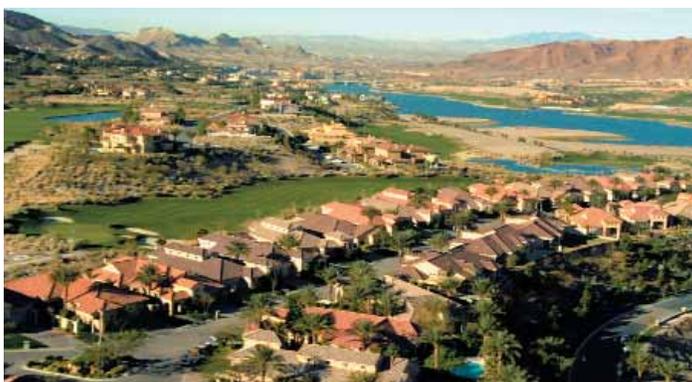
- ❖ When asked the importance of "Maintaining a Low Crime Rate," **97%** of surveyed residents indicated that it was either extremely important or very important
- ❖ When asked the importance of "Dispatching Personnel Quickly and Efficiently," **96%** of surveyed residents indicated that it was either extremely important or very important
- ❖ When asked the importance of "Providing Fire Protection and Prevention Services," **94%** of surveyed residents indicated that it was either extremely important or very important
- ❖ When asked the importance of "Investigation of Criminal Activity," **92%** of surveyed residents indicated that it was either extremely important or very important
- ❖ When asked the importance of "Overall Feeling of Safety," **91%** of surveyed residents indicated that it was either extremely important or very important

## Measures of Success

- ❖ Response times for public safety services
- ❖ Increase in timeliness of cases solved
- ❖ Integration of new technologies to enhance the City's service delivery

# Quality Development

The City is known both locally and nationally for advocating quality development. It is important to ensure the right balance of land uses, such as residential, commercial, industrial, public use, and open space as the City grows. The City requires developers to fund infrastructure including roads and water and sewer lines. In addition, many developers have negotiated cost sharing agreements to provide land and assist in the construction of parks and fire stations. The City also partners with businesses to reinvest in existing areas of the City to insure future vitality. These partnerships are critical in our continued success in quality development.



## Quality Planning

Currently, more than 1,000 new residents call Henderson their home each month. This growth attracts many new businesses and amenities to the community. While this expansion provides for a vibrant community it also presents challenges to the City in maintaining current service levels, keeping pace with infrastructure improvements, and providing for the recreational and cultural needs of residents. Quality planning continues to be a high priority for us as our city continues to grow.

**Goal:** To ensure responsible development by planning and promoting a sustainable community.



## Community Voice

**Overall appearance and cleanliness** was identified as one of the top **Quality of Life** issues in our community.

- ❖ When asked the importance of “Appearance & Cleanliness of the City,” **84%** of surveyed residents indicated that it was either extremely important or very important
- ❖ When asked the importance of “Managing Residential Growth,” **82%** of surveyed residents indicated that it was either extremely important or very important

## Measures of Success

- ❖ Relative property value increases compared to average in region.
- ❖ Community satisfaction with the quality of land use, planning, and zoning

# Transportation

The City's transportation network is vital to the economic development and quality of life within our community. The growth of Henderson has led to significant challenges and opportunities in providing the most efficient and effective transportation network. These challenges include construction of new roadways and the maintenance of our existing streets and highways to meet current and future needs of the City. Planning for alternative transit opportunities that will maximize connectivity is of equal importance. Coordination with the Nevada Department of Transportation and Regional Transportation Commission ensures that Henderson taxpayers receive the benefits of taxes remitted to these agencies.



## **Transportation System Improvements**

As the City of Henderson has grown to a population of more than 225,000 citizens, more than 630 miles of paved streets, and over 100 signal lights, traffic congestion has become a concern. It continues to be important to plan for the current and anticipated impacts to the City's transportation system, including increasing the size and amount of roadways, maintaining our existing infrastructure, and identifying alternative modes of transportation.

**Goal:** To maintain efficient traffic access throughout the community and maintain an acceptable level of road maintenance.



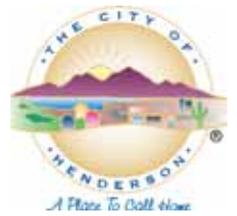
## **Community Voice**

**Condition of streets and roads** was identified as one of the top **Quality of Life** issues in our community.

- ❖ When asked the importance of "Repairing and Maintaining Local Streets and Roads," **89%** of surveyed residents indicated that it was either extremely important or very important
- ❖ When asked the importance of "Reducing Traffic Congestion," **89%** of surveyed residents indicated that it was either extremely important or very important

## **Measures of Success**

- ❖ Percentage of traffic signals coordinated
- ❖ Community satisfaction with the quality of street repair



# Monitoring Progress

## Monitoring Results

A "Strategic Plan Progress Report" will be issued at the close of each fiscal year that will provide an update as to the progress made toward the City's priorities. This report will include trend data from City Departments, results of citywide surveys, and performance measurement data. This report will be used in the Performance Budget Process to assist in progressing toward completing the goals of the Strategic Plan.

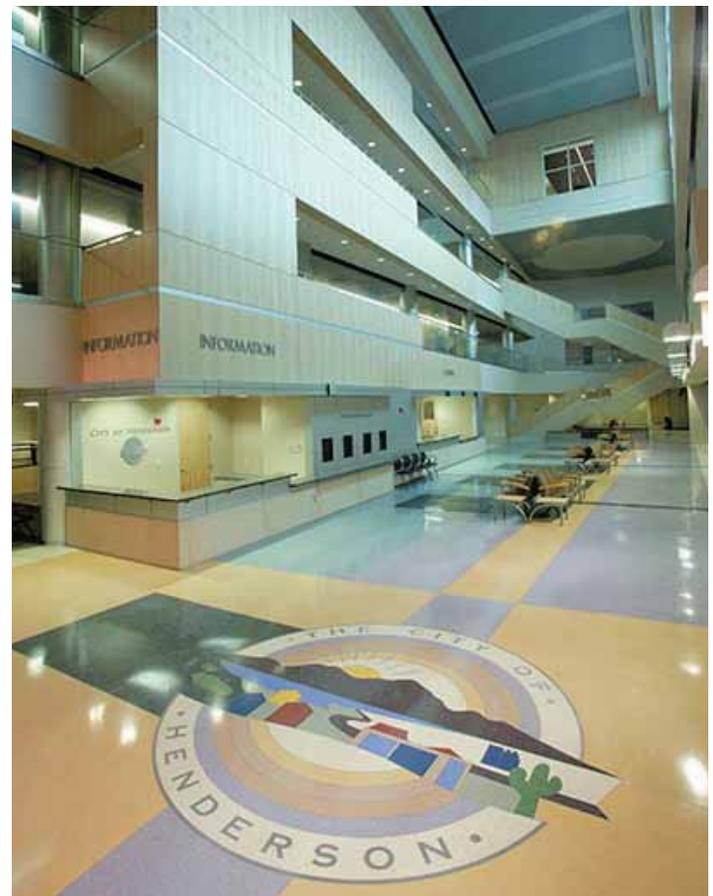
## Managing for Results

Annually a "Strategic Plan In Action" will be issued which demonstrates the linkages between the ensuing year's Performance Budget and our Strategic Plan. This action plan will list specific objectives that have been developed toward the accomplishment of each priority. The action plan will be used as a management tool throughout the year by City staff to keep the organization focused on the goals outlined in the Strategic Plan.

## Contact Information

City of Henderson  
Office of Budget and Strategic Management  
240 Water Street  
Henderson, NV 89015  
(702) 267-1771

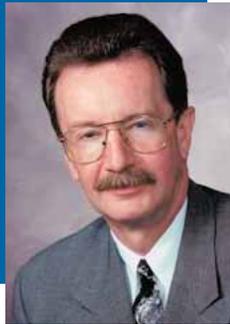
[www.cityofhenderson.com](http://www.cityofhenderson.com)







(Standing) Philip D. Speight, City Manager; Amanda M. Cyphers, Councilman Ward I;  
Steven D. Kirk, Councilman Ward IV;  
(Seated) Andy A. Hafen, Councilman Ward II; James B. Gibson, Mayor;  
and Jack K. Clark, Councilman Ward III.



Philip D. Speight  
City Manager



Mark T. Calhoun  
Assistant City Manager



James H. Mullen  
Chief Financial Officer



Bonnie J. Rinaldi  
Assistant City Manager



## Mayor and Council

James B. Gibson, Mayor  
Jack K. Clark, Councilman  
Amanda M. Cyphers, Councilman  
Arthur A. Hafen, Councilman  
Steven D. Kirk, Councilman

## City Manager's Office

Philip D. Speight, City Manager  
Mark T. Calhoun, Assistant City Manager  
Bonnie J. Rinaldi, Assistant City Manager  
James H. Mullen, Chief Financial Officer

## City Attorney's Office

Shauna M. Hughes, City Attorney

## City Clerk's Office

Monica M. Simmons, City Clerk

## City Departments

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

**Community Development** Mary Kay Peck, Director

**Finance** Steven M. Hanson, Director

**Fire** James J. Cavalieri, Chief

**Human Resources** Daryl A. Moore, Director

**Information Technology** Curlie O. Mathews, CIO

**Municipal Court** David J. Hayward, Court Administrator

**Parks and Recreation** James T. Norman, Director

**Police** Michael D. Mayberry, Chief

**Public Works** Robert A. Murnane, Director

**Utility Services** Kurt R. Segler, Director

**Convention Center & Visitors Bureau** Lisa G. Jolley, Executive Director

**Office of Budget & Strategic Management** Richard A. Derrick, Manager

**Office of Development Services Center** Ronald F. Patterson, Manager

**Office of Economic Development** Bob A. Cooper, Manager

**Office of Neighborhood Services** Skeet E. Fitzgerald, Manager

**Office of Property Management & Redevelopment** John R. Rinaldi, Manager

