

2019-2023 STRATEGIC PLAN



HENDERSON
A CULTURE OF OPPORTUNITY



A LETTER FROM THE CITY MANAGER

The City of Henderson has a long tradition of planning strategically for the future, because we know that success does not happen by accident. In addition to past strategic plans, our recently adopted Henderson Strong Comprehensive Plan, the Smart Cities strategy, and Economic Development plans have provided a solid foundation of work for the City's 2019-2023 Strategic Plan.

The strategies outlined here were refined over the last six months in a truly collaborative and inclusive process. The City's executive leadership team and staff committed to a rigorous approach that resulted in the identification of 21 Major Opportunity Areas that, if addressed, can make our City even greater than it is today. These opportunities fall within the five priority areas that were accepted by the City Council. Although some priority areas were carried over from the previous strategic plan, others represent new areas of focus.

This plan will serve as our roadmap and ensure that we successfully achieve our mission. As we move into the execution phase, we will focus on monitoring data-driven results, providing transparent and accountable progress reports to stakeholders, and remaining agile as new challenges arise and updates to the plan become necessary.

I would like to acknowledge and thank the community, key stakeholders, facilitators, and staff who participated in the extensive meetings, workshops, and healthy debates that were used to create the content for this strategic plan. Because of these collaborative efforts, our City is strategically positioned to achieve our vision to become America's premier community.

Sincerely,

A handwritten signature in black ink, appearing to read 'Richard A. Derrick', written over a solid black rectangular background.

Richard A. Derrick
City Manager



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A vibrant scene of a family-friendly park. In the foreground, a family is walking on a paved path. A woman is pushing a stroller with a child inside, while another woman walks beside her. A man is walking next to a young child on a small yellow and blue tricycle. To the right, a woman is riding a blue bicycle. The path is lined with lush green trees and grass. In the background, other people are visible, including a man in an American flag shirt and a woman in a pink shirt. The overall atmosphere is bright and sunny, suggesting a pleasant day outdoors.

INTRODUCTION

A PLACE TO CALL HOME

Ideally situated in the southern rim of the Las Vegas Valley, Henderson is *A Place to Call Home* for over 300,000 residents. As the largest full-service city in Nevada, Henderson is home to the area's highest median household income (\$64,489) and educational achievement (30.7 percent of the population have attained a bachelor's degree or higher) with a median age of 41.9.

To maintain these desirable conditions, the City employs a data-driven approach to identify current trends and challenges, and then responds proactively. Resulting outcomes from this approach include quality short- and long-term city planning, ample parks and outdoor recreation opportunities, a safe community, a solid financial position, a strong workforce, and a culture of community pride and inclusion.

Henderson is one of the Valley's most desirable communities and projections show the City will welcome approximately 100,000 new residents by 2036. The City's housing market has surged in recent years, largely through single-family homes and apartment development. Compared to the region as a whole, the median housing value in Henderson is 30 percent higher, though residents often spend a higher percentage of their income on housing costs. The City has maintained the same property tax rate for the past twenty-one years and continues to have one of the lowest rates in the Las Vegas metropolitan area, as well as in the state of Nevada. Standard & Poor's has maintained the City of Henderson's bond rating at AA+ with a stable outlook, making it one of the highest bond ratings of any city in Nevada. The level of unemployment has slowly declined to 4.4 percent, due in part to planning and economic efforts such as the Henderson Strong Comprehensive Plan and

the City's economic development strategy. Employment opportunities within the City are expected to continue increasing with the addition of the Raiders Corporate Headquarters and Practice Facility, a \$600 million Google Data Center, and the anticipated opening of a new Vegas Golden Knights ice arena.

The City of Henderson's Fire, Police, Public Works, and Parks and Recreation departments and Building and Fire Safety Division have all earned national accreditation. In addition, the Henderson Fire Department is the only fire department in the United States accredited by three separate accrediting agencies. Public safety is a City priority, and this emphasis has been recognized by numerous organizations, including most recently by Money Magazine who rated Henderson the safest city in Nevada.

Education is highly valued by our residents, so as part of the City's ongoing commitment to public education, the Henderson City Council in 2018 approved \$1.5 million in funding to support improved student achievement by earmarking 30 percent of the City's recreational marijuana tax income, a portion of business license fees, and an 18 percent set-aside of Redevelopment funds. Henderson is the first city in the state to make this commitment and continues to partner with the school district through the Henderson Community Education Advisory Board (CEAB).

The City continues to thrive due to the collective efforts of an active citizenry, a robust private sector, and an engaged City leadership that works together to enrich the community with a high quality of life, economic diversity and entrepreneurial spirit as well as National Gold Medal-winning recreational experiences. Henderson is truly an ideal place to live, learn, work, and play.

OUR VISION, MISSION, AND VALUES

The City of Henderson's vision is to be "America's Premier Community," one where residents, businesses, and City government work together to maintain the highest quality of life. The City takes seriously its charge to provide the services and resources to enhance that quality of life, as stated in its mission.

The organization's values reflect positive forward motion. The organization is DRIVEN with INTEGRITY, through COLLABORATION, to achieve EXCELLENCE. This excellence is demonstrated daily by team members who live these values and who were acknowledged in 2018 by the community with an overall satisfaction rate with City services of 96 percent.

OUR VISION

TO BE AMERICA'S PREMIER COMMUNITY

OUR MISSION

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

OUR VALUES

We are **DRIVEN**
with **INTEGRITY**
through **COLLABORATION**
to achieve **EXCELLENCE**

OUR PRIORITIES

COMMUNITY SAFETY
LIVABLE COMMUNITIES
ECONOMIC VITALITY
QUALITY EDUCATION
HIGH-PERFORMING PUBLIC SERVICE



HENDERSON
A CULTURE OF OPPORTUNITY





STRATEGIC PLANNING PROCESS

A. OVERVIEW

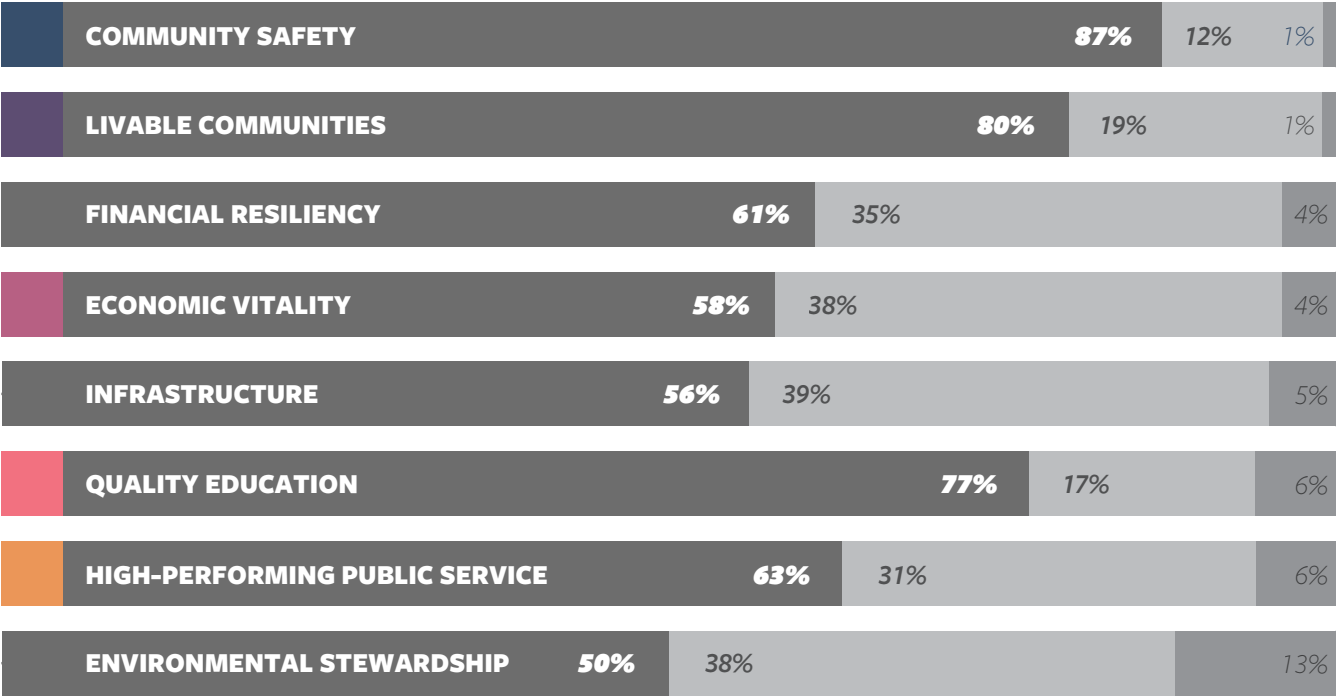
The City of Henderson followed a rigorous process to ensure the Strategic Plan aligned with multiple stakeholder values. Built on the solid foundation of the Henderson Strong Comprehensive Plan, which was driven by extensive community outreach and in-depth resident and stakeholder engagement, the City’s Strategic Plan takes a shorter three- to five-year view and seeks to address more immediate issues.

To ensure its success, the process included an assessment of the environment in which the organization operates. The major forces, trends, and drivers predicted to affect the organization and Henderson’s citizenry were considered through several forums. Community surveys,

employee environmental scans, data analysis of current issues, executive-level futurist discussions, and feedback from the City Council all contributed to the development and identification of the City’s priorities, major opportunities, and initiatives.

The planning process also takes advantage of diverse viewpoints from several stakeholder groups, including citizens, front-line employees, City executives, and the City Council. It is believed that this holistic, inclusive approach provides the necessary balance to City planned initiatives.

2018 COMMUNITY ASSESSMENT SURVEY RESULTS
"Please indicate how important each of the city’s major focus areas listed below are to you."
*by percentage of respondents, not including those responding "I don’t know."



KEY: Very Important Important Neutral/Unimportant

B. RESIDENT PARTICIPATION

Henderson residents took advantage of several opportunities to provide input into the plan. The community outreach performed as part of the Henderson Strong comprehensive planning effort reached nearly 26,000 residents through 23 different venues including public events, stakeholder meetings, and social media campaigns. Through that outreach, residents voiced their top priorities of a healthy, livable community, a vibrant, resilient economy, complete and connected transportation networks, and quality education. Additionally, a Strategic Plan participation survey was conducted through both social media and live venues, where residents expressed additional priorities around such issues as addressing homelessness, keeping the community safe, and traffic congestion. Residents also provided input regarding City priorities through participation in the 2018 Community Assessment Survey. Finally, residents were given the opportunity to weigh in on the recommended Priorities, Major Opportunity Areas, and associated Initiatives at a public meeting where the City Council debated and approved the final elements.

C. CONSIDERING THE ENVIRONMENT AND THE FUTURE

City employees throughout the organization were also asked to contribute their ideas to the Strategic Plan. In employee scan sessions, City staff identified the challenges and trends they see in their daily jobs, and envisioned future challenges. These challenges were then rolled into major themes, by topic, for consideration by the City's Executive team.

In addition to considering the outcomes of the employee scans, City executives participated in a futurist session, where they took an inventory of the City's unique situational advantages and challenges and then contemplated the most likely changes to the City's economic, social, demographic, and technological landscapes in the near future. They were also given data around topical issues to analyze and assimilate into their futurist activities.

At the conclusion of the futurist exercise, the executives were asked to consider all data sources – resident input, employee scans, topical data, and their own perceptions about the future – and compile a short list of proposed City priorities for the City Council's consideration.

“How we maintain Henderson’s quality of life is a high priority. We need to make sure we are responsive and that the community is safe.”

■ Mayor Debra March

D. MAYOR AND COUNCIL’S DIRECTION

The Executive team’s proposed Priorities were presented to the City Council in a public workshop held in November 2018. In that workshop, Priority Leads presented to the Council a detailed overview of each Priority and its importance to the City. They also shared with the Council Major Opportunity Areas and broad categories where staff thought they could make the most impact to address the proposed Priorities. Specific initiatives were also outlined, along with a cursory analysis of potential timelines and resource gaps.

After each Priority discussion, the Mayor and Council individually expressed their ranking of the Major Opportunity Areas under that Priority. The results were then tallied to produce a Council-prioritized list of Major Opportunity Areas under each Priority. Council also agreed upon a final list of Priorities for the City’s Strategic Plan: Community Safety, Livable Communities, Economic Vitality, Quality Education, and High-Performing Public Service.

E. ACTION PLANNING

Council’s affirmation of the City Priorities and ranking of the associated Major Opportunity Areas facilitated the development of more detailed action plans. In the spirit of collaboration, cross-departmental and cross-functional teams were formed around each of the priorities to develop the Strategic Roadmaps for each Initiative. Logical timelines and resource constraints were considered as the teams formulated their

plans. Collectively, this Strategic Roadmap, detailed in Appendix A, forms the basis for action, for addressing the Major Opportunity Areas and furthering Council's priorities. Since many initiatives also address multiple Major Opportunity Areas, the Collaboration Roadmap found in Appendix B is also helpful to understand these touchpoints.

needs assessment for funding consideration during the fiscal year 2020 budget cycle. City Council prioritization of the Major Opportunity Areas are applied to all funding requests received for strategic initiatives. Any anticipated resource shortfalls for initiatives later in the plan will be handled similarly in the appropriate fiscal year's budget cycle.

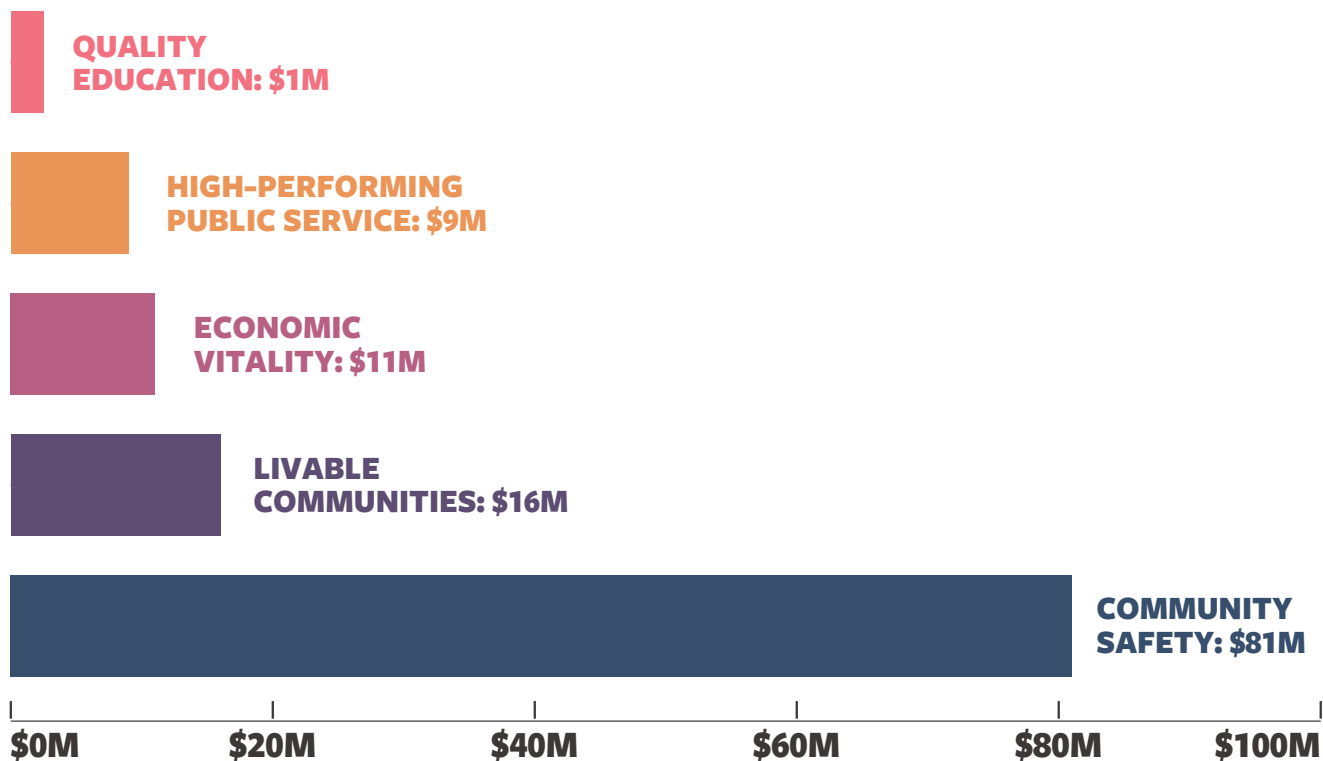
The City's Strategic Plan is just that – a plan.

F. PLAN ALIGNMENT TO THE CITY'S BUDGET

Once the Priority teams developed the initiative action plans, a resource gap analysis was completed. Teams first considered current staffing, operating budgets, capital resource levels as well as desired timeframes before determining necessary gaps. Immediate shortfalls identified by the teams were included in the City's five-year

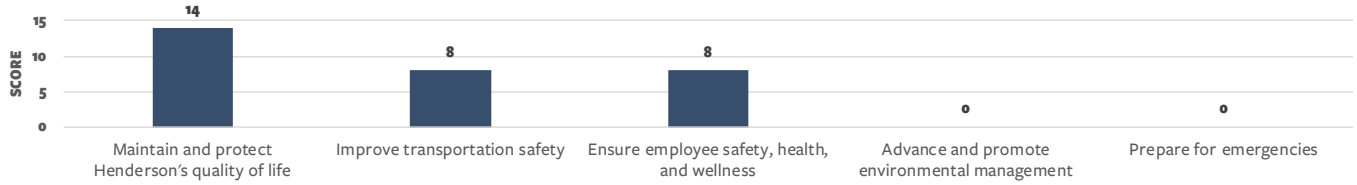
STRATEGIC PLAN: RESOURCE GAP ANALYSIS BY PRIORITY

Funding for individual initiatives planned in any given year are subject to available funding and additional council approval.

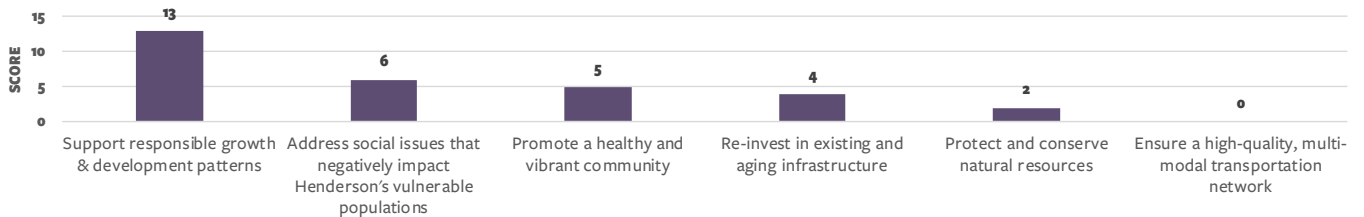


CITY COUNCIL STRATEGIC PRIORITY RATINGS

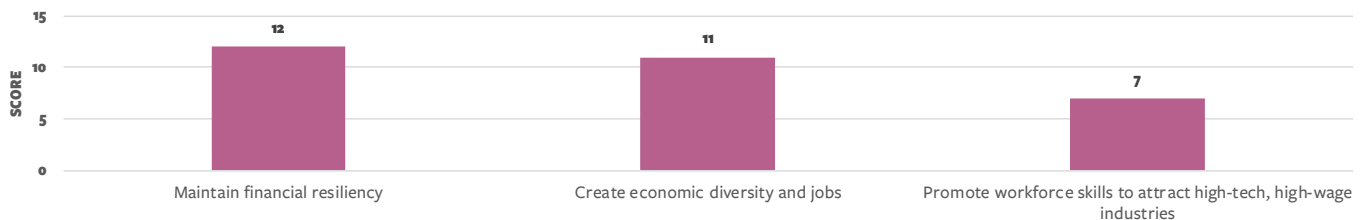
COMMUNITY SAFETY



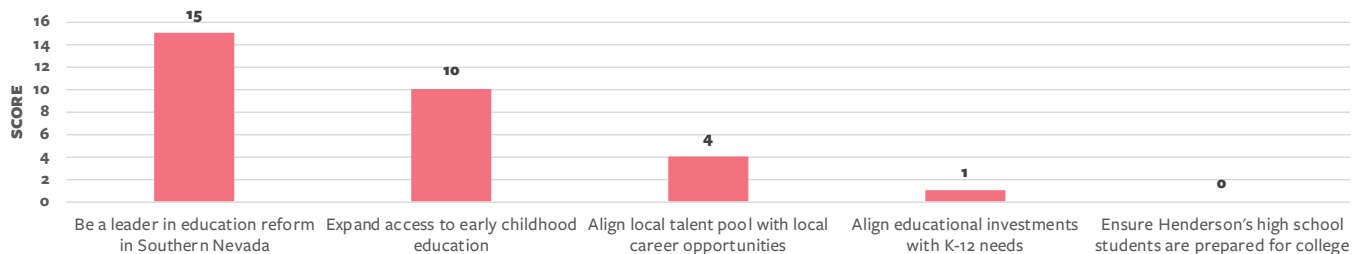
LIVABLE COMMUNITIES



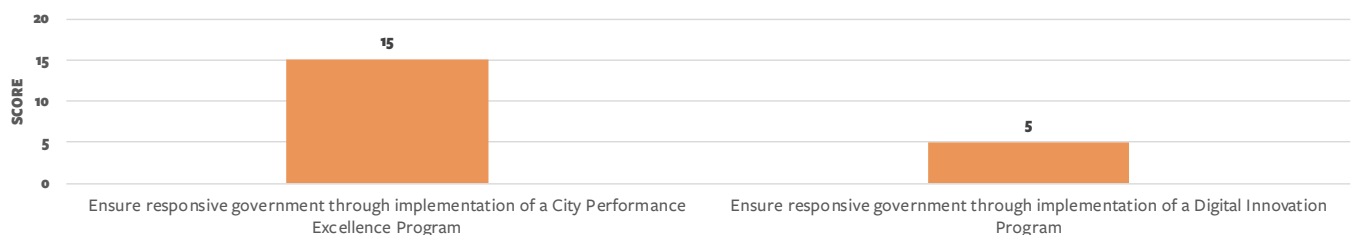
ECONOMIC VITALITY



QUALITY EDUCATION



HIGH-PERFORMING PUBLIC SERVICE







STRATEGIC PRIORITIES



COMMUNITY SAFETY



We will measure our progress by monitoring these key performance indicators:

- ***Reduce overall Priority 1 police calls-for-service response times to 6 minutes***
- ***Maintain at greater than 15 percent the cardiac survivability rate for patients in shockable rhythms at time of arrival***
- ***Maintain at greater than 90 percent structure fires that are confined to the defined area of origin based on conditions at time of arrival***
- ***Reduce by 30 seconds total response times to both emergency medical calls and structure fires***
- ***Reduce injury crashes by 5 percent***
- ***Reduce vehicle and pedestrian fatalities by 5 percent***

CS.1 Maintain and Protect Henderson's Quality of Life

During the next five years, a top priority for public safety will be to meet the current system demands and future increases in calls for service through coordinated planning. The strategic use of human and capital resources will be key to attaining this goal.

CS.1.1 Strategically address the current and anticipated increase in service demand

CS.1.2 Effectively utilize human resources and technology to improve response times

CS.1.3 Reduce occurrence of criminal offenses and perception of crime in the community through crime reduction strategies

CS.1.4 Improve public safety through collaborative partnerships with citizens and the public through civic engagement and community programs



The City of Henderson is committed to keeping every member of the community safe, which is why we are repeatedly listed among the top 10 Safest Cities in the nation by nationally recognized publications including Money Magazine. Achieving community safety takes a village. From police, fire, emergency and environmental services staff to the community and traffic engineers – each plays a role in community safety. Moreover, in order to attain our goal of being a premier community, we must leverage technology, community, and capital resources to design a resilient strategy capable of preventing, preparing for, mitigating, responding to, and recovering from emergencies and disasters – both natural and human-made.

CS.2 Prepare for Emergencies

Emergency preparedness is essential to reduce the overall effects of natural, technological, or human-caused disasters on the community. The City has achieved great success over the past several years by engaging residents in award-winning preparedness programs and preparing the entire community in disaster response; however, the City should continue to focus on this area to maintain these high standards.

CS.2.1 Expand the reach of the City's Community Preparedness Program

CS.2.2 Research the feasibility of implementing a world-class West Coast emergency management training center (commonly known as a "Disaster City") to further efforts toward becoming a center of excellence in Emergency Management

CS.2.3 Expand the Emergency Management training model to include standardized Emergency Operations Center practices for local and regional coordination

CS.3 Ensuring Employee Safety, Health, and Wellness

Although injury trends have declined citywide over the past five years, injuries continue to impact employee morale, lower productivity, impede citywide performance, and reduce agency outputs, while concurrently increasing program costs and introducing avoidable liability to the City. Public service excellence depends on healthy City employees, so we must make every effort to continue to reduce employee injury incidents.

CS.3.1 Research the feasibility of creating an in-house wellness center for City employees, which would improve employee health, strengthen the workforce, improve efficiencies, ensure compliance, reduce costs and streamline processes

CS.3.2 Reduce the frequency, liability and severity of employee injuries by attaining ISO 45001 Occupational Health and Safety Management System Certification

CS.3.3 Safeguard Henderson employees' health and safety by developing a citywide safety training center and program

CS.4 Improve Transportation Safety

Ensuring the City of Henderson is a safe community also includes safeguarding our roadways. As the City has grown, preventing vehicular accidents and fatalities has become a greater challenge. Impaired and inattentive driving continues to contribute to crash causes. Traffic safety concerns also lead to less walking and biking and more personal vehicle use, which has translated to increased congestion. The City is committed to a strategy of education, enforcement, and engineering design to eliminate fatal and injury crashes.

CS.4.1 Develop and implement initiatives to improve safety and reduce/eliminate fatalities on our roadways

CS.4.2 Implement a community safety education program that includes all transportation modes

CS.4.3 Improve public safety through innovation and technology

CS.4.4 Develop a robust strategy around traffic safety enforcement and prosecution

CS.5 Advance and Promote City Environmental Management

The City of Henderson values the health of the environment and recognizes its accountability for regulated activities that may have a direct correlation to environmental impacts. Committed to implementing programs that go beyond compliance, the City's strategy includes a holistic approach to managing and enhancing our important natural resources.

CS.5.1 Mitigate environmental risk by achieving ISO 14001 Environmental Management System Certification

CS.5.2 Minimize the City's environmental liability and ensure regulatory compliance by transitioning the City from a decentralized to a centralized environmental management model

CS.5.3 Protect community safety by reducing environmental incidents





LIVABLE COMMUNITIES



We will measure our progress by monitoring these key performance indicators:

- *Increase the amount of development that is infill or redevelopment by 10 percent*
- *Increase the percentage of time spent doing preventive infrastructure maintenance to 40 percent*
- *Increase opportunities to use transit and bicycles by 10 percent within the City of Henderson*
- *Increase the number of participants in cultural events by 10 percent*
- *Increase the percentage of residents within a 10-minute walk of parks, trails and open space by 3 percent*
- *Increase the number of affordable housing units*
- *Reduce the percentage of Henderson residents in USDA-defined food desert to 0 percent*
- *Increase the number of fitness, nutrition and health program participants by 10 percent*
- *Decrease the number of total opioid deaths in Henderson by 5 percent*
- *Reduce per capita water consumption by 1.5 percent by June 30, 2020*
- *Increase the City's solid waste diversion rates by 5 percent*



Henderson prides itself on being a welcoming, connected, and vibrant community, intentionally designed to offer a range of housing choices, a clean environment, easy access to transportation, outstanding municipal services, healthcare, and a host of recreational amenities and cultural events. The City is committed to maintaining these community characteristics while extending our reach into areas that require a greater inclusive presence.

LC.1 Support Responsible Growth through Infill and Development Patterns to Accommodate an Increasing Population

Henderson is a highly desirable community that is projected to add approximately 100,000 new residents over the next 20 years. As a desert community, responsible growth and development patterns that accommodate this expected growth will be paramount to long-term sustainability. In addition to conserving the City's scarce natural resources, a more compact, complete development pattern will provide Henderson residents with more diverse housing choices, encourage neighborhood reinvestment and better connect jobs and housing.

LC.1.1 Implement necessary Development Code changes that support compact, complete neighborhoods, public safety, and help conserve natural resources

LC.1.2 Promote adaptive reuse, neighborhood reinvestment and infill development

LC.1.3 Evaluate and update the West Henderson Land Use Plan Development Program to facilitate diverse opportunities and sustainable growth

LC.1.4 Develop a citywide housing strategy that encourages a variety of housing choices

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LC.2 Re-Invest in Existing and Aging Infrastructure

City infrastructure such as roadways, water and sewer facilities, parks, and flood control channels are the solid skeletal structure upon which a great community is built. As the City grows and ages, so does the need for replacement and rehabilitation of its infrastructure. Creating a plan for tracking and reinvestment will assist City management in prioritizing the allocation of infrastructure funding and ensure maximum useful life and quality of service.

LC.2.1 Reduce deferred asset maintenance liabilities

LC.2.2 Develop and implement reliable reinvestment strategies

LC.2.3 Extend the useful life of assets

LC.2.4 Coordinate maintenance activities with infill development

LC.3 Ensure a High-Quality, Multimodal Transportation Network

Transportation mode sharing within the City of Henderson is dominated by the personal vehicle, which can have adverse impacts on traffic congestion, the environment, and the economic vitality of the City. The City is committed to developing a comprehensive strategy to encourage pedestrian and bicycling modes of transportation as viable alternatives, while maintaining a robust and sustainable roadway network.

LC.3.1 Expand opportunities for all transportation users by addressing equitable mobility

LC.3.2 Use best practices to responsibly plan for technology advances in transportation

LC.3.3 Implement context-sensitive solutions to plan for interconnectivity for all modes of transportation



LC.4 Promote a Healthy and Vibrant Community

Health is defined as a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity. The City of Henderson is dedicated to the health of its residents by providing opportunities for fitness, recreation, access to public art and cultural experiences, and access to healthy food and wellness programs.

LC.4.1 Develop and implement a robust cultural arts plan to enhance a diverse and inclusive community

LC.4.2 Provide equitable access to parks, recreation and open space by expanding current design models/standards to meet diverse needs

LC.4.3 Expand Henderson's health initiatives to increase educational and access opportunities to foster community fitness, health, wellness and nutrition

LC.5 Address Social Issues that Negatively Impact Henderson's Vulnerable Populations

Henderson's quality of life should extend to the most vulnerable populations within the community. The City seeks to address the needs of these populations head on, engaging in collaborative strategies to tackle social issues such as opioid abuse, equitable healthcare access, and homelessness.

LC.5.1 Address the opioid crisis through education

LC.5.2 Address the opioid crisis through rehabilitation

LC.5.3 Address the opioid crisis through enforcement

LC.5.4 Work locally and regionally to compassionately address the needs of individuals experiencing homelessness

LC.5.5 Improve access to healthcare services for vulnerable Henderson residents

LC.6 Protect and Conserve Natural Resources

Changing environmental conditions and regulatory requirements have created opportunities for the City to protect the environment and conserve natural resources. Through focused efforts on water conservation, energy efficiency, stormwater quality management, and waste minimization programs, the City can maintain the quality environment enjoyed by its residents and visitors.

LC.6.1 Reverse the trend of increasing per capita water consumption

LC.6.2 Develop a comprehensive energy strategy

LC.6.3 Minimize pollutants that threaten drinking water quality

LC.6.4 Improve solid waste management

“Every child in this city ought to be able to get a job here. I want to see diverse opportunities. I want them to be able to fulfill their dreams.”

■ Councilman John Marz



ECONOMIC VITALITY



We will measure our progress by monitoring these key performance indicators:

- ***Increase the number of jobs held by workers in target industry sectors by 1 percent in Henderson***
- ***Increase the number of new jobs created by 500 per year in Henderson target industry sectors***
- ***Increase the City's reserve balances by 2 percent per year***
- ***Maintain the City's bond ratings at AA+ or better***
- ***Maintain positive trends in revenues***
- ***Maintain expenditures under budget***

EV.1 Promote Workforce Skills to Attract High-Tech, High Wage Industries

Attracting, growing and retaining high-tech, high-wage industries to a community is the cornerstone of a successful economic development program. Henderson will increase its investment in initiatives to help prepare next-generation and existing low-income workers for higher-paying jobs.

EV.1.1 Support K-12 Science, Technology, Engineering, Arts and Mathematics (STEAM) curriculum

EV.1.2 Align workforce development with target industries

EV.1.3 Implement an entrepreneurship and innovation center



Henderson remains a welcoming business environment that is committed to the continued growth of our established businesses and to attracting new opportunities. As economic growth continues, our goals do not solely rely on fiscal sustainability, but also on adaptability in the face of future economic, political, technological or demographic changes. Commitment to the principal goal of economic competitiveness requires an emphasis on economic diversity, foresight, workforce development and recruitment, as well as continuance of expected high levels of service to citizens.

EV.2 Create Economic Diversity and Jobs

A diversified economy helps reduce the impacts of external events, fosters more robust, resilient growth over the long term, and provides a wide range of employment opportunities for residents. The City of Henderson's strategy helps promote diversification and higher-paying jobs through recruitment focused on new or expanding businesses in targeted industries.

EV.2.1 Create and implement agile business recruitment strategies to identify and pursue emerging industries

EV.2.2 Highlight West Henderson as a core employment center, to strengthen industry and create a balance of land uses in the City

EV.2.3 Accommodate diverse employment needs by preserving and/or increasing strategic land parcels for commercial and industrial development, ensuring a healthy jobs/housing balance

EV.3 Maintain the City's Financial Resiliency

The City of Henderson seeks to maintain its financial resiliency and plan responsibly so that it can continue to maintain a high level of service to its citizens even during economic contractions or unforeseen events.

EV.3.1 Plan for the long-term solvency of City finances

EV.3.2 Leverage legislative opportunities

EV.3.3 Enhance the alignment of resource allocations to City goals

“Maintaining the financial resilience of the city... none of this will work unless that happens.”

■ Councilman Dan Shaw

QUALITY EDUCATION



We will measure our progress by monitoring these key performance indicators:

- ***Increase the share of 3- and 4-year-olds enrolled in preschool by 5 percent***
- ***Increase average ACT scores by 1 point among Henderson high school juniors***
- ***Increase the proficiency ratings and STAR rankings of Henderson public and charter schools to 3 STARS or above***
- ***Increase the number of City-supported or -sponsored events that offer mentoring and/or skills application programs to 2***

QE.1 Be a Leader in Education Reform in Southern Nevada

Many of Clark County's highest-rated schools are located in Henderson. However, there is still an opportunity to improve student outcomes. The City strongly supports a strategy advocating for enhanced programs, staffing, and services that support Henderson's students. Improving our education system will strengthen our economy, provide a well-educated and competitive workforce, and help attract new business opportunities that will provide a return on investment for taxpayers.

QE.1.1 Support a legislative agenda that prioritizes student achievement, accountability, school safety, and local leadership

QE.1.2 Continue to advocate for right-sizing districts, schools, and classrooms for better education and better integration of schools into the community

QE.1.3 Conduct leading-edge policy research and advocate for access to longitudinal student performance data to develop policy recommendations that support achievement

QE.1.4 Support and host culturally competent parental engagement activities, including ongoing outreach with families to understand their needs



Our residents consistently rank education a top community priority and the City of Henderson has responded by actively supporting student achievement at our local schools. Since 2015, the City has provided over \$3.4 million to public schools in our community for items that improve and preserve educational facilities, increase technology resources and pre-kindergarten skills assessments as well as provide for enhanced curriculum, learning specialist positions and special education assistants. The City also actively partners with community representatives and nonprofit organizations to further educational outcomes and is committed to sustaining involvement in our children's education.

QE.2 Expand Access to Early Childhood Education

Research has shown that children with access to early childhood education perform better in school and are more likely to achieve educational, social, and emotional benchmarks along the way. Because of these benefits, the City is committed to raising the percentage of Henderson 3- and 4-year-olds enrolled in preschool by expanding equitable access to these services.

QE.2.1 Investigate innovative partnerships, grant-seeking and grant-making opportunities to expand early childhood educational opportunities

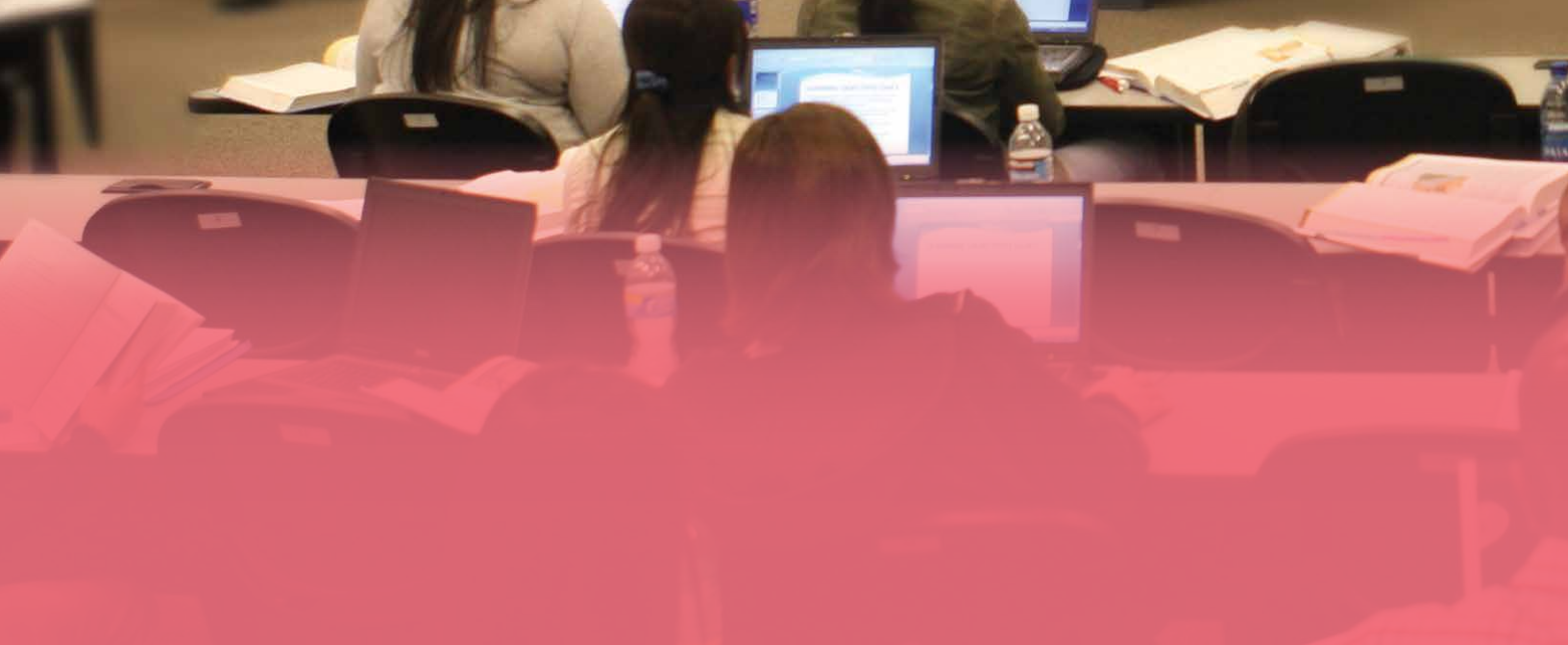
QE.2.2 Promote new-parent education programs that focus on low-income and vulnerable populations and make these programs accessible in City facilities

QE.2.3 Raise awareness within the business community of the importance of early childhood education in growing future business leaders

QE.2.4 Research the feasibility of expanding a City-initiated preschool program into non-City facilities

QE.2.5 Partner and promote higher-education providers' efforts to expand early childhood education and the teaching supply in Henderson

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QE.3 Ensure Henderson's High School Students Are Prepared for College

Henderson schools are a direct pipeline of human capital for our regional workforce and local employers. Henderson colleges and higher educational providers are reporting that college readiness has declined, and students require remedial classes to begin their programs. This increases the cost and amount of time needed for students to complete their college careers.

QE.3.1 Support initiatives, such as college preparedness courses and access to student financial support programs, to ensure our educational opportunities are available to all students

QE.3.2 Support middle and high schools' requests to improve college readiness through Community Education Advisory Board grants and partnership opportunities

QE.4 Align Educational Investments with K-12 Needs

Place-based planning as well as strategic alignment of investments can affect our students' learning environments, which in turn directly impacts achievement. Overcrowding and student proficiency is a consistent concern across Henderson schools, and as a City we commit to aligning our investments to better match our public and charter school needs.

QE.4.1 Assess and monitor local K-12 achievement results in order to impact the educational outcomes identified by the Henderson Community Education Advisory Board through existing grants and partnerships

QE.4.2 Pursue opportunities to provide tutoring and mentoring at City recreation centers

QE.4.3 Maintain safe school environments through strategic partnerships between the Clark County School District and law enforcement, fire and safety experts

QE.4.4 Address the digital divide and the "homework divide" by increasing underserved students' access to internet through partnerships, grant making and grant seeking



QE.5 Align the Local Talent Pool with Local Career Opportunities

The need for a skilled and educated workforce is vital for retaining and attracting businesses and employment centers. Building on college readiness and ensuring a talented local workforce, local career alignment seeks to retain these homegrown intellectual assets.

QE.5.1 Collaborate with business organizations, high schools and community organizations to enhance and strengthen mentorship and apprenticeship programs for teenagers

QE.5.2 Encourage mentorship, apprenticeship and career exploration opportunities by collaborating with local businesses, business organizations, and cultural groups

QE.5.3 Connect with local businesses to identify desired workforce skills and encourage expansion of programs to target specific educational and training needs

QE.5.4 Encourage educational providers to align curriculum and continuing education with the needs of local industries

QE.5.5 Establish City-sponsored career planning activities and mentorship opportunities to connect City leaders and departments with the future workforce

“Education finds its way through all of our Priorities... and I think education is so important that it needs its own category.”

■ Councilman Dan Stewart

HIGH-PERFORMING PUBLIC SERVICE



We will measure our progress by monitoring these key performance indicators:

- ***Increase technology project completion rate by 5 percent per year***
- ***Reduce the number of in-person City Hall plan reviews and submissions by 25 percent***
- ***Test 10 or more new technologies during the Innovation Corridor pilot project***
- ***Increase the City of Henderson's Performance Criteria Index Score to 7.0 or higher***

HP.1 Ensure Responsive Government through Implementation of a Digital Innovation Program

The rapid advancement of technological solutions in the private sector has resulted in a demand for more online solutions. Resident demand requires a new approach to provide the expected service experience. Currently, the burden is on the resident to find and understand government services. The future will be resident-centric, using new technologies to remove complexity and consolidate services. A technological environment that is designed for the timely execution of ideas is key to improving the residents' digital experience.

HP.1.1 Transform the City of Henderson's technology environment to better focus on the timely execution of innovative ideas

HP.1.2 Create a "My City" Portal to remove on-line complexity and consolidate services for the digital customer

HP.1.3 Leverage new technology to enhance Henderson's business-friendly environment



The City of Henderson’s vision is “To Be America’s Premier Community.” To realize this vision, the City must be accountable, transparent, efficient and responsive to its residents, while also fully engaging its employees to provide premier services. Although the City is proud of its reputation for outstanding customer service, along with its 93 percent overall citizen satisfaction rate and its 89 percent employee engagement rate, it is dedicated to advancing the processes and technology required to further exceed resident expectations.

HP.2 Ensure Responsive Government through Implementation of a City Performance Excellence Program

A formal performance excellence program will enhance the City’s results-driven, customer-focused and employee-engaged culture. In order to do so, the City will utilize the nationally recognized Baldrige criteria to identify opportunities for improvement and to systematically evaluate its performance excellence.

“We need to make sure we invest in technology. It will be very important to all of our priorities.”

■ Councilwoman Gerri Schroder

HP.2.1 Enhance the City’s culture and team member engagement

HP.2.2 Promote accountable and transparent government

HP.2.3 Improve government efficiency and agility

HP.2.4 Enhance the voice of the customer in government processes

HP.2.5 Prepare an organization-level Performance Excellence Program (PEP) application to the Southwest Alliance for Excellence (SWAE) annually



APPENDIX A: STRATEGIC ROADMAP



CS. COMMUNITY SAFETY				Responsible Dept(s)	Completion Timeframe
CS.1	Maintain and Protect Henderson’s Quality of Life				
		CS.1.1	Strategically address the current and anticipated increase in service demand		
		CS.1.1a	Design, construct and open a fire station in District 85 with an engine and rescue company	Fire	FY20 Q4
		CS.1.1b	Increase the staff complement by one Battalion Chief for special operations	Fire	FY20 Q4
		CS.1.1c	Develop and implement a plan to manage peak hour workload demand in the core of the city	Fire	FY21 Q3
		CS.1.1d	Design, construct and open a fire station in District 87 with an engine and rescue company	Fire	FY21 Q4
		CS.1.1e	Purchase and staff a third truck company	Fire	FY21 Q4
		CS.1.1f	Develop a Communication Operations Staffing Plan to meet the needs of Police and Fire	Fire, Police	FY21 Q4
		CS.1.1g	Add a third battalion in the city	Fire	FY22 Q4
		CS.1.1h	Design and construct a Police/Fire/Communication Center facility in far West Henderson	Fire, Police	FY23 Q4
		CS.1.1i	Staff new West Henderson Station with an engine, rescue, and truck company	Fire	FY23 Q4
		CS.1.1j	Increase PD staff compliment for new West Henderson Station	Police	FY23 Q4
		CS.1.1k	Outfit/Equip new West Henderson Station to meet Police and Fire Departments’ needs	Fire, Police	FY23 Q4
		CS.1.2	Effectively utilize human resources and technology to improve response times		
		CS.1.2a	Implement automatic vehicle locator dispatching	Fire, IT	FY20 Q4
		CS.1.2b	Implement First Watch technology to increase accountability with real-time tracking and reporting of response time performance	Fire, IT	FY20 Q4
		CS.1.2c	Develop a plan to purchase and implement automatic CPR machines	Fire	FY20 Q4
		CS.1.2d	Implement technology solutions to increase efficiency and effectiveness in fire operations	Fire, IT	FY21 Q1
		CS.1.2e	Develop a plan for adding and maintaining GPS Opticom traffic control devices for new intersections	Fire, Public Works	FY21 Q1
		CS.1.2f	Conduct Patrol Operation Assessment (in-depth analysis of workload, call volume and responses times) to determine the effectiveness of beat/staffing allocations	Police	FY22 Q3

CS. COMMUNITY SAFETY

CS. COMMUNITY SAFETY				Responsible Dept(s)	Completion Timeframe
		CS.1.2g	Continue to monitor patrol beats and response times and if applicable, adjust beats/staffing allocation	Police	Ongoing
		CS.1.2h	Identify and utilize technology as a force multiplier when applicable	Police, IT	Ongoing
		CS.1.3	Reduce occurrence of criminal offenses and perception of crime in the community through crime reduction strategies		
		CS.1.3a	Implement new Policing Philosophy – Commit to the 3 C’s (Culture, Crime, Community)	Police	FY20 Q1
		CS.1.3b	Hire consultant to identify future strategic needs of a Crime Lab/ Evidence Storage Facility	Police	FY21 Q2
		CS.1.3c	Continue Henderson Police Department Accountability Process – LEAADS (Leveraging Enforcement initiatives Accountability And Data-driven intelligence-led performance Strategies)	Police	Ongoing
		CS.1.3d	Continue utilization of SARA(S) Model (scanning, analysis, response and assessment) to the collection and application of intelligence information in resolving crime concerns and quality of life issues in geographic areas	Police	Ongoing
		CS.1.4	Improve public safety through collaborative partnerships with citizens/public through civic engagement and community programs		
		CS.1.4a	Purchase and implement the PulsePoint program	Fire	FY20 Q1
		CS.1.4b	Increase the number of employees and civilians trained in the Stop the Bleed and Hands-Only CPR	Fire	FY20 Q4
		CS.1.4c	Increase the number of school fire-safety presentations	Fire	FY20 Q4
		CS.1.4d	Collaborate with a hospital partner to create a post-cardiac arrest destination protocol	Fire	FY20 Q4
		CS.1.4e	Continue implementing Community-Oriented Policing with the goal of developing effective community crime prevention strategies	Police	Ongoing
		CS.1.4f	Continue programs designed to provide diverse approaches in seeking ways to engage citizens in our community by expanding community policing initiatives including expansion of Talk Shop with Cops, Neighborhood Watch groups, Volunteer Program and National Night Out	Police	Ongoing
		CS.1.4g	Continue youth programs (e.g., Every 15 Minutes, DREAMS, etc.) designed to build civic engagement and responsibility through partnerships with the community	Police	Ongoing
CS.2	Prepare for Emergencies				
		CS.2.1	Expand the reach of the City’s Community Preparedness Program		

CS. COMMUNITY SAFETY

				Responsible Dept(s)	Completion Timeframe
		CS.2.1a	Increase the staff complement by one full-time Emergency Management Specialist to meet increased service demand	Fire/ Emergency Mgt	FY20 Q1
		CS.2.1b	Increase marketing efforts for the Get READY! Stay READY! Campaign	Fire/ Emergency Mgt	FY20 Q2
		CS.2.1c	Complete review and provide feedback on all Crisis Action Plans submitted by local and private schools, hotel resorts, hospitals, and other organizations	Fire/ Emergency Mgt	FY20 Q2
		CS.2.1d	Expand a self-sustaining volunteer program, READY Crew	Fire/ Emergency Mgt	FY21 Q2
		CS.2.1e	Increase the number of Community Emergency Response Team (CERT) training courses to four	Fire/ Emergency Mgt	FY20 Q2
		CS.2.1f	Increase the number of applicable "Get READY! Stay READY!" emergency preparedness videos for distribution	Fire/ Emergency Mgt	FY20 Q2
		CS.2.1g	Increase the number of Get READY! Stay READY! programs focused on children such as the Captain Kit and the READY Crew	Fire/ Emergency Mgt	FY22 Q2
		CS.2.1h	Increase the number of downloads for the Southern Nevada Emergency Management Mobile application for preparedness information	Fire/ Emergency Mgt	FY23 Q4
		CS.2.2	Research the feasibility of implementing a world-class West Coast emergency management training center (commonly known as a 'Disaster City') to further efforts toward becoming a center of excellence in Emergency Management		
		CS.2.2a	Contract with an outside consultant to conduct a study to determine the feasibility of a Disaster City at the Eldorado Valley site	Fire/ Emergency Mgt	FY22 Q1
		CS.2.2b	Partner with key stakeholders to develop a plan to implement a Disaster City	Fire/ Emergency Mgt	FY20 Q4
		CS.2.2c	Collaborate with key stakeholders to create an implementation plan for a large scale training facility in the Eldorado Valley Training Complex	Fire/ Emergency Mgt	FY23 Q4
		CS.2.3	Expand the Emergency Management training model to include standardized Emergency Operations Center practices for local and regional collaboration		
		CS.2.3a	Develop and deliver Southern Nevada Emergency Operations Center (EOC) initial standardized training based on EOC Task books to Henderson EOC staff	Fire/ Emergency Mgt	FY20 Q2
		CS.2.3b	Complete a full update and review of the City of Henderson All-Hazard Emergency Operations Plan	Fire/ Emergency Mgt	FY20 Q2
		CS.2.3c	Increase the number of qualified and designated city personnel as Incident Command System (ICS) instructors and provide emergency management courses to City staff in accordance with the training directive	Fire/ Emergency Mgt	FY20 Q2

CS. COMMUNITY SAFETY

				Responsible Dept(s)	Completion Timeframe
		CS.2.3d	Develop on-call standard operating procedures	Fire/ Emergency Mgt	FY20 Q4
		CS.2.3e	Complete Integrated Public Alert and Warning System templates	Fire/ Emergency Mgt	FY20 Q4
		CS.2.3f	Develop area contingency plans/hazard mapping throughout the City of Henderson	Fire/ Emergency Mgt	FY20 Q4
		CS.2.3g	Implement a citywide sUAV policy regarding drones	Fire/ Emergency Mgt	FY20 Q1
		CS.2.3h	Review and update all emergency management-related plans for Emergency Management Accreditation Program (EMAP) accreditation (Hazard Mitigation, Continuity of Operations Plan, Emergency Operations Plan, Long-Term Recovery Plan and Resource Management)	Fire/ Emergency Mgt	FY21 Q3
		CS.2.3i	Upgrade the backup Emergency Operations Center to appropriately facilitate coordinated response to major emergencies or disasters in the event the primary site is inoperable	Fire/ Emergency Mgt	FY23 Q4
CS.3	Ensure Employee Safety, Health and Wellness				
		CS.3.1	Research the feasibility of creating an in-house wellness center for City employees, which would improve employee health, strengthen the workforce, improve efficiencies, ensure compliance, reduce costs and streamline processes		
		CS.3.1a	Determine current costs associated with the City's safety, health, and wellness programs	HR, Risk Mgt, Fire/ Safety	FY20 Q1
		CS.3.1b	Conduct research to determine best practices for implementing an on-site medical triage and treatment program for employee injuries, medical screenings, health and wellness (wellness center)	HR, Risk Mgt, Fire/ Safety	FY20 Q1
		CS.3.1c	Conduct research to determine best practices for implementing an in-house mental health program	HR, Police, Fire/Safety	FY20 Q1
		CS.3.1d	Research options for a wellness center facility space and determine costs	Public Works, Police, Fire/ Safety	FY20 Q1
		CS.3.1e	Conduct a cost benefit analysis to evaluate the feasibility of a wellness center and determine the scope of the project	HR, Risk Mgt, Fire/ Safety	FY20 Q1
		CS.3.1f	Collaborate with key stakeholders to develop a wellness center implementation plan that includes a phased approach	HR, Fire/ Safety, Risk Mgt, Police, Fire, Municipal Court	FY20 Q2

CS. COMMUNITY SAFETY

				Responsible Dept(s)	Completion Timeframe
		CS.3.1g	Partner with Human Resources to ensure all employees requiring vaccinations either receive or deny them	HR, Fire/ Safety	FY20 Q2
		CS.3.1h	Improve reporting, for current employees, through the Health and Safety medical tracking system to streamline and create efficiency for tracking and implementing vaccinations, audiometric testing, ionized radiation, hearing, spirometry, rabies, prescription safety eye wear, TB tests and respiratory protection requirements	HR, Fire/ Safety	FY20 Q4
		CS.3.2	Reduce the frequency, liability and severity of employee injuries by attaining ISO 45001 Occupational Health and Safety Management System Certification		
		CS.3.2a	Implement a certified occupational health and safety system using the ISO-45001 standard	Fire/Safety	FY22 Q2
		CS.3.2b	Continue the Commitment to Safety Awards incentive program for department safety committees to reach the performance objectives	Fire/Safety	FY20 Q1
		CS.3.2c	Partner with Human Resources to utilize "Henderson High Fives" as an individual safety incentive program	HR, Fire/ Safety	FY20 Q1
		CS.3.2d	Work with various city department stakeholders to create a citywide plan to achieve ISO-45001 standards	Fire/Safety	FY20 Q2
		CS.3.2e	Conduct an ISO-45001 gap analysis to determine competence or resource gaps that need to be addressed	Fire/Safety	FY20 Q2
		CS.3.2f	Develop a citywide occupational health and safety training plan	Fire/Safety	FY20 Q4
		CS.3.2g	Create a culture of accountability for all employees and managers for safety-related preventable incidents by directing accident investigation information through the Origami system	Risk Mgt, Fire/Safety	FY20 Q4
		CS.3.2h	Develop and implement plans to close competence or resource gaps	Fire/Safety	FY21 Q1
		CS.3.2i	Develop a citywide audit program to ensure continuous improvement	Fire/Safety	FY21 Q2
		CS.3.2j	Integrate ISO-45001 management systems into current management systems	Fire/Safety	FY23 Q2
		CS.3.3	Safeguard Henderson employees' health and safety by developing a citywide training center and program		
		CS.3.3a	Provide training to supervisors across the city in accident investigation and documentation in the citywide database for trending	Fire/Safety	FY20 Q1

CS. COMMUNITY SAFETY

				Responsible Dept(s)	Completion Timeframe
		CS.3.3b	Improve messaging campaign for “5 for 5” injury reduction program to encourage and educate ways to reduce injuries	Fire/Safety	FY20 Q2
		CS.3.3c	Partner with Public Works, Parks and Recreation, and Utility Services to create a tool and equipment training apprenticeship program utilizing the LMS for records management	Fire/Safety	FY20 Q4
		CS.3.3d	Increase employee knowledge and understanding of ergonomic issues and solutions	HR, Fire/Safety	FY20 Q4
		CS.3.3e	Determine preventive actions for safety incidents by identifying leading causes through root cause analysis and job hazard analysis review and communicate results with Risk Mgt and HR	HR, Risk Mgt, Fire/Safety	FY20 Q4
		CS.3.3f	Determine leading indicators for injuries by conducting regular safety inspections at each city facility and documenting results in the Origami system	Fire/Safety	FY20 Q4
		CS.3.3g	Determine the cost benefit by developing a feasibility study for a training center	Fire/Safety	FY21 Q2
CS.4	Improve Transportation Safety				
		CS.4.1	Develop and implement initiatives to improve safety and reduce/eliminate fatalities on our roadways		
		CS.4.1a	Focus on the 5 E’s (engineering, education, enforcement, emergency medical services, and evaluation) through the identification and review of programs, policies, and strategies pertaining to the 5 E’s that support comprehensive decision making for safety investments and develop recommendations for those strategies to be evaluated	Police	FY20 Q4
		CS.4.1b	Schedule quarterly meetings with representatives from the Police Department, Fire Department, Traffic Engineering, Community Development, City Attorney’s Office and Municipal Court	Traffic Engineering	FY19 Q3
		CS.4.1c	Improve road and sidewalk lighting and road signage	Public Works	FY22 Q4
		CS.4.2	Implement a community safety education program that includes all transportation modes		
		CS.4.2a	Develop printable and web materials regarding driving, walking and biking safely	Traffic Engineering	FY20 Q1
		CS.4.2b	Develop, plan, and implement an outreach program to all schools within the city over the life of this plan	Police	FY20 Q1
		CS.4.2c	Develop a neighborhood transportation and speeding informational program for outreach to Home Owner’s Associations and other residential organizations	Police, Traffic Engineering	FY20 Q4
		CS.4.2d	Improve safety education for drivers, cyclists and pedestrians	Police	FY20 Q4
		CS.4.2e	Collaborate and partner with Safe Routes to Schools and Clark County School District Police departments to implement safety program specific to pedestrian concerns in and around school zones	Police	FY21 Q2

CS. COMMUNITY SAFETY

**Responsible
Dept(s)** **Completion
Timeframe**

	CS.4.3	Improve public safety through innovation and technology		
	CS.4.3a	Pilot crash detection and mitigation technologies at intersections and on streetlights	Fire, Police, IT	FY20 Q1
	CS.4.3b	Pilot streetlight-based pedestrian, bicycle and vehicle detection technology	Traffic Engineering	FY20 Q1
	CS.4.3c	Update all traffic signal controllers to provide real-time vehicular and bicycle counts	Traffic Engineering	FY20 Q2
	CS.4.3d	Install automated speed enforcement cameras	Police, Traffic Engineering, Municipal Court, IT	FY21 Q4
	CS.4.3e	Procure and install successful technologies for intersections and streetlights	Police, Traffic Engineering	FY22 Q4
	CS.4.3f	Advocate for amending NRS 484A.600; current Nevada Revised Statutes prohibits use of red cameras and speed enforcement auto cameras	Police	FY21 Q3
	CS.4.4	Develop a robust strategy around traffic safety enforcement and prosecution		
	CS.4.4a	Convene a meeting with representatives from the Police Department, Municipal Court and Traffic Engineering to discuss opportunities and barriers within traffic enforcement	Police	FY20 Q1
	CS.4.4b	Tabulate traffic citations and court rulings to determine trends	Police, Municipal Court	FY20 Q1
	CS.4.4c	Identify and remedy infrastructure gaps leading to traffic law prosecution issues	Traffic Engineering	FY21 Q4
CS.5	Advance and Promote City Environmental Management			
	CS.5.1	Mitigate environmental risk by achieving ISO 14001 Environmental Management System Certification		
	CS.5.1a	Implement a certified environmental management system (EMS) using the ISO-14001 standard	Fire/ Environmental Services	FY22 Q2
	CS.5.1b	Work with the various City department stakeholders to create a citywide EMS to include an environmental policy, an environmental obligation registry, identification of significant aspects and impacts, and an audit program for continuous improvement	Fire/ Environmental Services	FY20 Q2
	CS.5.1c	Develop a citywide environmental training matrix	Fire/ Environmental Services	FY20 Q2
	CS.5.1d	Develop a citywide environmental program audit program and begin auditing	Fire/ Environmental Services	FY21 Q2

CS. COMMUNITY SAFETY

				Responsible Dept(s)	Completion Timeframe
		CS.5.1e	Complete the third-party certification process for the citywide EMS	Fire/ Environmental Services	FY22 Q2
		CS.5.2	Minimize the City's environmental liability and ensure regulatory compliance by transitioning the City from a decentralized to a centralized environmental management model		
		CS.5.2a	Develop a regulatory obligation inventory for all city facilities, businesses and work activities throughout the city	Fire/ Environmental Services	FY20 Q1
		CS.5.2b	Assign responsible parties to all the regulatory obligations	Fire/ Environmental Services	FY20 Q1
		CS.5.2c	Increase the staff complement by one Environmental Officer to support program compliance	Fire/ Environmental Services	FY20 Q1
		CS.5.2d	Develop a system to track compliance with the regulatory obligations and certify that the obligations have been met on a quarterly basis	Fire/ Environmental Services	FY20 Q2
		CS.5.2e	Verify compliance with systematic audit program	Fire/ Environmental Services	FY21 Q2
		CS.5.2f	Develop a strategy concerning the city's landfill	Fire/ Environmental Services, Utility Services	FY21 Q2
		CS.5.2g	Conduct Business Verification inspections to assess the need for additional hazardous material and environmental permits to be completed	Building & Fire Safety	FY22 Q2
		CS.5.2h	Provide business outreach to proactively identify businesses that need additional environmental permits	Fire/ Environmental Services	FY21 Q2
		CS.5.3	Protect community safety by reducing environmental incidents		
		CS.5.3a	Implement a citywide environmental incident management tool within Origami Risk	Fire/ Environmental Services	FY20 Q2
		CS.5.3b	Monitor and analyze data from the tracking system to find areas of improvement	Fire/ Environmental Services	FY20 Q2
		CS.5.3c	Implement a root cause analysis program for environmental incidents to prevent and or mitigate future occurrences	Fire/ Environmental Services	FY20 Q2
		CS.5.3d	Roll out an outreach campaign to residents to provide information on specialty waste handling and recycling within Henderson	Fire/ Environmental Services	FY20 Q2
		CS.5.3e	Expand the number of Henderson Shines events from one per year to two per year	Fire/ Environmental Services, Community Development & Services	FY21 Q2

LC. LIVABLE COMMUNITIES				Responsible Dept(s)	Completion Timeframe
LC.1	Support Responsible Growth through Infill and Development Patterns to Accommodate an Increasing Population				
		LC.1.1	Implement necessary Development Code changes that support compact, complete neighborhoods, public safety and help conserve natural resources		
		LC.1.1a	Develop a Property Assessed Clean Energy program to open additional funding for property owners seeking upgrades to their buildings to make them more resource efficient	Public Works	FY19 Q4
		LC.1.1b	Implement Fiscal Impact model to better understand fiscal impacts of growth and evaluate need for potential Phase 2	Community Development & Services	FY20 Q2
		LC.1.1c	Complete update of Development Code, removing barriers to compact, complete communities while enhancing public safety and encouraging conservation of scarce natural resources	Community Development & Services	FY20 Q4
		LC.1.1d	Evaluate landscaping standards in Development Code to decrease water use and limit maintenance requirements	Community Development & Services	FY20 Q4
		LC.1.2	Promote adaptive reuse, neighborhood reinvestment and infill development		
		LC.1.2a	Evaluate the need for changes to the Development Code and other programs to encourage infill, neighborhood reinvestment, and infill development	Community Development & Services	FY21 Q1
		LC.1.2b	Develop criteria to identify pre-redevelopment areas and align programs to reverse the trend of blight	Community Development & Services	FY22 Q1
		LC.1.3	Evaluate and update the West Henderson Land Use Plan Development Program to facilitate diverse opportunities and sustainable growth		
		LC.1.3a	Develop criteria to prioritize economic development incentives for resource-efficient water users	Community Development & Services	FY20 Q2
		LC.1.3b	Evaluate and implement the need for updates to the West Henderson Land Use Plan to promote more resource-efficient land use	Community Development & Services	FY21 Q2
		LC.1.3c	Establish design standards for West Henderson	Community Development & Services	FY21 Q2
		LC.1.4	Develop a citywide housing strategy that encourages a variety of housing choices		
		LC.1.4a	Complete a Housing and Community Development Strategy	Community Development & Services, Fire	FY20 Q1
		LC.1.4b	Implement a Housing and Community Development Strategy	Community Development & Services	FY21 Q1

LC. LIVABLE COMMUNITIES

Responsible
Dept(s) Completion
Timeframe

LC.2 Re-invest in Existing and Aging Infrastructure					
		LC.2.1	Reduce deferred asset maintenance liabilities		
		LC.2.1a	Inventory/update a citywide asset risk matrix that includes purchase dates, dollar values for purchase, current dollar value of asset, useful life of asset and current status for: streets, flood control devices, traffic control devices, City facilities, and fleet	Public Works	FY21 Q4
		LC.2.1b	Quantify variables that define an asset and set metrics to what level assets are to be maintained during their useful service life	Public Works	FY21 Q4
		LC.2.1c	Assign standards to each asset with categories based on set lifespans, design, and physical, service, and economic attributes	Public Works, All Departments	FY21 Q4
		LC.2.1d	Establish asset priorities based on risk matrix of asset not meeting full useful life	Public Works	FY20 Q4
		LC.2.1e	Quantify costs, personnel, and data needs associated with maintaining assets to service levels	Public Works	FY20 Q4
		LC.2.1f	Assign asset priorities based on risk matrix for assets to meet service target and useful life	Public Works, All Departments	FY21 Q4
		LC.2.2	Develop and implement reliable reinvestment strategies		
		LC.2.2a	Based on the priority of each asset class, assign budgeted dollar amounts to them for maintenance	Public Works, All Departments	FY21 Q4
		LC.2.2b	Increase the amount of resources assigned to Maximo and GIS to continually update changes to assets	Public Works, Parks and Recreation	FY22 Q4
		LC.2.2c	Research and invest into emerging technologies to reduce overall staffing dollars used for preventive maintenance	Public Works, All Departments	FY22 Q3
		LC.2.2d	Include required asset maintenance dollars based on year to the annual budget cycle	Public Works, Parks and Recreation	FY21 Q4
		LC.2.2e	Increase the budgeted amount for replacing assets that are beyond their defined lifespan based on their priority rating	Public Works, All Departments	FY22 Q4
		LC.2.2f	Identify Maximo/GIS data input needs, procedures, and staffing levels to continually update asset classes	Public Works	FY21 Q4
		LC.2.3	Extend the useful life of assets		
		LC.2.3a	Increase the amount of time spent doing preventive maintenance in daily operations	Public Works, All Departments	FY22 Q4

LC. LIVABLE COMMUNITIES

				Responsible Dept(s)	Completion Timeframe
		LC.2.3b	Create a procedure that prioritizes requests for improvements of assets that have not met their useful life span	Public Works, City Manager, Finance	FY19 Q4
		LC.2.4	Coordinate maintenance activities with infill development		
		LC.2.4a	Create a procedure to coordinate maintenance activities with potential infill locations to include base design standards for all infill development during preventive maintenance work	Public Works, All Departments	FY20 Q4
		LC.2.4b	Prioritize maintenance work based on infill development throughout the City	Public Works, All Departments	FY21 Q4
LC.3			Ensure a High-Quality, Multimodal Transportation Network		
		LC.3.1	Expand opportunities for all transportation users by addressing equitable mobility		
		LC.3.1a	Conduct an evaluation of all pedestrian infrastructure adjacent to arterial and collector roadways and City facilities for ADA compliance and connectivity	Public Works, Risk Mgt	FY21 Q2
		LC.3.1b	Program pedestrian-related infrastructure improvements into the City's Capital Improvement Plan	Public Works	FY21 Q3
		LC.3.2	Use best practices to responsibly plan for technology advances in transportation		
		LC.3.2a	Monitor trends in vehicle-to-infrastructure communications, detection technology, and autonomous vehicles	Public Works	Ongoing
		LC.3.2b	Utilize pilots to test technology applications	Public Works	FY20 Q4
		LC.3.2c	Participate in regional coordination efforts	Public Works, Community Development & Services	Ongoing
		LC.3.2d	Update regional standards regarding communications and power at streetlights and traffic signals to prepare for future uses	Public Works	FY20 Q2
		LC.3.2e	Develop a neighborhood transportation and speeding informational program for outreach to Home Owner's Associations and other residential organizations	Police, Traffic Engineering	FY20 Q4
		LC.3.3	Implement context-sensitive solutions to plan for interconnectivity for all modes of transportation		
		LC.3.3a	Develop a sustainable mobility strategy to consider roadway, trail, and transit connections; address residential mobility options; and develop a Henderson-specific transit plan	Community Development & Services, Traffic Engineering	FY21 Q2

LC. LIVABLE COMMUNITIES

**Responsible
Dept(s)** **Completion
Timeframe**

LC.4 Promote a Healthy and Vibrant Community					
		LC.4.1	Develop and implement a robust cultural arts plan to enhance a diverse and inclusive community		
		LC.4.1a	Amend Parks Master Plan to include a Cultural Arts Master Plan	Parks and Recreation	FY20 Q4
		LC.4.1b	Implement Parks Master Plan to include a Cultural Arts Master Plan	Parks and Recreation	FY22 Q4
		LC.4.2	Provide equitable access to parks, recreation and open spaces by expanding current design models/standards to meet diverse needs		
		LC.4.2a	Develop a master plan for West Henderson to continue the goal of a park within 1/2 mile (10-minute walk) of every resident	Parks and Recreation	FY21 Q1
		LC.4.2b	Identify gaps in parks, recreation and open space, accessibility citywide to ensure a 10-minute walk for every resident	Parks and Recreation, Community Development & Services	FY23 Q4
		LC.4.2c	Implement Wi-Fi in all Henderson parks to measure usage of our parks	Parks and Recreation, Information Technology	FY21 Q1
		LC.4.2d	Expand senior services and continue to support our Age Friendly Initiative	Parks and Recreation, Community Development & Services	FY20 Q4
		LC.4.2e	Develop triggers for development of new senior centers and recreation centers	Parks and Recreation	FY22 Q3
		LC.4.2f	Develop park standards to meet needs of high-density development	Parks and Recreation	FY20 Q1
		LC.4.2g	Develop gender-neutral bathroom design for future park development and retrofitting existing comfort stations	Public Works	FY20 Q4
		LC.4.3	Expand Henderson's health initiatives to increase educational and access opportunities to foster community fitness, health, wellness and nutrition		
		LC.4.3a	Improve access to fresh fruits and vegetables in underserved areas through partnerships with produce vendors	Community Development & Services	FY20 Q4
		LC.4.3b	Increase access to Supplemental Nutrition Assistance Program (SNAP) benefits at local farmers markets and other mobile food vendors; SNAP access will make food more affordable by facilitating acceptance of benefits	Parks and Recreation	FY20 Q4
		LC.4.3c	Increase nutrition education and fitness programming to encourage healthy living	Parks and Recreation	FY20 Q4
		LC.4.3d	Expand Be Kind program to foster respect and kindness throughout the community for overall social and mental wellness	Parks and Recreation	FY20 Q4

LC. LIVABLE COMMUNITIES

**Responsible
Dept(s)** **Completion
Timeframe**

LC.5 Address Social Issues that Negatively Impact Henderson's Vulnerable Populations					
		LC.5.1	Address the opioid crisis through education		
		LC.5.1a	Develop outreach campaign on where to find resources for those struggling with addictions, signs of addictions for parents to look for in their children, and information about how to safely dispose of potentially unused prescription drugs	Parks and Recreation, PIO, Fire, Police	FY21 Q1-Q4
		LC.5.1b	Educate students through the DREAM program on the dangers of opioid use	Police	Ongoing
		LC.5.1c	Provide educational materials for families who take Fire station tours	Fire, PIO	FY21 Q1-Q4
		LC.5.1d	Include educational information on drug sales and use in crime free multi-housing presentations	Police	FY20 Q1-Q4
		LC.5.1e	Update website to include addiction services pages	Parks and Recreation, Fire, Police	FY21 Q1-Q4
		LC.5.1f	Host a Prescription, Opioid, and Heroin Epidemic Awareness Week	Parks and Recreation, Fire, PIO	FY21 Q3
		LC.5.1g	Participate in statewide and regional committees dedicated to addressing the opioid crisis to build collaboration between local healthcare providers, hospitals, EMS and treatment providers	Community Development & Services	FY19 Q3
		LC.5.1h	Pursue litigation against opioid manufacturers	City Attorney	Ongoing
		LC.5.1i	Research the need for any legislative changes to strengthen our local response to the opioid crisis	Government & Public Affairs	FY19 Q3, FY21 Q3
		LC.5.2	Address the opioid crisis through rehabilitation		
		LC.5.2a	Partner with local healthcare provider to plan for dedicated space for a Community Resource Center	Fire	FY19 Q3
		LC.5.2b	Continue to refer clients to third party providers to support education and rehabilitation efforts	Fire, Parks and Recreation	Ongoing
		LC.5.2c	Engage with ABC Court and Veteran's Court programs to provide treatment and/or programs for opioid offenders	Police	Ongoing
		LC.5.3	Address the opioid crisis through enforcement		
		LC.5.3a	Research the feasibility of a street narcotics team(s)	Police	FY21 Q3
		LC.5.3b	Utilize ODMAP to collect and analyze data to monitor trends and target enforcement efforts	Fire	FY21 Q3

LC. LIVABLE COMMUNITIES

				Responsible Dept(s)	Completion Timeframe
		LC.5.3c	Provide an option for safe medication disposal in the community by hosting pill takeback events	Police	Ongoing
		LC.5.4	Work locally and regionally to compassionately address the needs of individuals experiencing homelessness		
		LC.5.4a	Develop a plan for Henderson's homeless needs	Fire	FY20 Q1
		LC.5.4b	Continue to participate in regional initiatives, including the Southern Nevada Homelessness Continuum of Care	Community Development & Services	Ongoing
		LC.5.4c	Participate in the annual homeless census by organizing a volunteer deployment site in Henderson	Community Development & Services	FY20 Q3
		LC.5.4d	Attend events, such as Project Homeless Connect and the Youth Homelessness Summit to support regional efforts and share information	Community Development & Services	Ongoing
		LC.5.4e	Develop a multi-departmental team to coordinate internal efforts, monitor trends, and share information	Community Development & Services	Ongoing
		LC.5.4f	Continue to support homeless prevention programs for Henderson residents through federal and state funding programs	Community Development & Services	Ongoing
		LC.5.4g	Increase number of affordable housing units through incentives for new construction	Community Development & Services	FY21 Q4
		LC.5.5	Improve access to healthcare services for vulnerable Henderson residents		
		LC.5.5a	Expand partnership with Touro University to provide free healthcare and first-aid to low-income and underserved areas through their mobile clinics	Community Development & Services	FY19 Q3
		LC.5.5b	Partner with UNLV to host the mobile medical initiative in Henderson	Fire	FY20 Q3
		LC.5.5c	Expand partnership with Touro University and UNLV to provide medical services to at-risk populations	Parks and Recreation	FY20 Q2
		LC.5.5d	Expand partnership with Vanderbilt University to train staff to educate young people on healthy living	Parks and Recreation	FY20 Q3
		LC.5.5e	Expand and promote the provision of low-cost immunizations through a collaboration with the Southern Nevada Health District	Community Development & Services	FY19 Q3
		LC.5.5f	Identify gaps in medical services in the community and work with Economic Development and other partners to recruit needed services	Economic Development	FY19 Q3
		LC.5.5g	Partner with UNLV/NSC/Touro through their internship program and healthcare providers to expand services to vulnerable residents	Fire	FY20 Q3
		LC.5.5h	Support Community Health Improvement Program (CHIP) with funding for internship students	Fire	FY21 Q1

LC. LIVABLE COMMUNITIES

Responsible
Dept(s)

Completion
Timeframe

LC.6 Protect and Conserve Natural Resources					
		LC.6.1	Reverse the trend of increasing per capita water consumption		
		LC.6.1a	Approve 5-year water conservation plan	Utility Services	FY19 Q3
		LC.6.1b	Complete feasibility study on advanced metering infrastructure	Utility Services	FY19 Q4
		LC.6.1c	Approve plan to increase investigations and enforcement of water waste	Utility Services	FY20 Q1
		LC.6.1d	Develop and implement turf removal plan for City operations and community installations	Utility Services	FY20 Q1
		LC.6.1e	Develop action plan to address recommendations from feasibility study	Utility Services	FY20 Q2
		LC.6.1f	Complete water loss audit	Utility Services	FY20 Q4
		LC.6.1g	Develop action plan to address recommendations for water loss audit	Utility Services	FY21 Q1
		LC.6.2	Develop a comprehensive energy strategy		
		LC.6.2a	Initiate energy statutory/legislative and operations review	Utility Services, Public Works	FY19 Q3
		LC.6.2b	Contract for energy feasibility, planning, and optimization studies and follow-up support during legislative session	Utility Services, Public Works	FY19 Q3
		LC.6.2c	Finalize strategic plan for energy	Utility Services, Public Works	FY20 Q2
		LC.6.2d	Develop and prioritize action items for strategic energy plan	Utility Services, Public Works	FY20 Q4
		LC.6.2e	Review code for potential improvement areas (including but not limited to electric vehicles, associated charging stations, etc.)	Public Works	FY21 Q1
		LC.6.2f	Implement action items resulting from code review	Utility Services, Public Works, City Manager	FY21 - FY23
		LC.6.3	Minimize pollutants that threaten drinking water quality		
		LC.6.3a	Conduct business verification inspections of all Henderson businesses in order to assess the need for additional hazardous material and environmental permits	Community Development & Services	FY20 Q4

LC. LIVABLE COMMUNITIES

				Responsible Dept(s)	Completion Timeframe
		LC.6.3b	Explore potential improvements to Title 19 to expand low-impact design standards requirements	Public Works	FY21 Q1
		LC.6.3c	Implement ordinance changes to Title 19, as identified above	Public Works	FY21 Q3
		LC.6.3d	Identify and implement continued improvements to City programs to ensure regulatory compliance	Public Works	FY21 Q3
		LC.6.4	Improve solid waste management		
		LC.6.4a	Develop a program to institute recycling throughout all parks in the City	Public Works, Parks and Recreation	FY20 Q2
		LC.6.4b	Develop action plan for recycling in parks	Public Works, Parks and Recreation	FY20 Q4
		LC.6.4c	Assess opportunities to minimize waste generation	Fire/ Environmental Services	FY21 Q2
		LC.6.4d	Develop processes and procedures for measuring and improving diversion rates	Fire/ Environmental Services	FY21 Q4

EV. ECONOMIC VITALITY				Responsible Dept(s)	Completion Timeframe
EV.1	Promote Workforce Skills to Attract High-Tech, High Wage Industries				
	EV.1.1	Support K-12 Science, Technology, Engineering, Arts and Mathematics (STEAM) curriculum			
	EV.1.1a	Investigate best practices from other communities that leverage both public and private sector resources to improve access to K-12 STEAM programming	Economic Development	FY19 Q3	
	EV.1.1b	Identify and partner with nonprofit organizations or government agencies that can provide grant funding/support for K-12 STEAM curriculum	Economic Development	FY21 Q4	
	EV.1.1c	Partner with CEAB, CCSD, NSHE and other nonprofit organizations to design and implement a Henderson STEAM curriculum and grant programs	Economic Development, Community Development & Services	FY23 Q4	
	EV.1.2	Align workforce development with target industries			
	EV.1.2a	Engage with Henderson businesses within our target industry sectors to identify skills needs and conduct a survey to gather input and feedback on needs	Economic Development	FY21 Q4	
	EV.1.2b	Identify opportunities and partnerships to provide “upskilling” education for existing low-income workers	Economic Development	FY21 Q4	
	EV.1.2c	Identify Federal and Foundation grants that may provide financial support for implementing workforce development programs	Economic Development	FY21 Q2	
	EV.1.3	Implement an entrepreneurship and innovation center			
	EV.1.3a	Conduct market research and get private sector stakeholder feedback related to the support of development for an innovation center	Economic Development, City Manager’s Office	FY19 Q4	
	EV.1.3b	Prepare development proposal for innovation center	Economic Development, City Manager’s Office	FY20 Q2	
	EV.1.3c	Implement entrepreneurship and innovation center	Economic Development, City Manager’s Office	FY21 Q4	
EV.2	Create Economic Diversity and Jobs				
	EV.2.1	Create and implement agile business recruitment strategies to identify and pursue emerging industries			
	EV.2.1a	Expand membership in emerging industry professional associations and attend related conferences and trade shows	Economic Development	FY19 Q4	

EV. ECONOMIC VITALITY

			Responsible Dept(s)	Completion Timeframe
	EV.2.1b	Explore the development incentives either on a local basis or in collaboration with the Governor's Office of Economic Development (GOED) to competitively attract emerging industries	Economic Development	FY23 Q4
	EV.2.1c	Continue to collaborate with secondary and post-secondary schools to promote technology and skills applicable to emerging industries and related trades	Economic Development, Community Development & Services	FY21 Q2
	EV.2.1d	Expand development code to accommodate emerging industries that may not be identified in current code	Community Development & Services	FY22 Q4
	EV.2.2	Highlight West Henderson as a core employment center to strengthen industry and create a balance of land uses in the City		
	EV.2.2a	Develop West Henderson marketing collateral displaying development opportunities including a focus on targeted industries	Economic Development	FY21 Q1
	EV.2.2b	Promote West Henderson to businesses in external markets and to the site selector and commercial development community	Economic Development	FY21 Q2
	EV.2.2c	Partner with developers to co-brand West Henderson as a core employment center	Economic Development	FY21 Q3
	EV.2.2d	Coordinate with IT on public/private partnerships to provide cutting edge fiber optics and 5G communications in West Henderson and throughout the city	Economic Development, Information Technology	FY23 Q4
	EV.2.3	Accommodate diverse employment needs by preserving and/or increasing strategic land parcels for commercial and industrial development, ensuring a healthy jobs/housing balance		
	EV.2.3a	Review future annexation proposals for land use designations in relationship to future industrial and commercial land use requirements	Economic Development, Community Development & Services	FY23 Q3
	EV.2.3b	Promote regulations to encourage live-work development and mixed use communities that create walkability and access to transit	Economic Development, Community Development & Services	FY23 Q4
	EV.2.3c	Monitor the impact of the jobs/housing balance in relationship to the amount of land zoned for each	Economic Development, Community Development & Services	FY23 Q1
EV.3	Maintain the City's Financial Resiliency			
	EV.3.1	Plan for the long-term solvency of City finances		
	EV.3.1a	Create guidelines for fund balances/net position for city funds where no policies are currently in place	Finance	FY19 Q4

EV. ECONOMIC VITALITY

				Responsible Dept(s)	Completion Timeframe
		EV.3.1b	Create a procedure for reviewing budget requests for recurring expenditures for alignment with strategic plan and make recommendations accordingly	Finance	Annual
		EV.3.1c	Identify vulnerable revenue streams	Finance	FY20 Q1
		EV.3.1d	Ensure sustainability of revenue streams	Finance	Annual
		EV.3.1e	Identify ways to diversify revenue and deliver recommendations to the City Manager's Office	Finance	Annual
		EV.3.1f	Identify leading financial indicators and create dashboard	Finance	FY20 Q1
		EV.3.1g	Develop guidelines for cost recovery on various city programs and services	Finance	FY22 Q4
		EV.3.2	Leverage legislative opportunities		
		EV.3.2a	Advocate for and support financial initiatives that support the City's mission	Finance, Government & Public Affairs	2019, 2021 & 2023 legislative sessions
		EV.3.2b	Determine if enabling language is needed to assist in current economic opportunities	Finance, Government & Public Affairs	2019, 2021 & 2023 legislative sessions
		EV.3.2c	Monitor and respond to unfunded mandates to mitigate impacts to services	Finance, Government & Public Affairs	2019, 2021 & 2023 legislative sessions
		EV.3.3	Enhance the alignment of resource allocations to City goals		
		EV.3.3a	Enhance the ability to report on budget requests and allocations tied to the strategic plan	Finance	FY19 Q4
		EV.3.3b	Evaluate service levels and programs	Finance	Annual
		EV.3.3c	Evaluate new financial software to enhance budget development, capital planning and alignment to the strategic plan	Finance	FY20 Q2
		EV.3.3d	Create a process to rank budget requests in accordance with the Council's Major Opportunity Area (MOA) prioritization	Finance	FY19 Q4

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QE. QUALITY EDUCATION				Responsible Dept(s)	Completion Timeframe
QE.1	Be a Leader in Education Reform in Southern Nevada				
	QE.1.1	Support a legislative agenda that prioritizes student achievement, accountability, school safety and local leadership			
	QE.1.1a	Encourage the adoption of a weighted funding formula that recognizes the needs of all students and provides additional resources to enhance the quality of education in all Nevada schools	Government & Public Affairs	FY19 Q4	
	QE.1.1b	Advocate for state tax revenues generated by recreational marijuana sales to be deposited into the state education budget distributive school account (DSA) that is used to provide funding for public education in all Nevada counties	Government & Public Affairs	FY19 Q4	
	QE.1.1c	Support the use of all revenues generated by the existing 3 percent room tax authorized in 2009 under initiative petition IP1 as a means to fund public education needs statewide	Government & Public Affairs	FY19 Q4	
	QE.1.1d	Advocate for additional state dollars for early learning	Government & Public Affairs	FY19 Q4	
	QE.1.2	Continue to advocate for right-sizing districts, schools and classrooms for better education and better integration of schools into the community			
	QE.1.2a	Advocate for a mechanism that allows for more localized school input	Government & Public Affairs, Community Development & Services	FY19 Q4, FY21 Q4	
	QE.1.2b	Work with the Clark County School District to develop additional school prototypes to allow for a variety of school environments for every grade level	Community Development & Services, Government & Public Affairs	FY19 Q4, FY21 Q4	
	QE.1.3	Conduct leading edge policy research and advocate for access to longitudinal student performance data to develop policy recommendations that support achievement			
	QE.1.3a	Make a formal request to the Clark County School District (CCSD) Superintendent to be granted access to longitudinal data from the CCSD GIS department	Community Development & Services, Government & Public Affairs	FY19 Q4	
	QE.1.3b	Support a process through consultant work to analyze and examine the longitudinal student performance data for use in developing program recommendations and Community Education Advisory Board requests to support achievement	Community Development	FY20 Q4	
	QE.1.4	Support and host culturally competent parental engagement activities, including ongoing outreach with families to understand their needs			

QE. QUALITY EDUCATION

**Responsible
Dept(s)** **Completion
Timeframe**

		QE.1.4a	Promote the expansion of existing parental engagement programs in Henderson and explore additional opportunities for partnership and collaboration when hosting relevant events	Community Development & Services, Parks and Recreation	FY21 Q4
QE.2	Expand Access to Early Childhood Education				
		QE.2.1	Investigate innovative partnerships, grant seeking and grant making opportunities to expand early childhood educational opportunities		
		QE.2.1a	Research current partnership and grant opportunities in the area of early childhood education	Parks and Recreation, Community Development & Services	FY20 Q4
		QE.2.1b	Pursue opportunities for partnerships with higher education institutions to create professional development and higher education sponsored preschools	Parks and Recreation, Community Development & Services	FY20 Q4
		QE.2.2	Promote new-parent education programs that focus on low-income and vulnerable populations and make these programs accessible in City facilities		
		QE.2.2a	Work with educational nonprofits and programs on additional programming opportunities for new parents	Parks and Recreation, Community Development & Services	FY20 Q4
		QE.2.2b	Research current partnerships with higher educational institutions to expand their outreach by providing parental programs to promote early childhood development	Parks and Recreation, Community Development & Services	FY22 Q1
		QE.2.3	Raise awareness within the business community of the importance of early childhood education in growing future business leaders		
		QE.2.3a	Work with community and business partners on an educational appeal on the importance of early childhood education	Community Development & Services, Parks and Recreation	FY21 Q4
		QE.2.3b	Explore the potential for public-private partnerships to establish sponsorships to allow additional access and improvements to early childhood education programs	Community Development & Services, Parks and Recreation	FY21 Q4
		QE.2.4	Research the feasibility of expanding a City-initiated preschool program into non-City facilities		
		QE.2.4a	Complete research and make a recommendation on the feasibility of a City-initiated preschool program	Parks and Recreation	FY21 Q4

QE. QUALITY EDUCATION

				Responsible Dept(s)	Completion Timeframe
		QE.2.4b	Explore partnerships for potential sponsors of early childhood education programs	Parks and Recreation	FY21 Q4
		QE.2.4c	Explore national accreditation programs for early childhood education programs	Parks and Recreation	FY22 Q1
		QE.2.4d	Research program curriculum to assist early childhood program development	Parks and Recreation	FY22 Q1
		QE.2.5	Partner and promote higher-education providers' efforts to expand early childhood education and the teaching supply in Henderson		
		QE.2.5a	Reach out to higher-education providers and educate them on the benefits of providing an on-site early childhood center	Community Development & Services, Parks and Recreation	FY20 Q4
		QE.2.5b	Work with higher-education providers to assess the feasibility of on-site training that is coupled with an early childhood educational environment	Community Development & Services, Parks and Recreation	FY21 Q4
		QE.2.5c	Make a recommendation with the support of higher education providers on the feasibility of on-site centers	Community Development & Services, Parks and Recreation	FY21 Q4
QE.3	Ensure Henderson's High School Students Are Prepared for College				
		QE.3.1	Support initiatives, such as college preparedness courses and access to student financial support programs, to ensure our educational opportunities are available to all students		
		QE.3.1a	Partner with the College of Southern Nevada, Nevada State College and the Clark County School District to promote college readiness and student financial support programs	Community Development & Services, Parks and Recreation	FY21 Q4
		QE.3.1b	Promote outreach with higher-education providers to have a presence at City-hosted events for interested residents	Community Development & Services, Parks and Recreation	FY20 Q4
		QE.3.2	Support middle and high schools' requests to improve college readiness through Community Education Advisory Board grants and partnership opportunities		
		QE.3.2a	Continue to allow middle and high schools access to Community Education Advisory Board grants for college preparedness	Community Development	FY19 Q4
QE.4	Align Educational Investments with K-12 Needs				
		QE.4.1	Assess and monitor local, K-12 achievement results in order to impact the educational outcomes identified by the Henderson Community Education Advisory Board through existing grants and partnerships		

QE. QUALITY EDUCATION

			Responsible Dept(s)	Completion Timeframe
		QE.4.1a	Continue to complete a yearly assessment of citywide educational indicators as well as individual school performance data	Community Development FY20 Q4
		QE.4.1b	Monitor the six educational priorities laid out by the Henderson Community Education Advisory Board (preschool enrollment, elementary reading achievement, middle school math achievement, chronic absenteeism, high school graduation, and post secondary enrollment completion) to gauge improvements over time	Community Development FY21 Q4
		QE.4.1c	Ensure the Community Education Advisory Board and Redevelopment Agency educational grants are given out in a process that awards grant dollars to the proposals that will be most likely to affect change in the educational priority areas	Community Development & Services, Redevelopment Agency FY19 Q4
		QE.4.2	Pursue opportunities to provide tutoring and mentoring at City recreation centers	
		QE.4.2a	Research the feasibility of increasing tutoring and mentoring programs through the City's recreation centers	Parks and Recreation FY20 Q4
		QE.4.2b	Connect with nonprofits who offer these services and provide space as needed	Parks and Recreation FY21 Q4
		QE.4.2c	Continue to support this activity through Community Development Block Grants and other funding sources as available	Parks and Recreation, Community Development & Services FY20 Q4
		QE.4.3	Maintain safe school environments through strategic partnerships between the Clark County School District and law enforcement, fire and safety experts	
		QE.4.3a	Enhance community policing efforts to include outreach programming to all local schools to familiarize children with public safety and the concept of "See Something, Say Something, Do Something"	Police, Fire FY20 Q3
		QE.4.3b	Continue to build partnerships and initiatives with Clark County School District police and Safe Routes to School to provide education and training for all Henderson middle school students and parents for improved safety in our school zones	Police, Fire Ongoing
		QE.4.3c	Continue to provide public safety resources around Henderson schools to change driver behavior through enforcement and proactive community engagement	Police Ongoing
		QE.4.3d	Partner Henderson Police Department and other safety experts to raise awareness on school environments and violence prevention	Police, Fire, Community Development & Services FY20 Q3
		QE.4.4	Address the digital divide and the "homework divide" by increasing underserved students' access to the internet through partnerships, grant making and grant seeking	
		QE.4.4a	Improve student access to computers and attempt to have an available computer for every student in the City	Information Technology FY20 Q4

QE. QUALITY EDUCATION

				Responsible Dept(s)	Completion Timeframe
		QE.4.4b	Continue to increase the use of reduced priced internet service for low-income families and improve access where needed	Information Technology	FY20 Q4
		QE.4.4c	Continue to seek grants to obtain wireless hotspots for low-income students	Information Technology	FY20 Q3
		QE.4.4d	Expand the "Homework Zone" project that provides no-cost internet access in recreation centers to additional facilities	Information Technology	FY20 Q3
QE.5	Align the Local Talent Pool with Local Career Opportunities				
		QE.5.1	Collaborate with business organizations, high schools and community organizations to enhance and strengthen mentorship and apprenticeship programs for teenagers		
		QE.5.1a	Identify and engage nonprofit organizations that may be able to partner with businesses and Henderson schools to provide/fund STEAM skills training	Economic Development, Community Development & Services	FY20 Q4
		QE.5.1b	Research and identify best practices for business and K-12 interaction in other communities throughout the U.S.	Economic Development	FY20 Q2
		QE.5.2	Encourage mentorship, apprenticeship and career exploration opportunities by collaborating with local businesses, business organizations, and cultural groups		
		QE.5.2a	Partner with business organizations such as the Henderson Chamber of Commerce and the Water Street District Business Association to establish Career Day	Economic Development	FY20 Q2
		QE.5.2b	Identify organizations interested in providing job skills workshops	Economic Development	FY20 Q4
		QE.5.3	Connect with local businesses to identify desired workforce skills and encourage expansion of programs to target specific educational and training needs		
		QE.5.3a	Identify companies that align with Economic Development's key target industries	Economic Development	FY19 Q4
		QE.5.3b	Using existing forums such as the Economic Development's quarterly "CEO Round Table" survey/engage business leaders on skills gaps that can be addressed at the high school level	Economic Development	FY20 Q2
		QE.5.4	Encourage educational providers to align curriculum and continuing education with the needs of local industries		

QE. QUALITY EDUCATION

				Responsible Dept(s)	Completion Timeframe
		QE.5.4a	Identify and engage nonprofit organizations that can partner with Henderson schools to provide/fund STEAM skills curriculum	Economic Development, Community Development & Services	FY20 Q4
		QE.5.4b	Explore the potential for a public, high school Career and Technical Academy to be established in Henderson	Economic Development, Community Development & Services	FY21 Q4
		QE.5.5	Establish City-sponsored career planning activities and mentorship opportunities to connect City leaders and departments with the future workforce		
		QE.5.5a	Host events similar to “City Hall at the Mall” in local schools with educational activities for students of all ages	Economic Development	FY20 Q4
		QE.5.5b	Continue funding and supporting activities such as the Young Entrepreneurs Alliance (YEA) that help prepare high school-age entrepreneurs for success after school	Economic Development	FY20 Q4

HP. HIGH-PERFORMING PUBLIC SERVICE				Responsible Dept(s)	Completion Timeframe
HP.1	Ensure Responsive Government through Implementation of a Digital Innovation Program				
		HP.1.1	Transform the City of Henderson’s technology environment to better focus on the timely execution of innovative ideas		
		HP.1.1a	Develop a City Cloud Strategy	Information Technology	FY19 Q4
		HP.1.1b	Develop City Cloud security policy and procedure	Information Technology	FY19 Q4
		HP.1.1c	Establish City Cloud environment for Microsoft Office 365 and Azure	Information Technology	FY19 Q4
		HP.1.1d	Establish City network direct access to cloud	Information Technology	FY20 Q1
		HP.1.1e	Identify all City applications suitable for migration to the cloud	Information Technology	FY19 Q4
		HP.1.1f	Migrate all appropriate application and systems to the cloud	Information Technology	Ongoing
		HP.1.1g	Develop a citywide network plan	Information Technology	FY20 Q1
		HP.1.1h	Establish citywide network infrastructure to light poles	Information Technology, Public Works	Ongoing
		HP.1.2	Create a “My City” portal to remove online complexity and consolidate services for the digital customer		
		HP.1.2a	Develop a citywide Enterprise Data Strategy	Information Technology	FY20 Q2
		HP.1.2b	Establish a focus group that includes a cross-section of the City’s customer base to help guide service selection and provide feedback to the process	Information Technology, Community Development & Services, City Clerk’s Office, Government & Public Affairs	FY20 Q4
		HP.1.2c	Implement a customer-centric unified database	Information Technology, All Departments	FY21 Q4
		HP.1.2d	Implement a customer portal that allows for a singular online customer experience for all that choose to opt in	Information Technology	FY22 Q4
		HP.1.2e	Provide multi-channel access to the portal (i.e., mobile devices, web, etc.)	Information Technology	FY22 Q4
		HP.1.3	Leverage new technology to enhance Henderson’s business-friendly environment		

HP. HIGH-PERFORMING PUBLIC SERVICE

				Responsible Dept(s)	Completion Timeframe
		HP.1.3a	Implement electronic plans submission	Information Technology, Development Services Center	FY19 Q4
		HP.1.3b	Provide online access to City records online	Information Technology, City Clerk's Office	FY20 Q4
		HP.1.3c	Use technology to automate customer service engagement with business	Information Technology, Business License, Development Services Center	FY20 Q4
		HP.1.3d	Build an Innovation District with a private partner to test new technologies that will promote economic development	Information Technology, City Manager's Office, Public Works, Economic Development	FY20 Q1
		HP.1.3e	Conduct a hack-a-thon to promote innovation and partnerships that will create startup business opportunities	Information Technology	FY20 Q3
		HP.1.3f	Engage customers/businesses in ideation process	Information Technology	FY20 Q4
HP.2	Ensure Responsive Government through Implementation of a City Performance Excellence Program				
		HP.2.1	Enhance the City's culture and team member engagement		
		HP.2.1a	Development and launch of multiple layers of leadership development programs to focus on career growth, competency building, and promotional opportunities for existing staff as well as highlight the importance of the supervisor/manager with respect to driving engagement (Supervisory Bootcamp and Development program, Envision Henderson Leadership Development Program, Succession Planning, Executive Leadership Development Program). Programs may include training, skill-building, mentorship and coaching (both virtual and in person), project-based work and stretch assignments.	Human Resources, All Departments	FY20 Q2
		HP.2.1b	Expansion of the City's Tuition Reimbursement Program to include technical certifications and other enhanced reimbursement features	Human Resources, City Manager's Office	FY19 Q4
		HP.2.1c	Launch of Culture Champions Program	Human Resources	FY20 Q1

HP. HIGH-PERFORMING PUBLIC SERVICE

				Responsible Dept(s)	Completion Timeframe
		HP.2.1d	Enhance onboarding process to include expansion of New Employee Orientation and implement 30- and 90-day employee interviews as part of the onboarding process	Human Resources, All Departments	FY20 Q4
		HP.2.1e	Plan and launch an Annual Teamster Development Conference	Human Resources	FY19 Q3
		HP.2.1f	Citywide and department-specific action planning relative to department employee engagement survey results	Human Resources, Office of Performance & Innovation, All Departments	FY20 Q1
		HP.2.1g	Identify and implement tools to increase employee participation in decision-making processes	Human Resources, City Manager's Office	FY20 Q3
		HP.2.1h	Hosting three citywide employee events (spring, fall, and service luncheon) designed to recognize employee contributions and enhance engagement	Human Resources, All Departments	Ongoing
		HP.2.1i	Implementation of a new Learning Management System (LMS) to enhance online learning platforms	Human Resources	FY21 Q3
		HP.2.1j	Evaluate City benefit programs for recruitment and retention of the next generation workforce	Human Resources	FY20 - FY21
		HP.2.1k	Expand Henderson High Fives Program to provide additional value and recognition to City employees	Human Resources, All Departments	FY20 Q1
		HP.2.1l	Develop and launch Performance Management Cycle Training to enhance feedback and develop more meaningful performance appraisal cycle	Human Resources	FY20 Q2
		HP.2.1m	Implement annual All-Hands Meetings designed to increase communication	Human Resources, All Departments	FY19 Q4
		HP.2.1n	Develop and implement citywide Telecommuting/Telework Program	Human Resources	FY22 Q4
		HP.2.1o	Develop and implement a Diversity & Inclusion initiative	Human Resources	FY21 Q1
		HP.2.1p	Develop and implement a citywide employee volunteer program designed to engage employees in areas of community need	Human Resources, All Departments	FY21 - FY22
		HP.2.1q	Establish a part-time volunteer coordinator position within the Human Resources Department to collaborate and coordinate with department volunteer coordinators	Human Resources	FY20 Q1
		HP.2.1r	Include volunteers in annual employee engagement survey	Human Resources	FY19 Q2
		HP.2.1s	Develop action plans to address areas of opportunity identified through the engagement survey	Human Resources	FY19 Q3

HP. HIGH-PERFORMING PUBLIC SERVICE

			Responsible Dept(s)	Completion Timeframe
		HP.2.1t	Engage and involve volunteers in the implementation of actions identified through the engagement survey action plans	Human Resources FY19 Q4
		HP.2.1u	Utilize the functionality of existing volunteer tracking systems to deploy the City's strategic plan to all City volunteers and invite volunteers to citywide roll-out meetings	Human Resources FY19 Q3
		HP.2.1v	Engage volunteers in quarterly, semi-annual or annual strategic review meetings at the department level	Human Resources FY20 Q1
		HP.2.1w	Develop a standardized process and template for volunteer assessment and feedback	Human Resources FY20 Q2
		HP.2.2	Promote accountable and transparent government	
		HP.2.2a	Adopt a City Open Data policy	City Manager's Office FY19 Q3
		HP.2.2b	Develop an open data governance framework that fits within the City's data management policy	Open Data Steering Committee FY20 Q1
		HP.2.2c	Approve strategic plan Key Performance Indicators (KPIs) for publication on Open Data platform	Open Data Steering Committee FY20 Q1
		HP.2.2d	Add all tiered data into performance system	Office of Performance & Innovation, All Departments FY20 Q4
		HP.2.2e	Approve select operational Key Performance Indicators (KPIs) for publication on Open Data platform	Open Data Steering Committee FY20 Q1
		HP.2.2f	Ongoing analysis of data usage on Open Data platform; produce quarterly report	Office of Performance & Innovation Ongoing
		HP.2.2g	Awareness campaign to promote public data site	Government & Public Affairs, Office of Performance & Innovation FY20 Q2
		HP.2.2h	Make City policies and labor agreements available to the public through the centralized Open Data portal	City Clerk's Office, Human Resources, Information Technology FY21 Q4
		HP.2.2i	Expand training for staff on public records requests and retention requirements	City Clerk's Office, City Attorney's Office FY19 Q4

HP. HIGH-PERFORMING PUBLIC SERVICE

				Responsible Dept(s)	Completion Timeframe
		HP.2.2j	Revise the policy on the use of electronic devices and train staff on best practices	City Clerk's Office, City Attorney's Office	FY19 Q4
		HP.2.2k	Enhance the coordinated process for handling public records requests; explore establishing a dedicated Public Records Officer position	City Clerk's Office, City Attorney's Office, Government & Public Affairs	FY20 Q1
		HP.2.3	Improve government efficiency and agility		
		HP.2.3a	Develop citywide vendor management processes and train staff to implement	Purchasing	FY21 Q2
		HP.2.3b	Advocate to the state legislature for modernization of current purchasing laws and exemptions	Government & Public Affairs	FY19 Q4
		HP.2.3c	Perform comprehensive review of City administrative authority and appropriate levels of delegation	City Attorney's Office	FY20 Q4
		HP.2.3d	Implement Henderson Innovation Program expansion and improvements which includes launch of Kaizen/brainstorming events and tie to new High Five program	Office of Performance & Innovation, Human Resources	FY20 Q2
		HP.2.3e	Establish a systematic approach for instituting performance projections within short- and long-term planning horizons	Office of Performance & Innovation, All Departments	FY21 Q1
		HP.2.3f	Identify and address team member innovation gaps and needs as identified in the 2018 Employee Engagement Survey	Office of Performance & Innovation, Human Resources	FY21 Q4
		HP.2.4	Enhance the voice of the customer in government processes		
		HP.2.4a	Implement citywide customer service standards for phone, email and customer management software to increase efficient responses	City Manager's Office, City Clerk's Office	FY19 Q3
		HP.2.4b	Expand front-line staff training to increase the number of employees and require participation	Human Resources	FY20 Q4
		HP.2.4c	Ongoing City Hall campus improvements to parking signage and lighting	Public Works	FY20 Q3

HP. HIGH-PERFORMING PUBLIC SERVICE

				Responsible Dept(s)	Completion Timeframe
		HP.2.4d	Enhance the digital experience of cityofhenderson.com to be task driven	Government & Public Affairs	FY20 Q3
		HP.2.5	Prepare an organization-level Performance Excellence Program (PEP) application to the Southwest Alliance for Excellence (SWAE) annually		
		HP.2.5a	Form steering committee and core action groups aligned with the six criteria categories	Office of Performance & Innovation	FY19 Q3
		HP.2.5b	Train steering committee and core action groups on Baldrige criteria and application scoring	Office of Performance & Innovation	FY19 Q4
		HP.2.5c	Develop a repeatable process for analyzing, prioritizing, assigning and addressing Opportunities For Improvement (OFIs)	Office of Performance & Innovation, All Departments	FY19 Q4
		HP.2.5d	Assign current Opportunities For Improvement (OFIs) to the core action groups for prioritization and resolution	Office of Performance & Innovation, All Departments	FY19 Q4
		HP.2.5e	Complete resolutions of prioritized Opportunities For Improvement (OFIs) in each category	Office of Performance & Innovation, All Departments	FY20 Q2
		HP.2.5f	Complete an application and submit to the Southwest Alliance for Excellence (SWAE)	Office of Performance & Innovation, All Departments	FY20 Q2
		HP.2.5g	Repeat the process annually for Southwest Alliance for Excellence application submission	Office of Performance & Innovation, All Departments	FY20 Q3 - FY23





APPENDIX B: COLLABORATION ROADMAP

STRATEGIC PRIORITY	Community Safety	Livable Communities	Economic Vitality	Quality Education	High-Performing Public Service
CS.1 Maintain and Protect Henderson's Quality of Life					
CS.1.1 - Strategically address the current and anticipated increase in service demand		LC.1.2	EV.2.2		
CS.1.2 - Effectively utilize human resources and technology to improve response times					HP.1.1
CS.1.3 - Reduce occurrence of criminal offenses and perception of crime in the community through crime reduction strategies		LC.1.2, 5.3	EV.2.2	QE.4.3	
CS.1.4 - Improve public safety through collaborative partnerships with citizens/public through civic engagement and community programs		LC.5.3		QE.4.3	
CS.2 Prepare for Emergencies					
CS.2.1 - Expand the reach of the City's Community Preparedness Program		LC.1.2			
CS.2.2 Research the feasibility of implementing a world-class West Coast emergency management training center (commonly known as a 'Disaster City') to further efforts toward becoming a center of excellence in Emergency Management					
CS.2.3 - Expand the Emergency Management training model to include standardized Emergency Operations Center practices for local and regional collaboration					HP.2.3
CS.3 Ensuring Employee Safety, Health and Wellness					
CS.3.1 - Research the feasibility of creating an in-house wellness center for City employees, which would improve employee health, strengthen the workforce, improve efficiencies, ensure compliance, reduce costs and streamline processes			EV.3.1		HP.2.1, 2.3
CS.3.2 - Reduce the frequency, liability and severity of employee injuries by attaining ISO 45001 Occupational Health and Safety Management System Certification					

STRATEGIC PRIORITY	Community Safety	Livable Communities	Economic Vitality	Quality Education	High-Performing Public Service
CS.3.3 - Safeguard Henderson employees' health and safety by developing a citywide safety training center and program					HP.2.3
CS.4 Improve Transportation Safety					
CS.4.1 - Develop and implement initiatives to improve safety and reduce/eliminate fatalities on our roadways		LC.1.1, 1.2, 1.3, 1.4			HP.1.1
CS.4.2 - Implement a community safety education program that includes all transportation modes					
CS.4.3 - Improve public safety through innovation and technology			EV.2.1		HP.1.1
CS.4.4 - Develop a robust strategy around traffic safety enforcement and prosecution					
CS.5 Advance and Promote City Environmental Management					
CS.5.1 - Mitigate environmental risk by achieving ISO 14001 Environmental Management System Certification					
CS.5.2 - Minimize the City's environmental liability and ensure regulatory compliance by transitioning the City from a decentralized to a centralized environmental management model					HP.2.3
CS.5.3 - Protect community safety by reducing environmental incidents		LC.6.3, 6.4			
LC.1 Support Responsible Growth through Infill and Development Patterns to Accommodate an Increasing Population					
LC.1.1 - Implement necessary Development Code changes that support compact, complete neighborhoods, public safety, and help conserve natural resources	CS.1.1, 5.3				
LC.1.2 - Promote adaptive reuse, neighborhood reinvestment and infill development					

STRATEGIC PRIORITY	Community Safety	Livable Communities	Economic Vitality	Quality Education	High-Performing Public Service
LC.1.3 - Evaluate and update the West Henderson Land Use Plan Development Program to facilitate diverse opportunities and sustainable growth	CS.1.1		EV.2.2	QE.1.2	
LC.1.4 - Develop a citywide housing strategy that encourages a variety of housing choices					
LC.2 Re-invest in Existing and Aging Infrastructure					
LC.2.1 - Reduce deferred asset maintenance liabilities	CS.4.1, 4.3		EV.3.1, 3.3		
LC.2.2 - Develop and implement reliable reinvestment strategies			EV.3.1, 3.3		
LC.2.3 - Extend the useful life of assets	CS.4.1, 4.3		EV.3.1, 3.3		
LC.2.4 - Coordinate maintenance activities with infill development					
LC.3 Ensure a High-Quality, Multimodal Transportation Network					
LC.3.1 - Expand opportunities for all transportation users by addressing equitable mobility					
LC.3.2 - Use best practices to responsibly plan for technology advances in transportation	CS.4.3		EV.2.1		HP.1.1, 1.3
LC.3.3 - Implement context-sensitive solutions to plan for interconnectivity for all modes of transportation					HP.1.1, 1.3
LC.4 Promote a Healthy and Vibrant Community					
LC.4.1 - Develop and implement a robust cultural arts plan to enhance a diverse and inclusive community			EV.2.3		

STRATEGIC PRIORITY	Community Safety	Livable Communities	Economic Vitality	Quality Education	High-Performing Public Service
LC.4.2 - Provide equitable access to parks, recreation and open spaces by expanding current design models/standards to meet diverse needs					
LC.4.3 - Expand Henderson's health initiatives to increase educational and access opportunities to foster community fitness, health, wellness and nutrition				QE.1.3	
LC.5 Address Social Issues that Negatively Impact Henderson's Vulnerable Populations					
LC.5.1 - Address the opioid crisis through education	CS.1.3				
LC.5.2 - Address the opioid crisis through rehabilitation					
LC.5.3 - Address the opioid crisis through enforcement	CS.1.3				
LC.5.4 - Work locally and regionally to compassionately address the needs of individuals experiencing homelessness					HP.2.4
LC.5.5 - Improve access to healthcare services for vulnerable Henderson residents					HP.2.4
LC.6 Protect and Conserve Natural Resources					
LC.6.1 - Reverse the trend of increasing per capita water consumption					
LC.6.2 - Develop a comprehensive energy strategy					
LC.6.3 - Minimize pollutants that threaten drinking water quality	CS.5.3				

STRATEGIC PRIORITY	Community Safety	Livable Communities	Economic Vitality	Quality Education	High-Performing Public Service
LC.6.4 - Improve solid waste management					HP.1.1
EV.1 Promote Workforce Skills to Attract High-Tech, High Wage Industries					
EV.1.1 - Support K-12 Science, Technology, Engineering, Arts and Mathematics (STEAM) curriculum				QE.4.1, 4.4, 5.3	HP.1.1
EV.1.2 - Align workforce development with target industries				QE.5.1, 5.2, 5.3, 5.4, 5.5	
EV.1.3 - Implement an entrepreneurship and innovation center		LC.1.1, 1.2		QE.5.1, 5.2, 5.3, 5.4, 5.5	HP.1.1
EV.2 Create Economic Diversity and Jobs					
EV.2.1 - Create and implement agile business recruitment strategies to identify and pursue emerging industries				QE.5.1, 5.2, 5.3, 5.4, 5.5	
EV.2.2 - Highlight West Henderson as a core employment center, to strengthen industry and create a balance of land uses in the City	CS.1.1	LC.1.4			
EV.2.3 - Accommodate diverse employment needs by preserving and/or increasing strategic land parcels for commercial and industrial development, ensuring a healthy jobs/housing balance				QE.5.1, 5.2, 5.3, 5.4, 5.5	
EV.3 Maintain the City's Financial Resiliency					
EV.3.1 - Plan for the long-term solvency of City finances		LC.2.1, 2.2, 2.3			
EV.3.2 - Leverage legislative opportunities					
EV.3.3 - Enhance the alignment of resource allocations to City goals					

STRATEGIC PRIORITY	Community Safety	Livable Communities	Economic Vitality	Quality Education	High-Performing Public Service
QE.1 Be a Leader in Education Reform in Southern Nevada					
QE.1.1 - Support a legislative agenda that prioritizes student achievement, accountability, school safety, and local leadership	CS.1.3		EV.3.2		
QE.1.2 - Continue to advocate for right-sizing districts, schools and classrooms for better education and better integration of schools into the community					
QE.1.3 - Conduct leading edge policy research and advocate for access to longitudinal student performance data to develop policy recommendations that support achievement					
QE.1.4 - Support and host culturally competent parental engagement activities, including ongoing outreach with families to understand their needs	CS.1.4, 4.1				
QE.2 Expand Access to Early Childhood Education					
QE.2.1 - Investigate innovative partnerships, grant seeking and grant making opportunities to expand early childhood educational opportunities			EV.1.1		
QE.2.2 - Promote new-parent education programs that focus on low-income and vulnerable populations and make these programs accessible in City facilities		LC.5.5			
QE.2.3 - Raise awareness within the business community of the importance of early childhood education in growing future business leaders			EV.1.2		
QE.2.4 - Research the feasibility of expanding a City-initiated preschool program into non-City facilities					
QE.2.5 - Partner and promote higher-education providers' efforts to expand early childhood education and the teaching supply in Henderson					

STRATEGIC PRIORITY	Community Safety	Livable Communities	Economic Vitality	Quality Education	High-Performing Public Service
QE.3 Ensure Henderson’s High School Students are Prepared for College					
QE.3.1 - Support initiatives, such as college preparedness courses and access to student financial support programs, to ensure our educational opportunities are available to all students			EV.1.1		
QE.3.2 - Support middle and high schools’ requests to improve college readiness through Community Education Advisory Board grants and partnership opportunities			EV.1.1		
QE.4 Align Educational Investments with K-12 Needs					
QE.4.1 - Assess and monitor local, K-12 achievement results in order to impact the educational outcomes identified by the Henderson Community Education Advisory Board through existing grants and partnerships			EV.1.1		
QE.4.2 - Pursue opportunities to provide tutoring and mentoring at City recreation centers		LC.4.2	EV.1.1		HP.1.1
QE.4.3 - Maintain safe school environments through strategic partnerships between the Clark County School District and law enforcement, fire and safety experts	CS.1.3, 1.4		EV.1.1		
QE.4.4 - Address the digital divide and the “homework divide” by increasing underserved students’ access to the internet through partnerships, grant making and grant seeking					HP.1.3

STRATEGIC PRIORITY	Community Safety	Livable Communities	Economic Vitality	Quality Education	High-Performing Public Service
QE.5 Align the Local Talent Pool with Local Career Opportunities					
QE.5.1 - Collaborate with business organizations, high schools and community organizations to enhance and strengthen mentorship and apprenticeship programs for teenagers			EV.1.1, 2.1		
QE.5.2 - Encourage mentorship, apprenticeship and career exploration opportunities by collaborating with local businesses, business organizations, and cultural groups			EV.1.1, 2.1		
QE.5.3 - Connect with local businesses to identify desired workforce skills and encourage expansion of programs to target specific educational and training needs			EV.1.1, 2.1, 2.2		
QE.5.4 - Encourage educational providers to align curriculum and continuing education with the needs of local industries			EV.1.1, 2.1, 2.2		
QE.5.5 - Establish City-sponsored career planning activities and mentorship opportunities to connect City leaders and departments with the future workforce					HP.2.4
HP.1 Ensure Responsive Government through Implementation of a Digital Innovation Program					

STRATEGIC PRIORITY	Community Safety	Livable Communities	Economic Vitality	Quality Education	High-Performing Public Service
HP.1.1 - Transform the City of Henderson's technology environment to better focus on the timely execution of innovative ideas	CS.1.2, 4.3	LC.3.2, 6.2	EV.1.3	QE.4.4	
HP.1.2 - Create a "My City" Portal to remove online complexity and consolidate services for the digital customer					
HP.1.3- Leverage new technology to enhance Henderson's business-friendly environment			EV.1.3		
HP.2 Ensure Responsive Government through Implementation of a City Performance Excellence Program					
HP.2.1 - Enhance the City's culture and team member engagement	CS.3.3				
HP.2.2 - Promote accountable and transparent government				QE.1.1, 4.1	
HP.2.3 - Improve government efficiency and agility					
HP.2.4 - Enhance the voice of the customer in government processes					
HP.2.5 - Prepare an organization-level Performance Excellence Program (PEP) application to the Southwest Alliance for Excellence (SWAE) annually					

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