



# *City of Henderson*

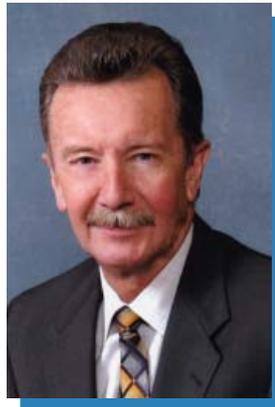


FY 2005  
Strategic Plan  
Progress Report



Jack K. Clark, Councilman Ward III; Steven D. Kirk, Councilman Ward IV;  
James B. Gibson, Mayor;  
Amanda M. Cyphers, Councilman Ward I; Andy A. Hafen, Councilman Ward II

## City Management



Philip D. Speight  
City Manager



Mark T. Calhoun  
Assistant City Manager



Mary Kay Peck  
Assistant City Manager

# *Table of Contents*

---

Introduction.....	3
A Place To Call Home .....	4
Vision & Priorities .....	6
Mission & Values .....	7
The Planning Process .....	8
How to Read This Document .....	9
Priority Update	
Economic Development .....	10
Financial Planning .....	12
Natural Resource Management .....	14
Public Safety.....	16
Quality Development .....	20
Transportation.....	22
On The Horizon .....	24



*A Place To Call Home*

# Introduction

We are proud to present the Fiscal Year 2005 City of Henderson Strategic Plan Progress Report. The purpose of this document is to report service efforts and accomplishments for Fiscal Year 2005 in the six strategic priority areas identified in the 2005-2009 Strategic Plan. This progress report demonstrates the commitment to providing effective and efficient government services to the community. Each priority's accomplishments includes feedback from citizens using a survey conducted in mid-2005 and information reported by City departments.

The strategic priority areas provide a framework for addressing the most important issues facing our community. The issues were developed using input from citizens, elected officials, and City staff. It is important to note that not all City services are included in the strategic plan, it only provides outcomes for services included in the six strategic priority areas.

We are excited by the progress that has been made after only one year and look forward to continued success.

## [Additional Reports Available](#)

2005-2009 Strategic Plan  
Comprehensive Annual Budget Report (CABR)  
Budget In Summary

Prepared By

## **Office Of Budget & Strategic Management**

Richard A. Derrick, Manager  
Linda Novak, Sr. Financial Analyst  
Jill Lynch, Sr. Financial Analyst  
Mike Cathcart, Sr. Financial Analyst  
Rod Streets, Sr. Financial Analyst  
Kelly Taylor, Administrative Analyst III  
Joe Christopher, Administrative Analyst III

240 Water Street  
Henderson, NV 89015  
(702) 267-1770  
(702) 267-1782 fax  
[www.cityofhenderson.com](http://www.cityofhenderson.com)

# *A Place to Call Home*

Home to more than 242,700 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. The City provides an exceptional quality of life, with outstanding public safety, recreational amenities, educational opportunities, and community planning and development.

An overall feeling of public safety is important to quality of life. 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 City of Henderson Parks and Recreation Department has received the Gold Medal for excellence in park and recreation administration.

The City is home to the Multigenerational Facility at Liberty Pointe and Nevada'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. In 2002, Henderson became home to Nevada's only four-year State College. 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 park development. They also contribute property for schools, park sites, fire stations, and police stations. As growth occurs, these practices mitigate the costs of growth on existing citizens making 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.



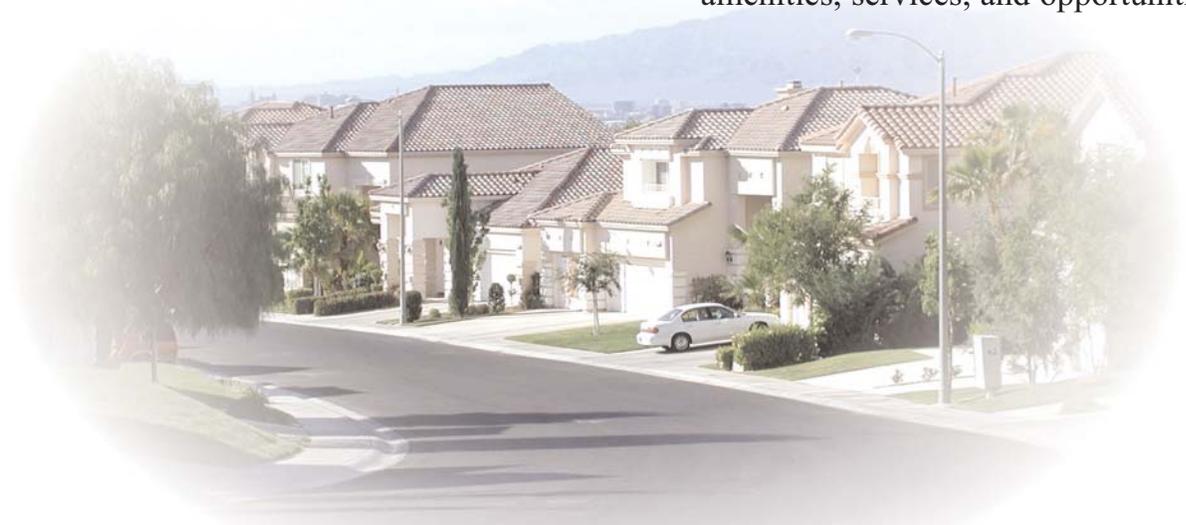
The Strategic Plan reflects an ongoing strategic planning process, where resources, legislative mandates, critical concerns, and citizen needs are combined to produce both a plan for the future and a measure for results.

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."***

# *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.

### **Public Safety**

Ensure public safety through prevention and efficient emergency response.

### **Financial Planning**

Maintain financial stewardship while maximizing the use of resources.

### **Quality Development**

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

### **Natural Resource Management**

Protect and preserve our natural resources for future generations.

### **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.

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

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.

## Strategic Priorities

Economic Development  
Financial Planning  
Natural Resource Management  
Public Safety  
Quality Development  
Transportation



Development of the 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.

This Annual Progress Report is designed to give citizens, elected officials, and City staff an update on what progress the City made toward each of the six strategic priorities during the year. The second annual City of Henderson Citizen Survey was conducted by the International City/County Management Association (ICMA). Outcomes from this survey and information from City departments have been compiled to show the progress in each of the priorities.

# How To Read This Document

## 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.

### Strategic Issues

#### Financial Planning to Meet Growth Needs

**Issue:** Declining discretionary funds pose 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

**Issue:** The current financial management system, which was implemented in 1987, presents challenges in providing adequate and timely financial information.

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

### Strategic Outcomes

- Allocated 45% of new resources in Fiscal Year 2006 toward strategic priorities
- Implemented 65% of new financial management system enhancing timeliness of financial information
- Received an 83% positive community satisfaction with the value received from their tax dollar
- Achieved an upgrade in the City's bond rating to the highest rating of any city in the State of Nevada which results in ongoing cost savings for our citizens



#### Achievements

2004 Government Finance Officers Association Distinguished Budget Presentation Award

2004 International City/County Management Association Center for Performance Measurement Certificate of Achievement

2004 Government Finance Officers Association Achievement for Excellence in Financial Reporting Award

Fiscal Year 2005

12

Priority

Strategic Issues

Progress on Priorities during last fiscal year

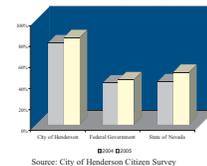
Graphs and explanations of progress on the strategic priorities

### Measures of Success

#### Community Voice

A strategic plan and performance budget process enabled the City to direct resources where needed in order to provide the best quality services to our community. In the most recent citizen survey, respondents ranked the quality of services provided by different levels of government. **83% of survey respondents felt their Quality of Services received from the City were either "Excellent" or "Good", far outpacing both the State and Federal Governments.**

#### Rating of Overall Quality of Services Provided that were Either Excellent or Good

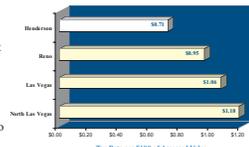


Source: City of Henderson Citizen Survey

#### Community Successes

The City of Henderson has one of the lowest property tax rates in the State of Nevada. The City's tax rate has remained consistent for the past sixteen years.

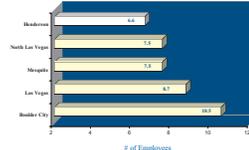
#### Property Tax Rates Nevada Cities of Comparable Size



Source: City of Henderson Community Development Dept.

In maintaining one of the lowest employee to citizen ratios, of municipalities in Southern Nevada, the City of Henderson optimizes efficiency and personnel resources.

#### City Employees per 1,000 Residents in Southern Nevada Cities



Source: City of Henderson Community Development Dept.

Outcomes such as these have contributed to the City of Henderson achieving the highest bond rating of any City in the State of Nevada.

#### Bond Ratings

Moody's	Aaa
	Aa1
	<b>Aa2</b>
	Aa3
	a1
	a2
	a3
	Baa1
	Baa2
	Baa3
Standard & Poor's	AAA
	AA+
	<b>AA</b>
	AA-
	A+
	A
	A-
	BBB+
	BBB
	BBB-

13

Strategic Plan Progress Report

# *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.

## Strategic Issues

### **Balanced Land Use**

**Issue:** 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.

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

### **West Henderson Industrial Development**

**Issue:** 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.

## Strategic Outcomes

- Succeeded in recruiting 17 new companies last year, which committed to expand or relocate to Henderson, creating approximately 722 jobs
- Sponsored the 6th Annual Economic Development Awards Program for local businesses and created a business recruitment supplement for the Nevada Business Journal Magazine
- Developed a partnership with the Southern Nevada Medical Industry Coalition (SNMIC). Projects initiated this year include recruitment campaigns to attract medical businesses and professionals
- Provided local business assistance initiatives, including 31 site visits with One-on-One business counseling, three business roundtables, and a business survey to our local medical industry employers



### **Coordinated Events**

*Annual Economic Development Awards Program*

*Southern Nevada Medical Industry Coalition*

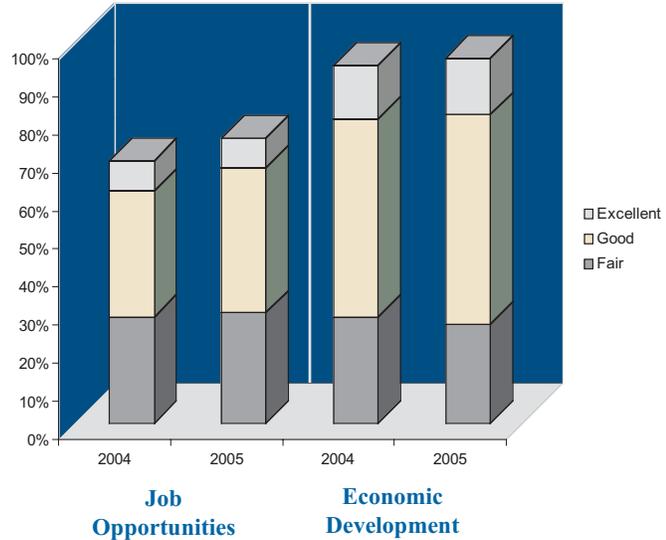
*Mayor/Council Business Roundtable Meetings*

## Measures of Success

### Community Voice

Two areas in the citizen survey relevant to economic development were the rating of Job Opportunities and Quality of Economic Development Services. Overall positive responses increased for both indicators in 2005. **In 2005, 96% of survey respondents gave the Quality of Economic Development a positive response.**

Percentage of Positive Responses for Quality of Economic Development Services

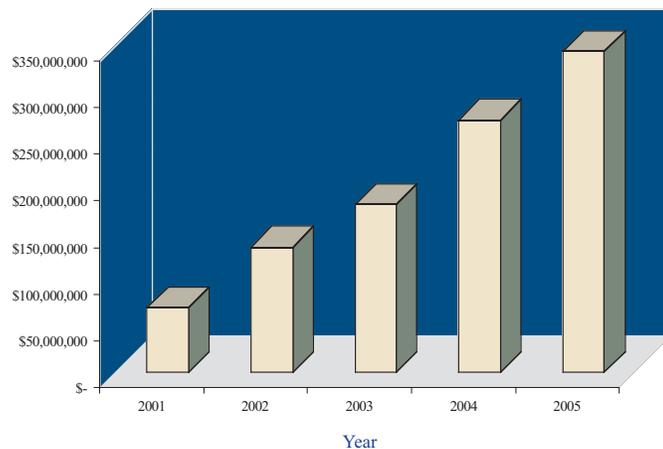


Source: City of Henderson Citizen Survey

### Community Successes

In addition to successfully recruiting 17 companies to either expand operations or relocate to Henderson, the City also performed outreach to current local businesses. In 2004, the Office of Economic Development conducted outreach programs which provided 483 local businesses with information and assistance. **New companies and local business expansions in 2005 resulted in an economic impact of approximately \$73 million.**

Estimated Cumulative Economic Impact of Business Attraction/Expansion Activities (Local Payroll, Purchases, and Construction)



Source: City of Henderson Economic Development Department

In 2005, Henderson hotels and motels generated more than 740,396 room nights which represents an increase of 8.9 percent over the previous year. **Business and tourism visitors generated an estimated \$180,272,976 in economic impact to the local economy.**

# 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.

## Strategic Issues

### Financial Planning to Meet Growth Needs

**Issue:** Declining discretionary funds pose 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

**Issue:** The current financial management system, which was implemented in 1987, presents challenges in providing adequate and timely financial information.

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

## Strategic Outcomes

- Allocated 45% of new resources in Fiscal Year 2006 toward strategic priorities
- Implemented 65% of a new enterprise resource planning system which enhanced the timeliness of financial information
- Received an 83% positive community satisfaction with the value received from their tax dollar
- Achieved an upgrade in the City's bond rating to the highest rating of any city in the State of Nevada which results in ongoing cost savings for our citizens



## Achievements

*2004 Government Finance Officers Association Distinguished Budget Presentation Award*

*2004 International City/County Management Association Center for Performance Measurement Certificate of Achievement*

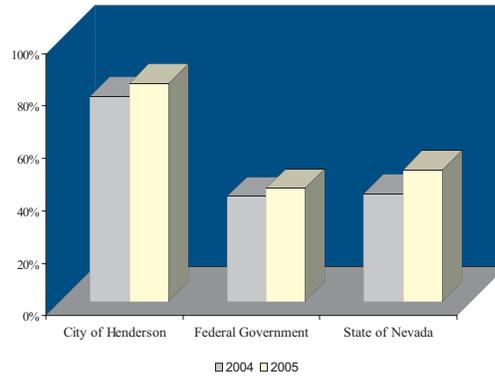
*2004 Government Finance Officers Association Achievement for Excellence in Financial Reporting Award*

# Measures of Success

## Community Voice

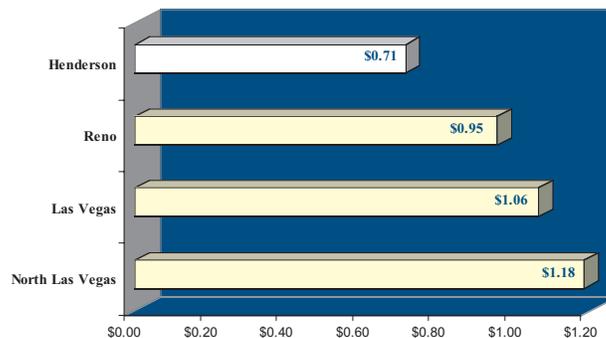
A strategic plan and performance budget process enabled the City to direct resources where needed in order to provide the best quality services to our community. In the most recent citizen survey, respondents ranked the quality of services provided by different levels of government. **83% of survey respondents felt their Quality of Services received from the City were either “Excellent” or “Good”, far outpacing both the State and Federal Governments.**

## Rating of Overall Quality of Services Provided that were Either Excellent or Good



Source: City of Henderson Citizen Survey

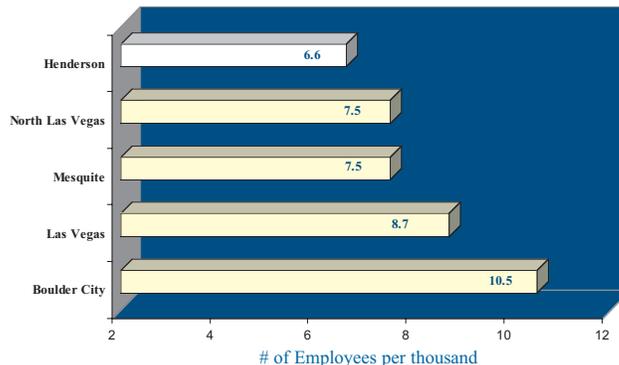
## Property Tax Rates Nevada Cities of Comparable Size



Source: City of Henderson Community Development Dept

City of Las Vegas includes the Las Vegas Metropolitan Police Department

## City Employees per 1,000 Residents in Southern Nevada Cities



Source: City of Henderson Community Development Dept.

City of Las Vegas includes portions of the Metropolitan Police Department and Las Vegas Water District.

## Community Successes

The City of Henderson has one of the lowest property tax rates in the State of Nevada. The City’s tax rate has remained consistent for the past sixteen years.

In maintaining one of the lowest employee to citizen ratios, of municipalities in Southern Nevada, the City of Henderson optimizes efficiency and personnel resources.

**Outcomes such as these have contributed to the City of Henderson achieving the highest bond rating of any City in the State of Nevada.**

## Bond Ratings

Moody’s

Aaa

Aa1

**Aa2** ← Henderson

Aa3

a1

a2

a3

Baa1

Baa2

Baa3

Standard & Poor’s

AAA

AA+

**AA** ← Henderson

AA-

A+

A

A-

BBB+

BBB

BBB-

# Natural Resource Management

Our community's demand for natural resources continues to increase. The City must maintain its proactive approach to 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.

## Strategic Issues

### Water Conservation

**Issue:** Southern Nevada depends on the Colorado River and Lake Mead for over 90% of our drinking water supply. More than five years of severe drought have resulted in a significant drop in Lake Mead's water level.

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

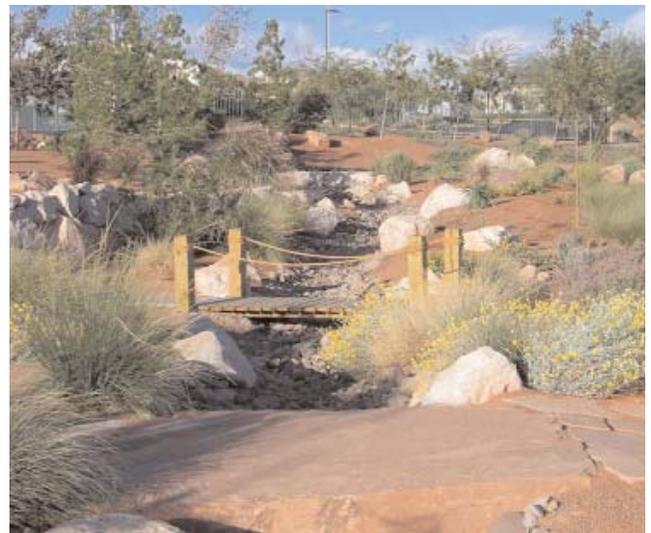
### Utility System Reliability

**Issue:** The challenge for the City is to ensure that water and wastewater services meet growing demands, while maintaining financial stability for capital improvements, and operations and maintenance of the utility infrastructure.

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

## Strategic Outcomes

- Promoted city-wide turf reduction programs resulting in the removal of more than 4 million square feet of turf to date, for a total savings of 240 million gallons of water per year
- Opened Acacia Demonstration Gardens, a collection of themed landscape areas that offer visitors practical knowledge and creative ideas for outdoor water conservation relying on the unique beauty of our desert environment
- Created the Henderson Jr. Water Watcher program to teach 1,000 Henderson youth about the importance of water conservation and water quality to our community's future
- Created the Henderson Water Watcher Awards program to recognize residents and businesses that demonstrate leadership in water conservation
- Proceeded with construction on the Phase III Expansion of the Water Reclamation Facility, increasing system capacity by 8 million gallons per day



## Achievements

*Received the 2005 Platinum Award for Sustained Competitiveness Achievements from the Association of Metropolitan Water Agencies for long-term accomplishments resulting from best management practices*

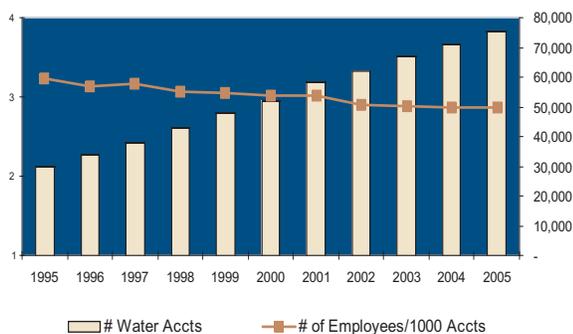
*Achieved the best employee safety frequency ratio in seven years, more than 400% better than the national average*

## Measures of Success

### *Community Voice*

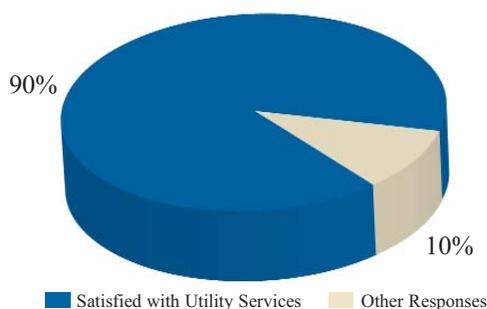
During the past ten years of record growth, the Department of Utility Services has increased the efficiency of its staff and decreased the number of employees required to service customer accounts. **Our success is evident given that 90% of utility customers are satisfied with the level of service they receive.**

### Number of Employees per 1,000 Water Accounts



Source: City of Henderson Utility Services Department

### Positive Responses to the 2004 Department of Utility Services Survey

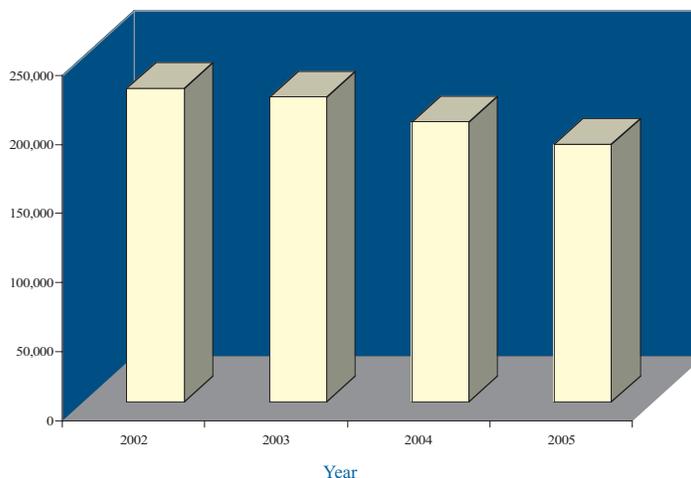


Source: 2004 Utility Services Customer Service Survey

### *Community Successes*

The City increased public awareness of drought and conservation issues through extensive public outreach efforts that included articles in the customer newsletter, collateral materials, educational and recognition programs, and participation in community events. Utility services staff participated in more than 20 community events in 2005, with a total attendance of more than 10,000 residents. **Increased public awareness of conservation led to an 8% decrease in single family residential water use.**

### Single Family Residential Water Consumption (Average Gallons per Account)



Source: City of Henderson Department of Utility Services

# 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.

## Strategic Issues - Police

### Police Service Levels

**Issue:** The challenge for the Police Department is 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

**Issue:** 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.

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

## Achievements

*The City's Police Department maintained national accreditation from the Commission on Accreditation for Law Enforcement Agencies by meeting the most strict standards for police policies and procedures in the nation*

## Strategic Outcomes

- Created a Homeland Security Division to enable coordination of intelligence information and homeland security funding and mandates to better protect residents
- Created a Problem Solving Unit to better address citizens' concerns and community issues
- Established a traffic unit in the eastern area of the City to help reduce injury and fatal traffic accidents and reduce delays in addressing traffic complaints

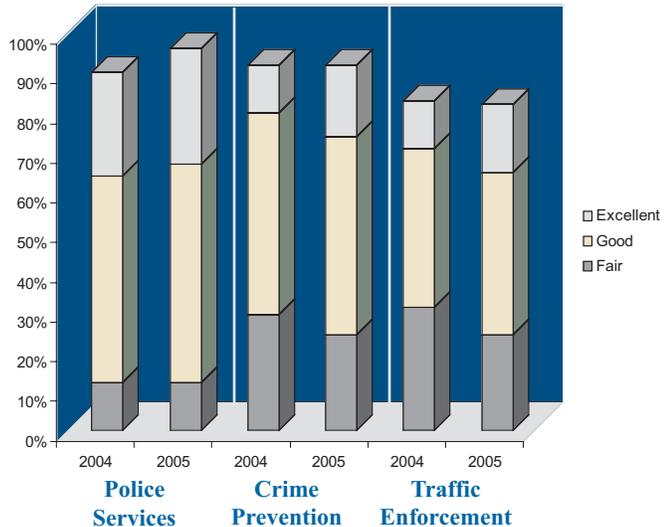


## Measures of Success

### *Community Voice*

Quality of service ratings for the Police Department are important indicators of citizen satisfaction with public safety services. The adjacent graph shows increased or maintained levels in positive responses for police services, crime prevention, and traffic enforcement. **In the recent survey 96% of citizens surveyed gave a positive response for the police services provided by the City.**

Percentage of Positive Survey Responses for Quality of Police Services



Source: City of Henderson Citizen Survey

### *Community Successes*

The City opened the Police Department's new Community Relations Office located at the Galleria at Sunset mall. The office will facilitate a variety of community related activities, such as D.A.R.E. and Neighborhood Watch. Classes will also be offered on a rotating basis on a number of subjects, such as bullying in school, senior safety, internet safety, and women's safety.

The City purchased the building at 222 Lead Street to begin the process of developing in-house criminalistics capacity. **Over the past two years the City's latent fingerprint examiners have identified over 250 fingerprints for use in ongoing criminal investigations.**

### **Legislative Update**

On August 2, 2005 the Nevada Legislature passed a bill to levy a ¼ cent increase in sales tax to enable Southern Nevada law enforcement agencies to hire additional police officers. In addition the Legislature tentatively authorized an additional ¼ cent increase after October 1, 2009. This revenue is expected to enable the City to hire 237 officers over the next ten years.

# Public Safety (continued)

## Strategic Issues - Fire & EMS

### Technology & Support Services Plan

**Issue:** The City has recently invested significant resources to enhance and integrate public safety technologies. This new technology brings opportunities to automate and streamline outdated processes.

**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.

### Emergency Medical Service Levels

**Issue:** 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.

## Achievements

*Maintained Fire Department Accreditation in accordance with the Commission on Fire Accreditation International*

*Maintained ambulance accreditation in accordance with the Commission on Accreditation of Ambulance Services*

## Strategic Outcomes

- Added a peak load rescue (ambulance) to provide additional coverage in the City for the treatment and transportation of the sick and injured
- Completed a computerized supply tracking system to better inventory supplies and equipment to provide sound stewardship of public assets
- Decentralized training through technology improvements which allowed stations to remain in their own district while completing training. This led to a reduction in cross-district responses and aided in reducing response times

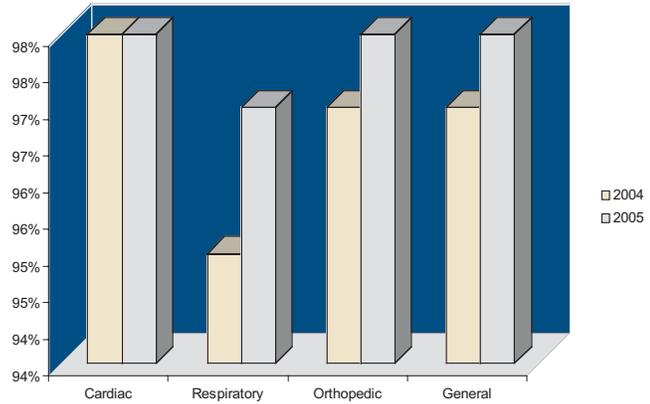


## Measures of Success

### *Community Voice*

Ambulance and Emergency Medical Services are essential to help ensure the health and welfare of citizens. An important aspect to providing quality ambulance and emergency medical services is maintaining customer satisfaction while keeping pace with increased demand from a growing population. **Over the last fiscal year, 98% of respondents reported ambulance and/or emergency medical service was either “Outstanding” or “Excellent.”**

**Ambulance/EMS  
Customer Service Satisfaction Survey**

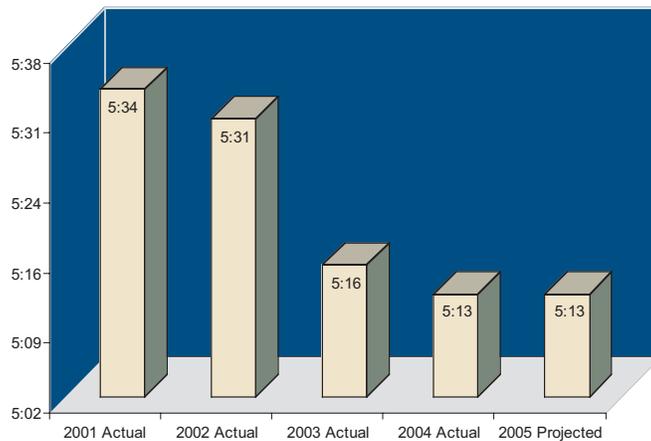


Source: City of Henderson Fire Department Customer Service Cards

### *Community Successes*

The Fire Department added a 5th full-time Rescue and a peak-load Rescue to reduce response times to emergency calls. The City implemented several technology upgrades to improve the speed and reliability of emergency response dispatching and to reduce overall response times.

**Average Response Times for Priority Calls**



Source: City of Henderson Fire Department

# 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 business to reinvest in existing areas of the City to insure future vitality. These partnerships are critical to our continued success in quality development.

## Achievements

*The City of Henderson and the American Nevada Corporation received the 2004 DeBoer Excellence in Planning Award for Planning Activities Related to The District at Green Valley Ranch*

## Strategic Issues

### Quality Planning

**Issue:** Currently, more than 1,000 new residents call Henderson home each month, which 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.

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

## Strategic Outcomes

- Completed a draft version of the updated Comprehensive Plan to address the level of standards in new development throughout the City
- Worked with the Bureau of Land Management to develop a draft of the Sloan Canyon Natural Conservation Area Management Plan
- Began development of an Open Space Plan
- Partnered with the Bureau of Land Management to ensure the City receives its appropriate amount of funding from the Southern Nevada Public Land Management Act for parks, trails, and recreational opportunities
- Assisted in the development and financing of 84 affordable senior housing units
- Held the Grand Openings for Cinnamon Ridge and Saguaro Parks
- The City's Development Services Center made a commitment to provide more predictable service. Since January 1, 2005, the DSC has been on-time with its reviews over 99% of the time

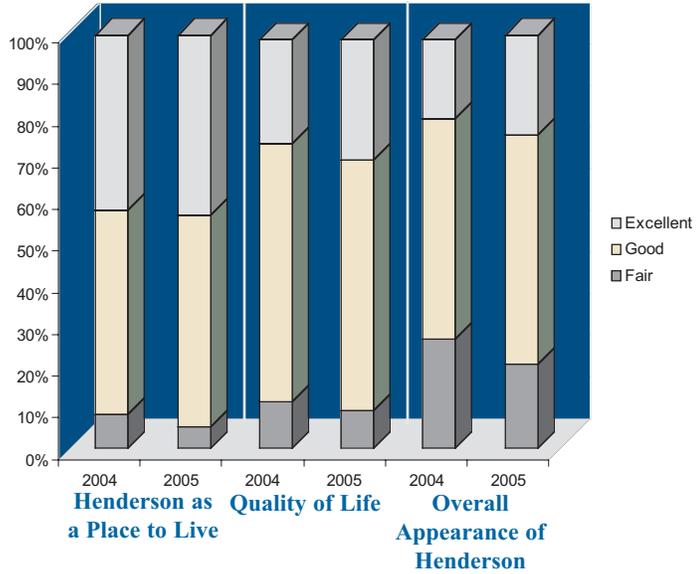


## Measures of Success

### Community Voice

The adjacent graph depicts three outcomes of successful community planning and development services. Over 98% of respondents gave all three areas a positive rating. Responses were 99% positive for rating “Henderson as a Place to Live” and “Overall Appearance of Henderson.”

Percentage of Positive Survey Responses for Community Satisfaction Indicators

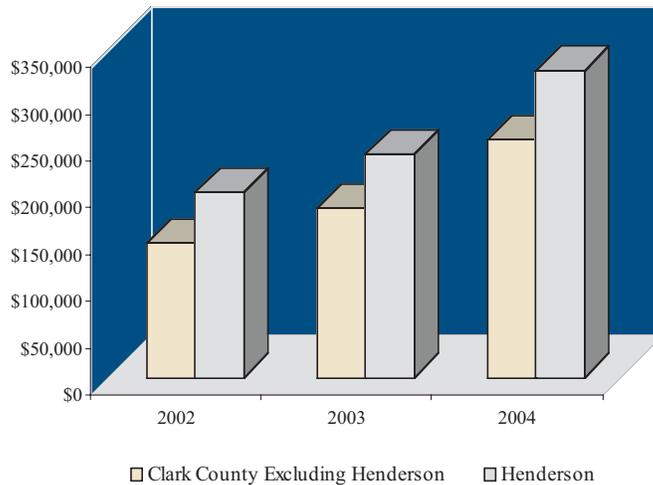


Source: City of Henderson Citizen Survey

### Community Successes

Quality development standards in Henderson have contributed to above average existing homes sales prices compared to the rest of Clark County. The average price of existing home sales has consistently outpaced other Clark County locations by at least 29%.

Average Price of Existing Home Sales



Source: Las Vegas Perspective

# 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 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 Commission ensures that Henderson taxpayers receive the benefits of taxes remitted to these agencies.

## Strategic Issues

### Transportation System Improvements

streets, and over 100 signal lights, traffic congestion has become a concern.

**Issue:** As the City of Henderson has grown to a population of more than 242,700 citizens, more than 630 miles of paved

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

## Strategic Outcomes

- Enhanced capability for design of major roadway improvement projects, flood improvements, and Southern Nevada Public Land Management Act projects through additional staff and enhanced technology
- Contracted for street maintenance and rehabilitation from City Gas Tax funds in excess of \$5.5 million
- Completed projects in Fiscal Year 2005: Green Valley Parkway, Horizon Ridge to Sunridge Heights; Arroyo Grande, Desert Dawn to Paseo Verde; Paseo Verde, Stephanie to Pittman Tributary; Warm Springs/Valle Verde/Stephanie Rehabilitation and Reconstruction; Van Wagenen Sidewalk Improvements
- Participated in technical work group meetings for the Regional Transportation Commission's Regional Fixed Guideway Project to coordinate the City's future transit needs



### Key Partnerships

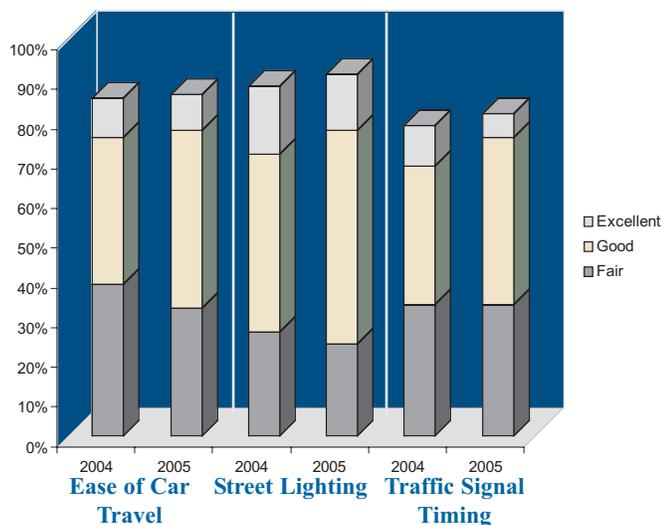
*The City's Partnership with the Regional Transportation Commission (RTC) and Nevada Department of Transportation resulted in the design and construction of the Interchange at I-215 and I-515, as well as the offramp at Autoshow Drive. The City also teams with RTC on numerous other projects throughout the year.*

## Measures of Success

### Community Voice

Ratings of the quality of services provided in the areas of Traffic Signal Timing, Street Lighting, and Ease of Car Travel within Henderson are important aspects to measuring the effectiveness of City Transportation. The adjacent graph shows that all three areas have increased in their percentage of positive responses from 2004. The highest rating was given to Street Lighting in which 91% of citizens surveyed gave a positive response of the quality of services provided by the City. **All three transportation indicators from the Citizen Survey were at or above 81% positive responses.**

Percentage of Positive Survey Responses for Quality of Transportation Related Services

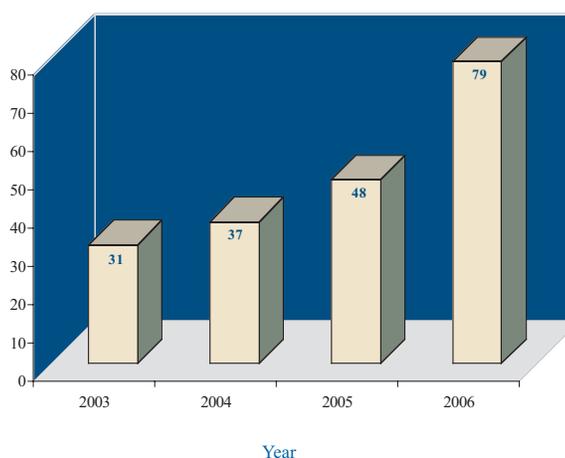


Source: City of Henderson Citizen Survey

### Community Successes

Traffic signals on the adjacent graph have been installed with “Advanced FAST Network” equipment, which is required to be included in the FAST System (the Valley Wide Traffic Signal Coordination Program). These signals will be added to the system at a later date. The City is responsible for equipping the lights to be included in the system, but does not control when they will be incorporated into the system. As traffic signals within the City are included in FAST, drivers will see improvements in traffic flow throughout the City.

Henderson Traffic Signals Ready for Inclusion in the Valley Wide Traffic Signal Coordination Program



Source: City of Henderson Public Works Department

# *On The Horizon*

---

Participate along with other local public safety entities and hospitals, in gearing up for “Loaded Dice”, a federally-funded, county-wide, major incident scenario. This exercise will enable entities to enact emergency response plans

---

Improvements to 911 dispatching services that will allow reductions in call processing time for public safety services

---

Update and improve standards in the Development Code to implement the Comprehensive Plan, including water efficient development, infill standards, and legislative changes

---

Expansion of the Water Reclamation Facility to accommodate the needs of our growing community

---

Full roadway improvements of Horizon Ridge Parkway between Gibson and Seven Hills

---

Auto Show Drive Interchange Phase I-III to provide easy access from US-95 to the world’s largest automall

---

Development of West Henderson using proper balanced land use concepts

---



*A Place To Call Home*

**James B. Gibson**  
Mayor

**Jack K. Clark**  
Councilman

**Amanda M. Cyphers**  
Councilman

**Andy A. Hafen**  
Councilman

**Steven D. Kirk**  
Councilman

**Philip D. Speight**  
City Manager

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

City of Henderson  
240 Water Street  
Henderson, Nevada 89015

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

