

STRATEGIC PLAN PROGRESS REPORT

DECEMBER 2022

HENDERSON™



A LETTER FROM THE CITY MANAGER

Our vision at the City of Henderson is to be “America’s Premier Community.” We strive to be a top-performing City that is recognized for outstanding results. We can achieve our vision through a robust strategic plan that prioritizes the outcomes and issues identified by you—the members of our vibrant community. We have defined our strategy, made decisions, and allocated resources based on the outcomes and issues Council and our community have told us are important.

This report summarizes the significant progress made on our strategic plan over the last three months in the strategic priority areas of Community Safety, Economic Vitality, Quality Education, High Performing Public Service, and Livable Communities. As our current strategic plan comes to a close, we will continue to focus on the priorities that are important to you to build an intentional, more prosperous and Premier future for the City of Henderson.

A handwritten signature in black ink, appearing to read 'Richard A. Derrick', is positioned above the name and title.

Richard A. Derrick
City Manager/Chief Executive Officer



COMMUNITY SAFETY



The City of Henderson is committed to keeping every member of the community safe. Achieving this goal takes a village; from police, fire, emergency and environmental services staff to our residents and traffic engineers, each plays a role in community safety. Moreover, in order to attain our goal of being a premier community. We must also 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.

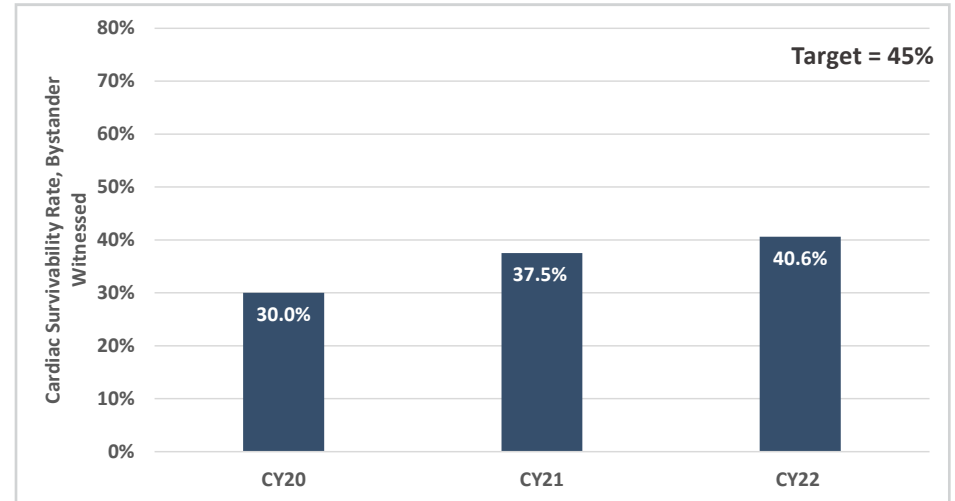
PRIORITY UPDATE HIGHLIGHTS

- **Implemented Cradlepoint wireless hotspots in all department vehicles and apparatus, providing reliable connectivity to mobile data terminals.**
- **Opened Fire Station 87, Henderson's 12th fire station, located in the Cadence community. The 11,000-square-foot station with three apparatus bays serves one of the busiest areas in east Henderson.**
- **Conducted graduation ceremony for Cadet Academy 52 on December 8th. Sixteen new firefighters joined the Fire Department to fill vacancies and provide additional response capability.**

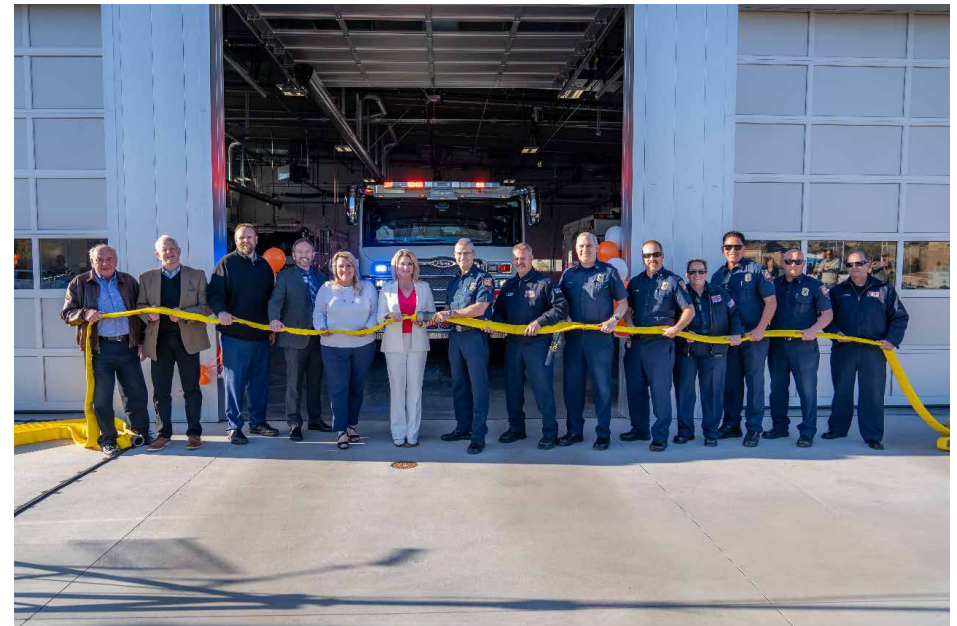
CITIZEN SATISFACTION RATING

Feel safe in their neighborhood

93%



CARDIAC SURVIVABILITY RATE, BYSTANDER WITNESSED: The probability of surviving a heart attack increases if a bystander witness renders aid before emergency services arrive. The City of Henderson continues to prioritize the PulsePoint program, enlisting the public to respond to individuals in cardiac distress, helping to increase the survivability rate from 30% to over 41% over the past 3 years.



FIRE STATION 87: Established with a goal of reducing response times in east Henderson.



LIVABLE COMMUNITIES



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.



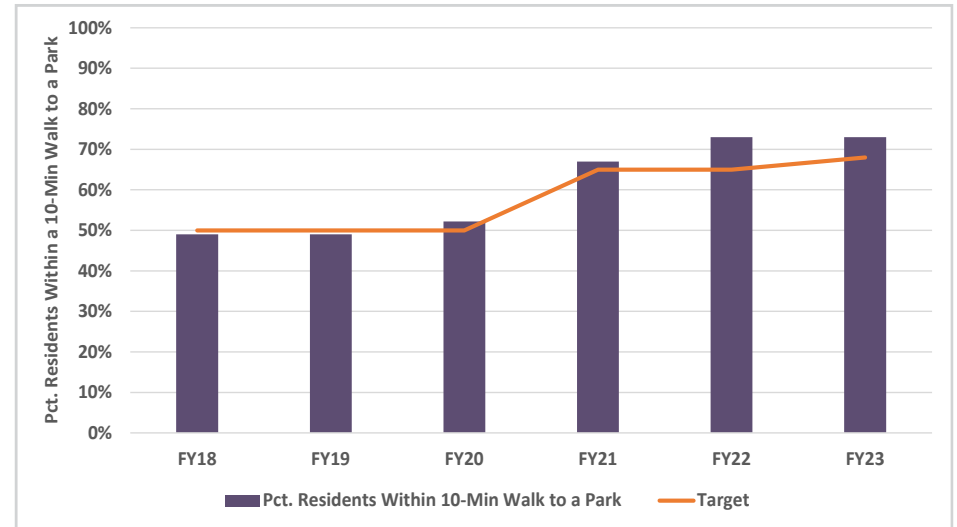
PRIORITY UPDATE HIGHLIGHTS

- **Completed first phase of turf-to-turf (fescue to bermuda) conversion at 27 parks covering over two million square feet**
- **Received \$560,000 Transit-Oriented Development Planning Grant from the Federal Transportation Authority. This grant will help identify and implement transit-oriented development opportunities along Boulder Highway in the land that will be relinquished by Nevada Department of Transportation as part of the Reimagine Boulder Highway project.**
- **Inventoried available data sources that will guide the City in making informed decisions about our transportation network and began data mining efforts.**

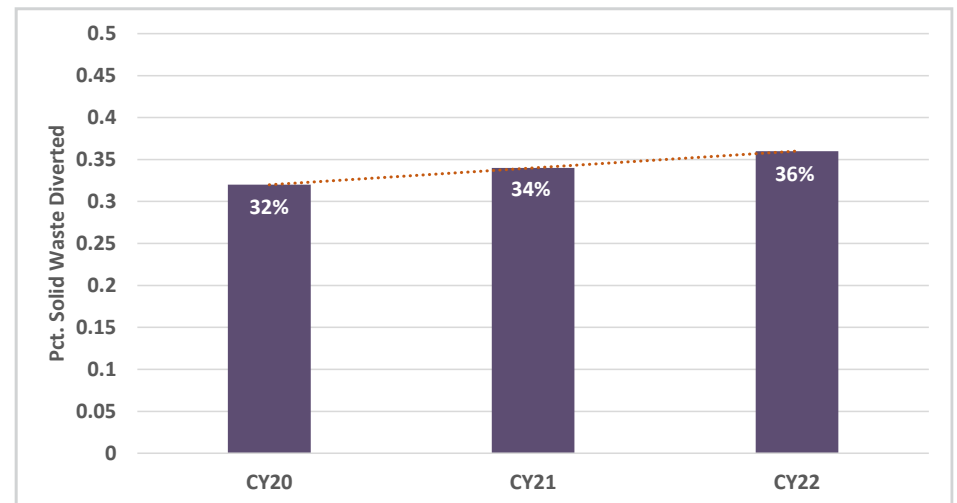
CITIZEN SATISFACTION RATING

Overall quality
of life

97%



RESIDENTS WITHIN 10 MINUTE WALK OF A PARK: 73% of Henderson residents live within a 10-minute walk of a park.



SOLID WASTE DIVERSION RATE: The City's sustainability goals include minimizing overall solid waste generation and increasing solid waste recycling where eligible paper, plastic, and metal products are "diverted" from being disposed into a landfill.



ECONOMIC VITALITY



Henderson remains a welcoming business environment that is committed to the continued growth of our established businesses, as well as attracting new business. Whether it is the revitalization of Water Street with projects like the development of its first-ever hotel, Atwell Suites, or expansion into West Henderson with projects like the Raiders Practice Facility and Haas Automation, the City is dedicated to the goal of economic competitiveness. We will continue to emphasize economic diversity, foresight, workforce development and recruitment, and continuance of expected high levels of service to residents and businesses.

PRIORITY UPDATE HIGHLIGHTS

- ***Purchased the former Fiesta Henderson site to strategically invest in recreation opportunities for the Eastside area. The site, which is currently being planned for development, will ensure a healthy jobs and housing balance while providing the community with a future youth sports facility.***
- ***Issued a Target Industry Analysis request for proposals which will better-align the City's pro-active business recruitment strategy and workforce development programs. The analysis will report on the City's economic strengths and existing industry clusters, as well as providing strategic recommendations for target industries.***
- ***Participated in several national site selector conferences including LiveXchange, Economix, and Consultant Connect in order to identify and position the City for business recruitment.***

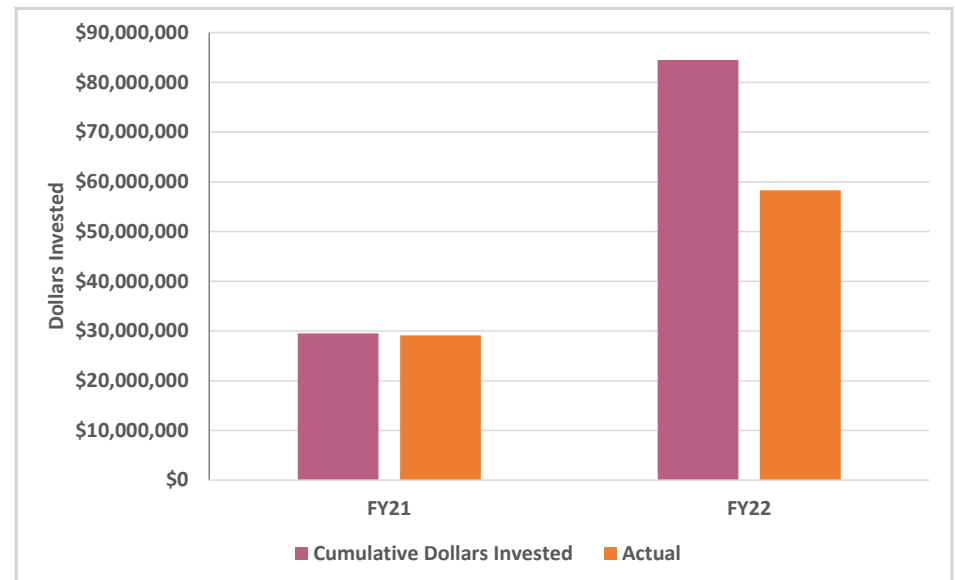
BUSINESS SATISFACTION RATING

Henderson is
business friendly

95%



FIESTA HENDERSON SITE: City Council unanimously approved the purchase of this property on December 13, 2022.



CUMULATIVE INVESTMENTS IN OPPORTUNITY ZONES: Four Opportunity Zones were identified within the City of Henderson. Opportunity Zones offer tax incentive benefits for private investments within the zones and helps to spur economic development in distressed areas of the community.



- Discuss parental responses when an infant is born with congenital anomalies, and identify nursing interventions to assist the parents.
- Describe parental responses to pregnancy loss, and identify nursing interventions to assist parents through the grieving process.
- Examine the role of the nurse when the mother relinquishes the infant for adoption.
- Identify the factors that promote violence against women, and describe the role of the nurse in assessment, prevention, and interventions.

QUALITY EDUCATION



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 millions of dollars to public education in our community for items that improve and preserve educational facilities, increase technology resources, enhance opportunities for early childhood education, as well as provide for curriculum supports, learning specialist positions and special education assistants. The City also actively partners with advocates, community members and nonprofit organizations to further educational outcomes, and is committed to supporting high quality educational opportunities for all children and youth in Henderson.



PRIORITY UPDATE HIGHLIGHTS

- Designated as a “Best Place for Working Parents” by the Children’s Cabinet. City staff are working with the Children’s Cabinet to bring this assessment program to other Henderson businesses to help them identify ways to support working parents.
- Launched the Henderson CAN partnership to support students with special needs from Foothill High School in gaining valuable work experience through supervised work experiences at the city. This program was launched in the Fall of 2022.
- Partnered with Clark County School District to schedule quarterly update presentations to Henderson City Council (these presentation were on hold in 2022). The restart presentation occurred on February 21, 2023.

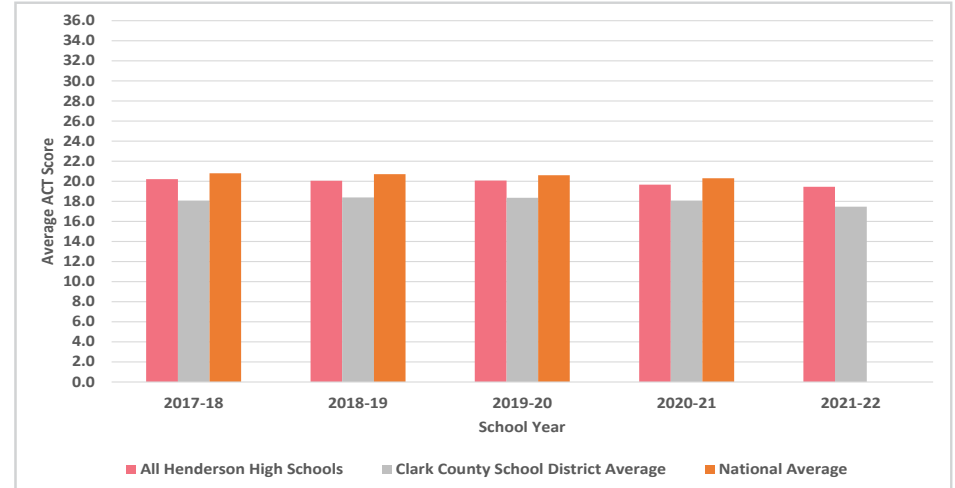


APPLE (ALL PEOPLE PROMOTING LITERACY EFFORTS) PARTNERSHIP: APPLE Partnership actively works to bring community resources to schools, teachers and parents to help families help children learn how to read.

CITIZEN PRIORITY RATING

Importance of quality education in Henderson

96%



AVERAGE HENDERSON HIGH SCHOOL ACT SCORES: The City monitors Henderson average high school ACT scores against national and regional averages as a measure of student college readiness. Prior to the 2020-21 school year, ACT Composite Scores were sourced from the Nevada Department of Education’s Nevada Accountability Portal. Beginning with the 2020-21 school year, data was not available from that source, so ACT Composite Scores were sourced from the Clark County School District (CCSD) and State Public Charter School Authority (SPCSA). 2021-22’s national average ACT score is not yet available from the National Center for Education Statistics.



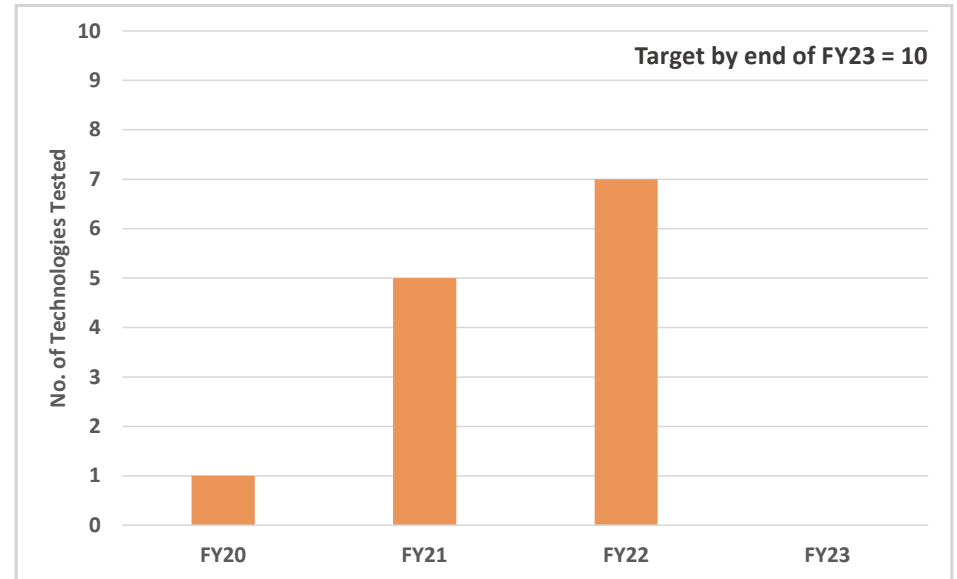
HIGH-PERFORMING PUBLIC SERVICE



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, it is dedicated to advancing the processes and technology required to further exceed resident expectations.

PRIORITY UPDATE HIGHLIGHTS

- **Established a City Customer Service Steering Committee and Customer Service Strategist position to provide guidance and implement the City's new PREMIER Customer Service approach, which will help ensure a premier experience for all customers.**
- **Developed and implemented a City-wide employee volunteer program to engage employees in areas of community need.**
- **Completed all pilot projects under the Cox agreement (smart lighting, water meters, smart parking, etc.).**



CUMULATIVE NO. OF TECHNOLOGIES TESTED IN HENDERSON'S INNOVATION CORRIDOR: Henderson's Innovation Corridor has been the test bed for the City's smart technologies, including smart lighting, water metering, parking, and signage initiatives.

HENDERSON

OUR CUSTOMER SERVICE PHILOSOPHY

ALIGNED TO OUR VALUES

DRIVEN: Supporting premier customer service through data-driven decision making
INTEGRITY: A customer service standard that focuses on transparency and information
COLLABORATION: Share best practices and approaches via Customer Service Steering Committee
EXCELLENCE: Targets that achieve high performance

P.R.E.M.I.E.R. CUSTOMER SERVICE STANDARD

POLITE AND PROFESSIONAL (greeting, smile, eye contact and thank you)
RELATIONSHIP-DRIVEN AND CONNECTED (we use their name, and they learn ours)
EFFICIENT (minimize wait and cycle times)
MINIMIZED HANDOFFS (one-stop shopping and follow-through without blind transfers)
INFORMED CUSTOMERS (truthfulness and transparency in our processes)
EMPATHY AND RESPECT (understanding and care)
RIGHT THE FIRST TIME (accurate work)

MEASURES OF SUCCESS*

AVERAGE CALL WAIT TIME

- For non-call center phone calls = 20 seconds
- CISCO call center phone calls = 5 minutes or less

AVERAGE CUSTOMER WALK-IN WAIT TIME

- Lobby areas with less than 5,000 walk-in customers annually = 10 minutes or less
- Lobby areas with more than 5,001 walk-in customers annually = 20 minutes or less

ABANDONMENT RATE

- 5% or less

CUSTOMER SATISFACTION SCORE (Measured by comment cards/citizen & business survey)

- 90% or better

RESPONSE RATE

- 5% or better

*Note: Departments may choose to implement additional measures and/or more rigorous targets.

Rev. Date 9/26/2022

CITIZEN SATISFACTION RATING

Satisfaction with interactions
with City employees

91%

