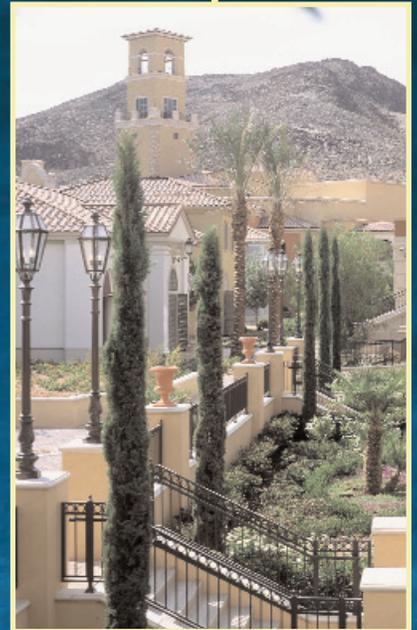
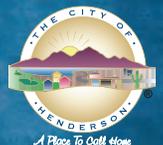


City of Henderson

Fiscal Year 2006 Strategic Plan Progress Report



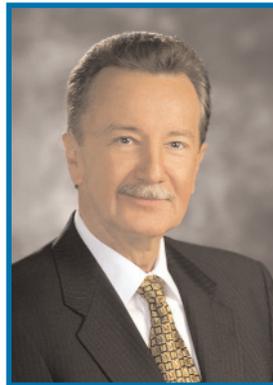
Henderson, Nevada





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

City Management



Philip D. Speight
City Manager



Mark T. Calhoun
Assistant City Manager



Mary Kay Peck
Assistant City Manager

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Executive Summary

We are proud to present the Fiscal Year 2006 City of Henderson Strategic Plan Progress Report. The purpose of this document is to report service efforts and accomplishments for Fiscal Year 2006 in the six strategic priority areas identified in the 2005-2009 Strategic Plan. This progress report demonstrates the commitment to providing effective and efficient government services to the community. Each priority's accomplishments includes feedback from citizens using a survey conducted in mid-2006 and information reported by City departments.

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

Highlights

This document outlines many outcomes and successes in the six strategic priority areas, as well as the issues facing the City in each area. Following are some highlights of outcomes from each priority:

- **Economic Development** – Succeeded in recruiting 15 new companies in Fiscal Year 2006, which committed to expand or relocate to Henderson, creating approximately 820 jobs.
- **Financial Planning** – Maintained an upgrade in the City's bond rating to the highest rating of any City in the State of Nevada which results in ongoing cost savings for our citizens.
- **Natural Resource Management** – Promoted citywide turf reduction programs resulting in the removal of more than 2 million square feet of turf to date, which will save approximately 112 million gallons of water per year.
- **Public Safety** – Maintained national accreditation in police, fire, and emergency medical services.
- **Quality Development** – The City assisted in the development and financing of 156 affordable senior housing units.
- **Transportation** – Contracted for street maintenance and rehabilitation from City Gas Tax funds in excess of \$3.8 million, which included reconstruction of Green Valley Parkway from Sunset Road to Warm Springs Road.

Information Collection

The majority of the measurement data presented in this report was collected for the City as a whole. In most cases allocation of data by geographic area or demographic group would be inappropriate due to the use of community wide data in the creation of the 2005-2009 Strategic Plan. However, in the area of public safety service levels, the data was collected and reported using the districts designated by the Police and Fire departments.

Challenges

Growth can often be both a benefit and a challenge for any municipality. Without a growing population to fuel and maintain a healthy local economy, the City would not have the financial resources it needs to continue improving and expanding the services and amenities that residents enjoy. However, rapid and prolonged population growth also places a great deal of stress on existing resources to maintain current levels of services, repair and replace infrastructure as it ages, and finance new amenities and services. Over the next few years the City is expected to experience continued population growth, however, the rate of growth is expected to be more moderate compared to the double digit growth of the past decade.

Another challenge facing the City is drought. Southern Nevada and other western states are presently in the midst of the worst drought on record. Persistent drought in the upper Colorado River region has resulted in the lowest run-off since recordkeeping began in 1906. As of January 1, 2004 the Valley has been in “drought alert” stage. The City has adopted the Southern Nevada Water Authority Drought Plan and implemented conservation education programs and new water conservation rates to address the issue.

It is clear that continued long-range and short-range planning will be critical to the City’s continued success. The City’s challenges will include maintaining the investment made over the last few decades in building a high quality of life for our community. As Henderson matures, we must lay the groundwork for continued growth and vitality.

Additional Information

Several additional reports can be accessed at the City’s website: <http://www.cityofhenderson.com>, including the 2005-2009 Strategic Plan, Fiscal Year 2007 Comprehensive Annual Budget Report (CABR), and the Fiscal Year 2007 Budget In Summary. More detailed performance information can be found in the Fiscal Year 2007 CABR by department including a citywide overview of strategic related issues and measures.

Where do we go from here?

We are excited by the progress that has been made in the past two years and look forward to continued success. This report will continue to be produced annually to communicate the accomplishments made in the six strategic priority areas.

A Place to Call Home

Home to more than 242,700 people, the City of Henderson remains one of the fastest growing communities in the nation. The City officially incorporated in 1953, after emerging during World War II as a manufacturing source for magnesium. Today, Henderson is nationally known for premier parks, master planned communities, economic opportunities, and high quality public services.

Henderson is the largest full-service city in Nevada, directly providing residents with quality services including fire, police, paramedic, ambulance, sewer, and water services. The City maintains the lowest employee-to-resident ratio in Southern Nevada, along with one of the lowest property tax rates.

Henderson, the second largest city in Nevada, is known for having small town values with big city efficiencies. The City provides an exceptional quality of life, with outstanding public safety, recreational amenities, educational opportunities, and community planning and development.

An overall feeling of public safety is important to quality of life. The Police Department, Fire and Ambulance Services, and Building & Fire Safety Department are nationally accredited. Residents reported high importance and high satisfaction levels with the City's efforts to maintain a low crime rate, to dispatch personnel quickly, to provide fire protection and emergency medical services, and to prepare for emergencies.



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

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



Henderson has a long commitment to education. One of the region's only vocational schools is located here, as well as a campus of the Community College of Southern Nevada. In 2002, Henderson became home to Nevada's only four-year State College. Residents also find convenient access to numerous public and private schools.

In Nevada, Henderson pioneered the concept of cost sharing for public amenities with developers of master-planned communities. Developers pay for roads, water and sewer infrastructure, and park development. They also contribute property for schools, park sites, fire stations, and police stations. As growth occurs, these practices mitigate the costs of growth on existing citizens making Henderson a leader, as well as a model in land-use planning throughout the United States.



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



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

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

Vision & Priorities

Vision Statement:

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



Priorities:

Economic Development

Expand the City's economic and employment opportunities.

Financial Planning

Maintain financial stewardship while maximizing the use of resources.

Natural Resource Management

Protect and preserve our natural resources for future generations.

Public Safety

Ensure public safety through prevention and efficient emergency response.

Quality Development

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

Transportation

Improve and maintain our community's transportation network.

Mission & Values

Mission Statement:

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

Values in ACTION

Accountability

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

Customer Service

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

Teamwork

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

Integrity

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

Our Employees

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

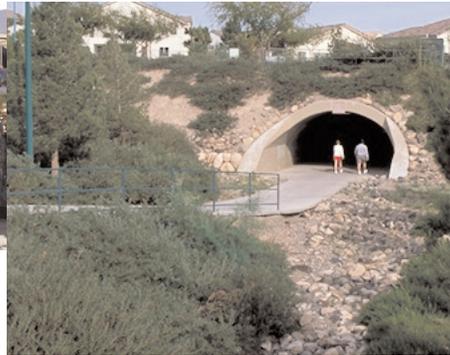
New Ideas & Risk = Innovation

We are open to new ideas, the basis for imaginative and resourceful problem solving.

We encourage employees to accept responsible risk-taking to transform a new idea into innovative service.

Achieving the City's Vision

“We envision our City as a fully integrated and neighborhoods enjoying premier



INTEGRATED

- ... Listed in *MONEY Magazines Top 20 Best Places to Live in America*
- ... First in Southern Nevada to adopt an Open Space Plan to provide trail connectivity throughout the community
- ... Expanding upon the already developed 75 miles of pedestrian and bicycle trails linking throughout the community
- ... Recognized for facilitating and enhancing sports programs by receiving the *Sports Illustrated 50th Anniversary Sports Town award*

ENGAGED

- ... Reached over 1,700 residents at annual City Hall at the Mall outreach program
- ... APPLE (*All People Promoting Literacy Efforts*) Partnership promoting childhood literacy by increasing community involvement to support families in assisting our children to become successful readers
- ... Reaching out to our neighborhoods through our Neighborhood Services programs and services

PROGRESSIVE

- ... Largest Full-Service city in Nevada
- ... Over 2,000,000 square feet of turf removal in continuing water conservation efforts
- ... Restoration of a natural floodplan area from the mountains south of the City, to the Las Vegas Wash, and ultimately into Lake Mead
- ... Recipient of the *National American City and County Magazine Crown Communities* distinction for the success of the City's Development Services Center

A Premier Community

*progressive, and engaged community of Citizens
amenities, services, and opportunities.”*



PREMIER AMENITIES

- ... Opened the Events Plaza, the first outdoor events space in Nevada
- ... The only Bird Viewing Preserve in Nevada
- ... Liberty Pointe Performance Arts Center - largest outdoor amphitheater in Nevada
- ...6 Recreation Centers & 13 Public Pools
- ... 43 Parks, 52 Ball Fields, & 42 Tennis Courts
- ...12 Golf Courses

PREMIER SERVICES

- ... Nationally accredited Departments - Building & Fire Safety, Fire, Parks & Recreation, and Police
- ... First city in Nevada to achieve an “AA” bond rating and highest city rating in the state
- ... Promoting a healthy community through the Healthy Henderson partnership between the City and St. Rose Dominican Hospital

PREMIER OPPORTUNITIES

- ... Proactive business recruitment and expansion that continually brings new jobs to Henderson
- ... Shopping abounds at the Galleria at Sunset Mall and the Sunset corridor - the largest commercial corridor in the State, Monte Lago Village at Lake Las Vegas, and The District at Green Valley Ranch
- ... Growth of an arts district that features special events and art galleries within the Water Street District

The Planning Process

Strategic planning is the cornerstone of effective public management. The City first began its performance planning efforts in 1999. Building upon these efforts, the 2005-2009 Strategic Plan addressed several critical issues facing Henderson over this five year plan. The Henderson community, City Council, and City Management Team all played key roles in the development of the plan. The Strategic Plan serves as the foundation for the City's annual performance budgeting process. The strategic priorities and issues contained within the plan are guiding factors in planning and resource allocation decisions for the future.

The community's input was obtained through the City of Henderson Citizen Assessment Survey. This data allowed City staff to validate issues generated from departments against citizen responses, as well as incorporate other areas identified by citizens as being important. In the development of the City's strategic priorities the City Council focused on areas of alignment between the top Citywide issues developed by departments and citizen survey results.

Strategic Priorities

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



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

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

How To Read This Document

Financial Planning

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

Strategic Issues

Financial Planning to Meet Growth Needs

Issue: Declining discretionary funds pose a significant challenge for the City to maintain current service levels and meet the service demands of a growing population base.

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

New Financial Management System

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

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

Strategic Outcomes

- Allocated 62% of new resources in Fiscal Year 2006 toward strategic priorities
- Implementation of the enterprise resource planning system was at 85% completion with enhancements made to the timeliness of financial information, budget development, and personnel management
- Received an 83% positive community satisfaction with the value received from their tax dollar
- Maintained an upgrade in the City's bond rating to the highest rating of any city in the State of Nevada which results in ongoing cost savings for citizens



Achievements

2006 Government Finance Officers Association Distinguished Budget Presentation Award

2006 International City/County Management Association Center for Performance Measurement Gold-Certificate of Distinction

2005 Government Finance Officers Association Achievement for Excellence in Financial Reporting Award

Fiscal Year 2006

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Priority

Strategic Issues

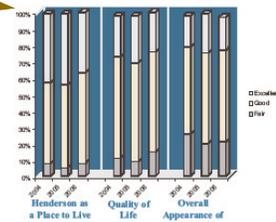
Progress on Priority during last fiscal year

Graphs and explanations of progress on the strategic priority

Measures of Success

Percentage of Positive Survey Responses for Community Satisfaction Indicators

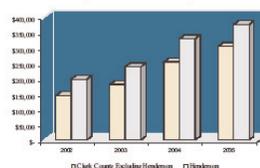
Community Voice
The adjacent graph depicts three outcomes of successful community planning and development services. Over 98% of respondents gave all three areas a positive rating. Responses were 99% positive for rating "Henderson as a Place to Live" and 97% positive for the "Overall Appearance of Henderson."



Source: City of Henderson Citizen Survey

Average Price of Existing Home Sales

Community Successes
Quality development standards in Henderson have contributed to above average existing home sale prices compared to the rest of Clark County. The average price of existing home sales has consistently outpaced other Clark County locations by at least 23%.



Source: Las Vegas Perspective

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Strategic Plan Progress Report

Economic Development

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

Strategic Issues

Balanced Land Use

Issue: An important aspect to economic development strategies is maintaining a balance between retail, commercial, and industrial land uses, each of which create job opportunities for our residents.

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

West Henderson Industrial Development

Issue: Due to the escalating prices of raw, developable land, the City must continue its role in protecting the industrial land for future development.

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

Strategic Outcomes

- Succeeded in recruiting 15 new companies last year, which committed to expand or relocate to Henderson, creating approximately 820 jobs
- Sponsored the 7th Annual Economic Development Awards Program for local businesses and created a business recruitment supplement for the *Nevada Business Journal* magazine
- Developed a partnership with the Southern Nevada Medical Industry Coalition (SNMIC). Projects include recruitment campaigns to attract medical businesses and professionals, and strategic alliance initiatives
- Provided local business assistance initiatives, including 24 site visits with One-on-One business counseling and outreach to over 300 local businesses

Coordinated Events

Annual Economic Development Awards Program

Southern Nevada Medical Industry Coalition

One-on-One weekly business visitations

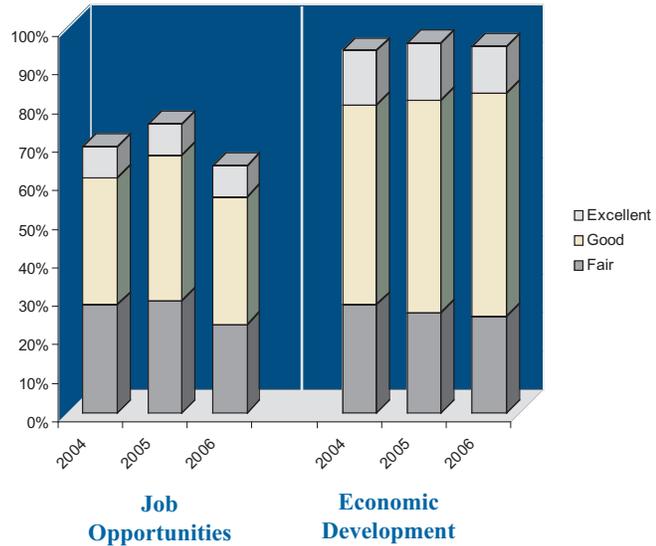


Measures of Success

Community Voice

Two areas in the citizen survey relevant to economic development were the rating of Job Opportunities and Quality of Economic Development Services. Overall positive responses remained stable in 2006. **In 2006, 95% of survey respondents gave the Quality of Economic Development a positive response.**

Percentage of Positive Responses for Quality of Economic Development Services

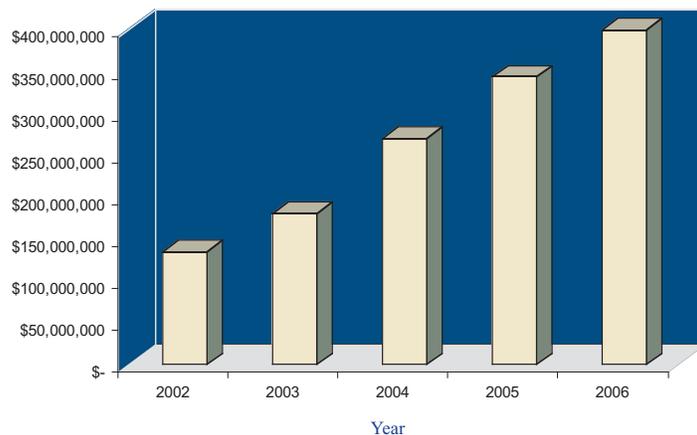


Source: City of Henderson Citizen Survey

Community Successes

In addition to successfully recruiting 15 companies to either expand operations or relocate to Henderson, the City also performed outreach to current local businesses. In Fiscal Year 2006, the Office of Economic Development conducted outreach programs which provided 342 local businesses with information and assistance. **New companies and local business expansions in Fiscal Year 2006 resulted in an economic impact of approximately \$56 million. The City's budget for Economic Development in Fiscal Year 2006 was \$678,742. Each dollar the City spent translated to a return on investment of over \$82 in additional economic impact.**

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



Source: City of Henderson Economic Development Department

In 2006, Henderson hotels generated more than 787,067 room nights which represents an increase of 6.3 percent over the previous year. **Business and tourism visitors generated an estimated \$349.5 million in economic impact to the local economy.**

Financial Planning

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

Strategic Issues

Financial Planning to Meet Growth Needs

Issue: Declining discretionary funds pose a significant challenge for the City to maintain current service levels and meet the service demands of a growing population base.

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

New Financial Management System

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

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

Achievements

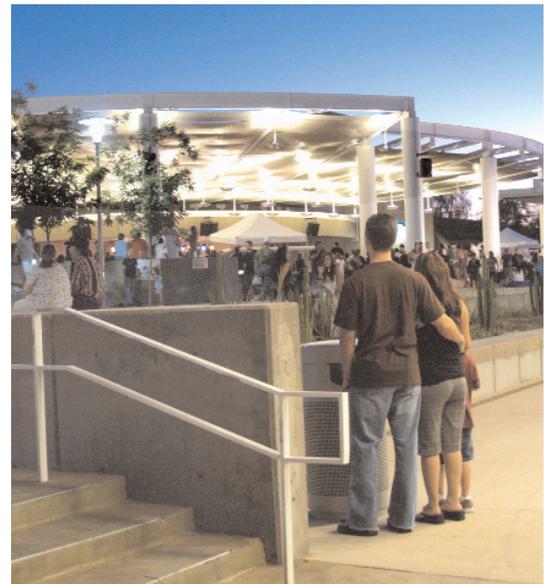
2006 Government Finance Officers Association Distinguished Budget Presentation Award

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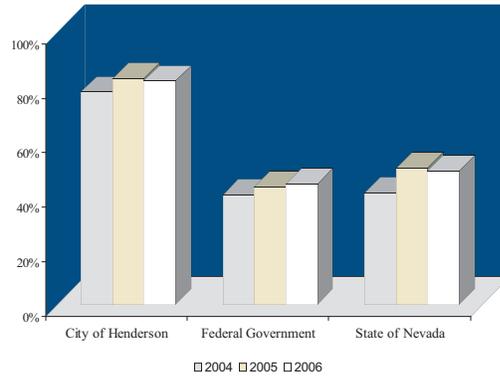


Measures of Success

Community Voice

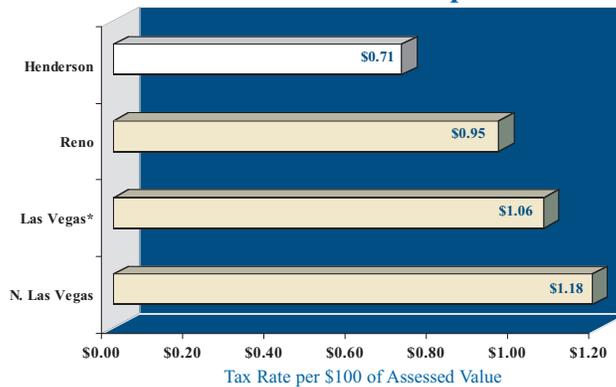
A strategic plan and performance budget process enabled the City to direct resources where needed in order to provide the best quality services to our community. In the most recent citizen survey, respondents ranked the quality of services provided by different levels of government. **In Fiscal Year 2006, 82% of survey respondents felt their Quality of Services received from the City were either “Excellent” or “Good”, far outpacing both the State and Federal Governments.**

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



Source: City of Henderson Citizen Survey

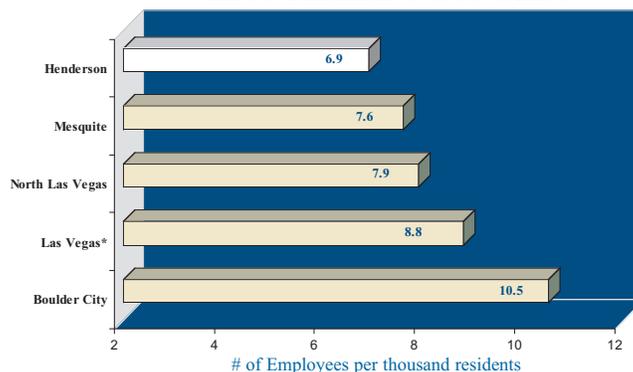
Property Tax Rates Nevada Cities of Comparable Size



Source: State of Nevada

*City of Las Vegas includes the Las Vegas Metropolitan Police Department

City Employees per 1,000 Residents in Southern Nevada Cities



Source: City of Henderson Community Development Dept.

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

Community Successes

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

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

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

Bond Ratings

Moody’s

Aaa

Aa1

Aa2 ← Henderson

Aa3

a1

a2

a3

Baa1

Baa2

Baa3

Standard &

Poor’s

AAA

AA+

AA ← Henderson

AA-

A+

A

A-

BBB+

BBB

BBB-

Natural Resource Management

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

Strategic Issues

Water Conservation

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

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

Utility System Reliability

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

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

Strategic Outcomes

- Promoted citywide turf reduction programs resulting in the removal of more than 2 million square feet of turf to date, for a total savings of 112 million gallons of water per year
- Implemented the Homeowner Enrichment Landscape Program (HELP) to assist economically disadvantaged residents to beautify their property while conserving water
- Awarded the contract for state-of-the-art membrane bioreactor (MBR) equipment and contracted for design and bid phase services for the Southwest Water Reclamation Facility (SWRF). This facility at St. Rose Parkway near Paseo Verde will increase our capacity to efficiently treat wastewater from the expanding West Henderson area and deliver reclaimed water for irrigation uses in that area
- In January 2006, the Water Reclamation Facility (WRF) Phase III expansion began start-up operations. When construction is complete, this expansion will increase the facilities capacity from 27 million gallons per day to 32 million gallons per day



Achievements

Received the Association of Metropolitan Water Agencies Platinum Award for Sustained Competitiveness Achievement

Received the National Association of Clean Water Agencies Excellence in Management Award, recognizing the successful initiatives addressing the wide range of management challenges to wastewater utilities

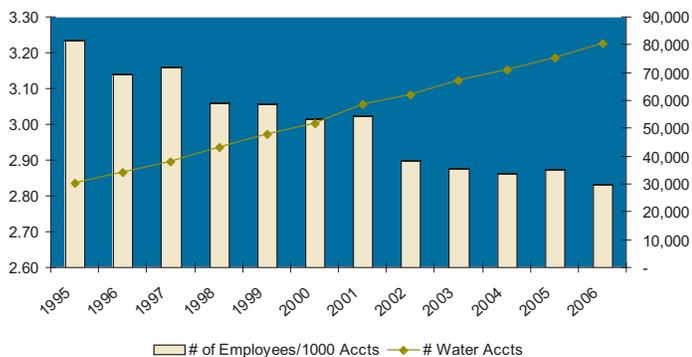
Measures of Success

Community Voice

During the past twelve years of record growth, the Department of Utility Services has increased the efficiency of its staff and decreased the number of employees required to service customer accounts.

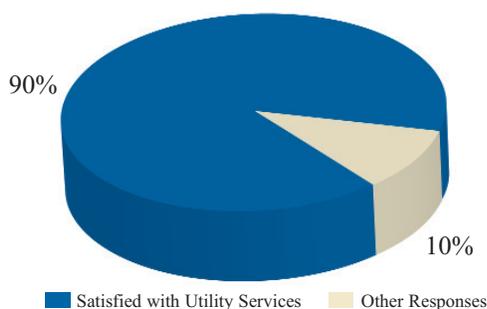
Success is evident given that 90% of utility customers are satisfied with the level of service they receive.

Number of Employees per 1,000 Water Accounts



Source: City of Henderson Utility Services Department

Positive Responses to the 2006 Department of Utility Services Survey

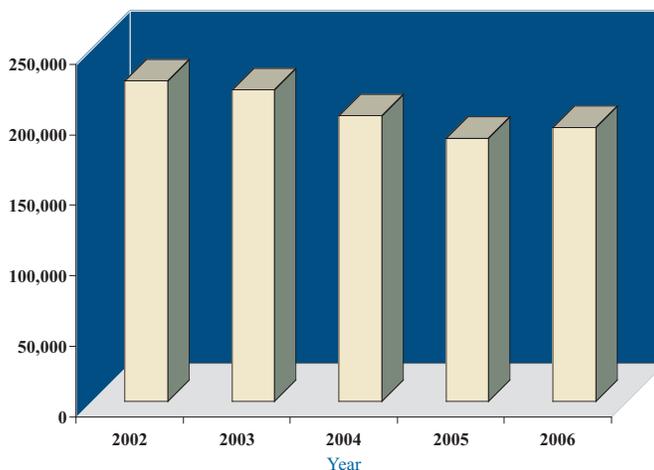


Source: 2006 Utility Services Customer Service Survey

Community Issues

The City saw a measurable increase in single family residential water consumption during Fiscal Year 2006. This result can be attributed to declining awareness of conservation issues among existing and new residents, and growing apathy to a drought that has been ongoing for many years. In response, the City will reinvigorate and amplify its public outreach efforts for conservation during Fiscal Year 2007.

Single Family Residential Water Consumption (Average Gallons per Account)



Source: City of Henderson Department of Utility Services

Public Safety

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

Strategic Issues - Police

Police Service Levels

Issue: The challenge for the Police Department is to provide the needed attention to proactive police services, while having resources available to handle calls for service in a timely manner.

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

Criminalistics Capacity

Issue: The challenge to process all evidence has made it necessary for the City to send a majority of the forensic evidence to local and national processing labs. These labs experience backlogs and can cause delays in the investigation and prosecution of crimes.

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

Achievements

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

Strategic Outcomes

- In October 2005, Communication and Dispatch began the process to bring Voice over Internet Protocol (VoIP) calls directly into the 911 system. This installation was completed in March 2006, and the Henderson Police Department is the only agency in the State of Nevada utilizing this technology
- 156 fingerprint identifications were made using the Automated Fingerprint Identification System (AFIS), one of which led to the arrest of six suspects in connection to 120 felony warrants for over 30 Henderson cases and led to information regarding over 100 burglaries, plus the recovery of several hundred thousand dollars in cash, bonds, and other property
- The Baker Round-Up project focused intense direct enforcement upon selected areas of the City. The positive effect of the project can be evidenced by the 33.4% drop in incident reports in the two months following the enforcement efforts
- Participated in "Operation Loaded Dice" with City Administration and Fire Department (see page 23)

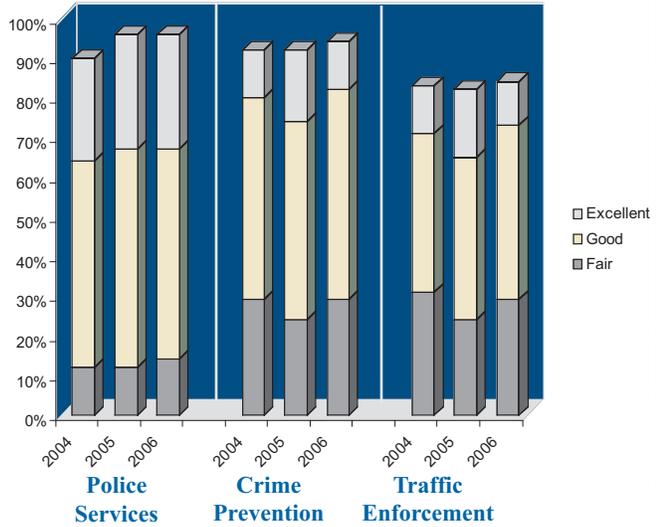


Measures of Success

Community Voice

Quality of service ratings for the Police Department are important indicators of citizen satisfaction with public safety services. The adjacent graph shows increased or maintained levels in positive responses for police services, crime prevention, and traffic enforcement. **In the Fiscal Year 2006 Survey 96% of citizens surveyed gave a positive response for the police services provided by the City.**

Percentage of Positive Survey Responses for Quality of Police Services



Source: City of Henderson Citizen Survey

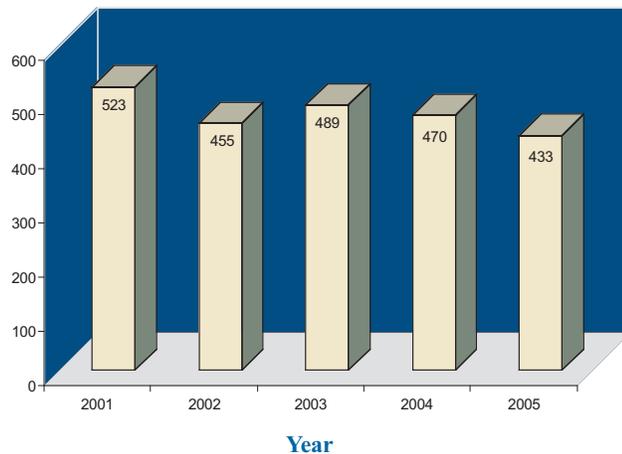
Community Successes

The City commissioned the North Community Police Station Design Development Committee to spearhead the building of a police facility on Sunset Road at Ward Street. This station will incorporate a public jogging path, recreation tables and exercise stations allowing the department to bridge the gap between the community and the police, and offering access to a safe and friendly environment.

The City has a continually growing volunteer program to benefit Police Programs such as the Henderson Neighborhood Watch. In calendar year 2005 more than 5,280 hours were donated by citizen volunteers.

The City of Henderson Detention Facility had an average of 200 inmates per day and 7,033 total in calendar year 2005, which is approximately 76% of the municipal jail facility's capacity. This translates to a cost of \$88.00 spent by the City per day per inmate.

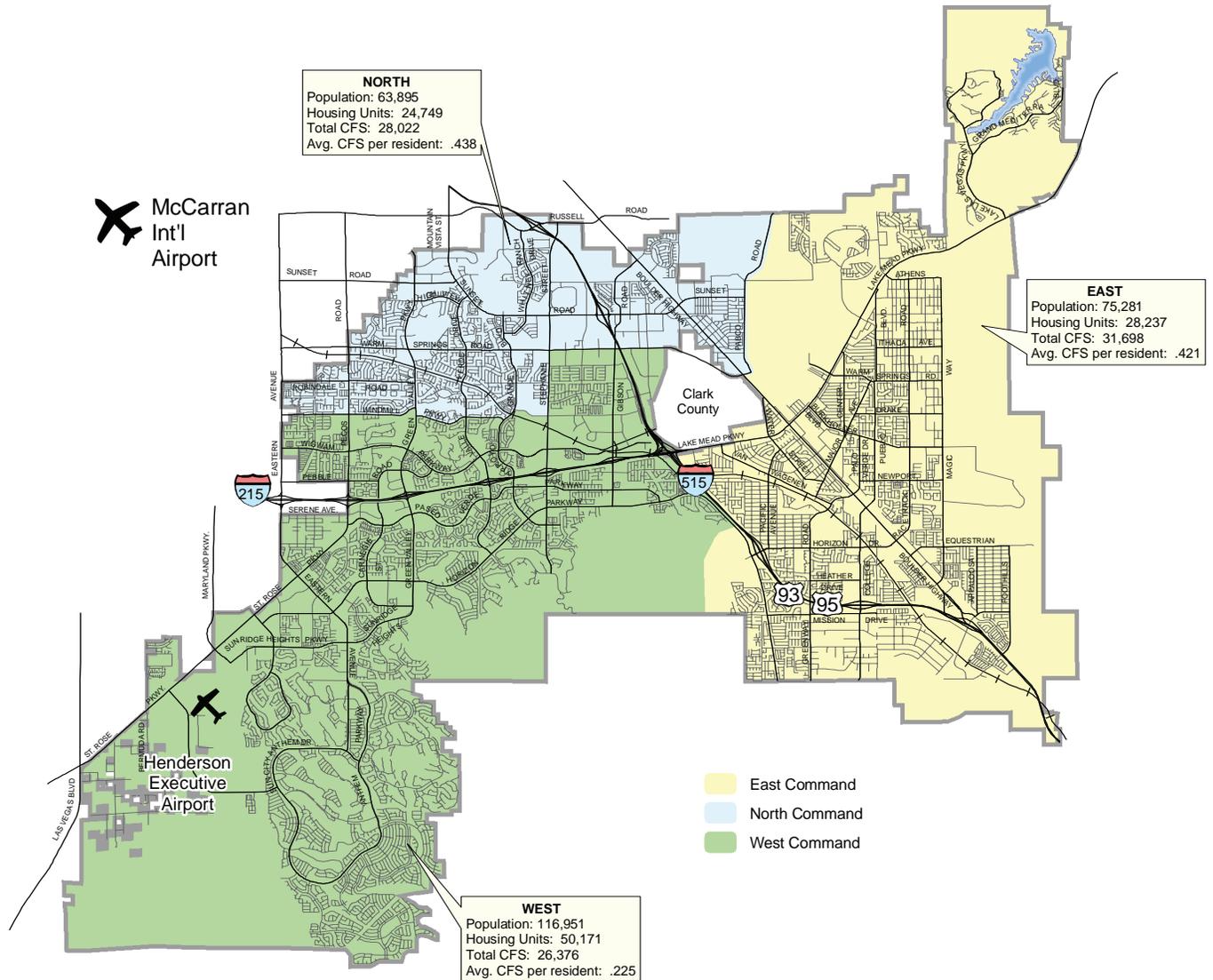
Reported Violent Crimes Against Persons



Source: City of Henderson Police Department

Public Safety Service Levels

Police Service Levels by District



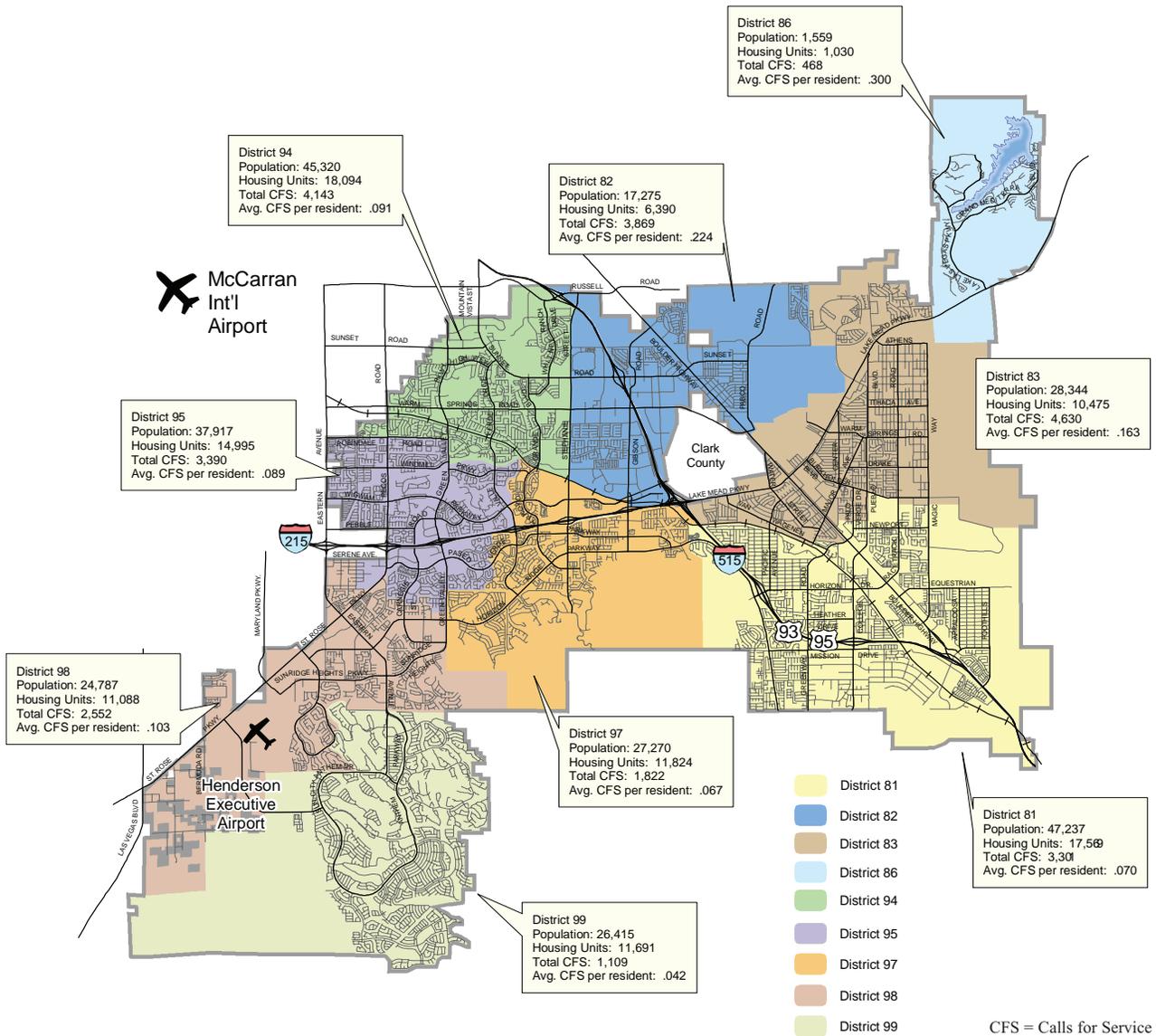
CFS = Calls for Service

Measures of Success

In calendar year 2005, the average time for the Police Department to respond to Priority 1 calls was 6 minutes 47 seconds. This response is from time of dispatch to arrival on the scene.

As a result of all calls to the emergency dispatch and proactive patrolling, the department completed 23,003 Crime and Incident Reports, 7,449 Arrest Reports, 4,163 Traffic Accident Reports, and citations were given in 20,621 traffic incidents. **The City spends approximately \$.70 per resident per day for Police Services.**

Fire & EMS Service Levels by District



Measures of Success

In calendar year 2005, the Fire Department's average response time for priority calls was 5 minutes 46 seconds. This response time is projected to be reduced to 5 minutes 38 seconds in 2006.

In calendar year 2005, the Fire department responded to 14,607 Emergency Medical Service incidents resulting in 9,876 transports. The Fire Department also responded to 839 fire calls during the same time period. **The City spends approximately \$.34 per resident per day for Fire and Emergency Medical Services.**

Public Safety (continued)

Strategic Issues - Fire & EMS

Technology & Support Services Plan

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

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

Emergency Medical Service Levels

Issue: Population increases and expansion of geographical boundaries present challenges in maintaining our efficient response to fire and medical emergencies.

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

Achievements

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

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

Strategic Outcomes

- Roam IT, an in-field electronic patient charting system, is in the final stages of testing before implementation. This system will improve quality of patient care data and ability to report it. It will also reduce the time it takes to prepare patient care reports allowing Rescue units to become available more quickly to respond to another call
- Implementation of a system that allows for the electronic identification of units required for the emergency call, based on call type. This system decreases call processing times by notifying the appropriate unit before the details of the call are dispatched
- Implementation of the new Tear and Run System that enables emergency call information to be sent to the appropriate stations printer to enhance the system by having hard copy back-up to verbal dispatches
- Inclusion of the Incident Command Training Center as a possible beta test site for the National Fire Protection Association's nationally recognized certification for Company and Chief Officers of Urban Fire Departments

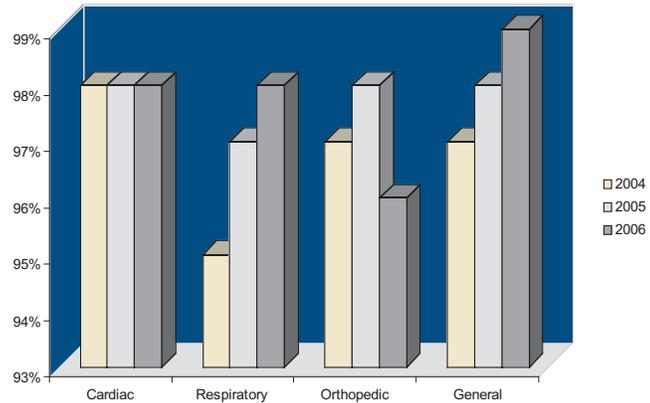


Measures of Success

Community Voice

Ambulance and Emergency Medical Services are essential to help ensure the health and welfare of citizens. An important aspect to providing quality ambulance and emergency medical services is maintaining customer satisfaction while keeping pace with increased demand from a growing population. **Over the last fiscal year, 99% of respondents reported ambulance and/or emergency medical service was either “Outstanding” or “Excellent.”**

Ambulance/EMS Customer Service Satisfaction Survey Outstanding or Excellent Responses



Source: City of Henderson Fire Department Customer Service Cards

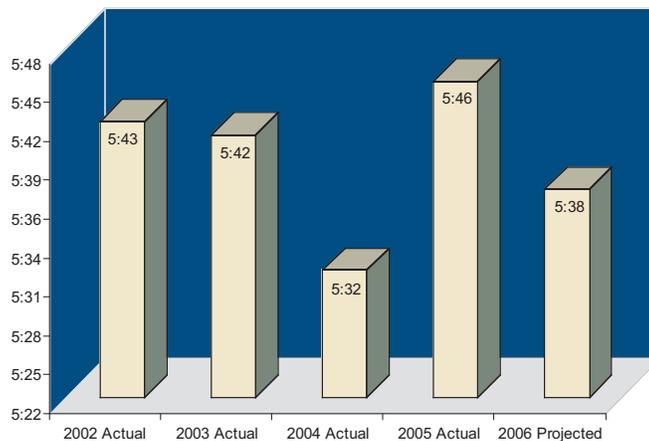
Community Successes

The Fire Department added a 6th full-time Rescue to reduce response times to emergency calls. The City implemented several technology upgrades to improve the speed and reliability of emergency response dispatching and to reduce overall response times.

Eight dispatchers were hired during Fiscal Year 2006, bringing the joint Police and Fire Communications Center up to full staffing.

The City’s Fire, EMS, Police, and City Administration were involved in “Operation Loaded Dice” which was a full-scale exercise to simulate a terrorist attack. The exercise took place at the Galleria at Sunset Mall and included an explosive component, active shooting situation, multiple casualties (using paid actors), and a chemical/radioactive simulation.

Average Response Times for Priority Calls (based on calendar year)



Source: City of Henderson Fire Department

Quality Development

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

Achievements

The City of Henderson's Open Space and Trails Plan was awarded the 2006 DeBoer Award for Excellence in Planning for its "Outstanding Cultural and Environmental Plan"

Achieved the title of "Tree City USA" for the sixteenth consecutive year

Strategic Issues

Quality Planning

Issue: Currently, more than 1,000 new residents call Henderson home each month, which attracts many new businesses and amenities to the community. While this expansion provides for a vibrant community it also presents challenges to the City in maintaining current

service levels, keeping pace with infrastructure improvements, and providing for the recreational and cultural needs of residents.

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

Strategic Outcomes

- Adoption of major changes and updates to the City's Comprehensive Plan. The Comprehensive Plan guides growth and development of the entire City, recognizing the physical, economic, social, political, aesthetic, and other characteristics of the community
- Adoption of the City's first Open Space and Trails Plan to be proactive in the protection of natural resources and increasing off-street trail connectivity
- Partnered with the Bureau of Land Management to ensure the City receives its appropriate amount of funding from the Southern Nevada Public Land Management Act for parks, trails, and recreational opportunities
- Assisted in the development and financing of 156 affordable senior housing units
- The City developed a comprehensive property maintenance code utilizing an extensive stakeholder feedback process
- The City's Development Services Center continues to be on-time with its plan reviews over 99% of the time

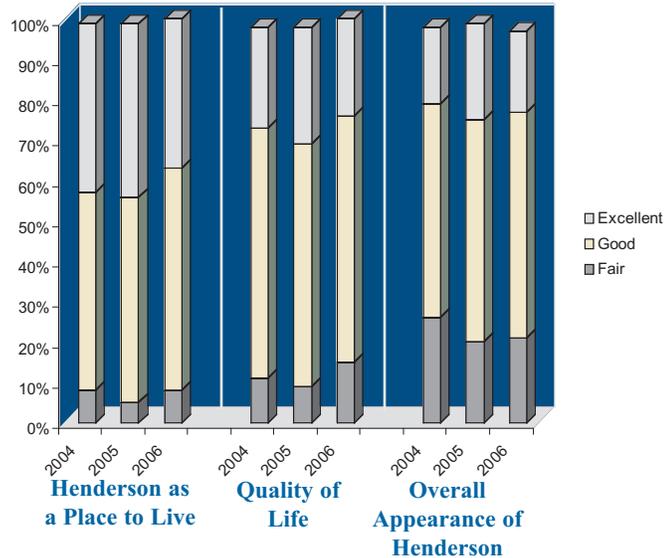


Measures of Success

Community Voice

The adjacent graph depicts three outcomes of successful community planning and development services. Over 98% of respondents gave all three areas a positive rating. **Responses were 99% positive for rating “Henderson as a Place to Live” and 97% positive for the “Overall Appearance of Henderson.”**

Percentage of Positive Survey Responses for Community Satisfaction Indicators



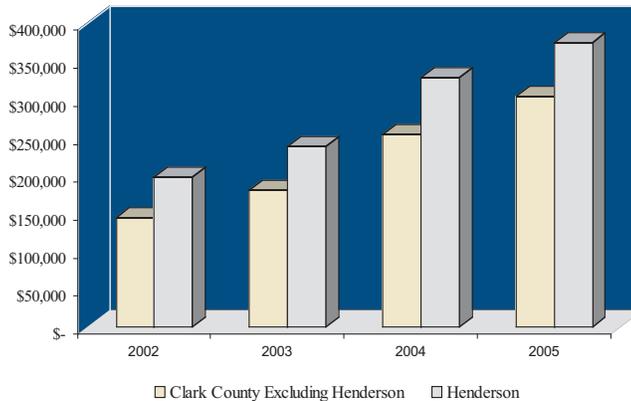
Source: City of Henderson Citizen Survey

Community Successes

Quality development standards in Henderson have contributed to above average existing home sale prices compared to the rest of Clark County. The average price of existing home sales has consistently outpaced other Clark County locations by at least 23%.

The City of Henderson was listed in MONEY Magazines Top 20 Best Places to Live in America.

Average Price of Existing Home Sales



Source: Las Vegas Perspective

Transportation

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

Key Partnerships

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

Strategic Issues

Transportation System Improvements

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

streets, and over 130 signalized intersections, traffic congestion has become a concern.

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

Strategic Outcomes

- Coordinated with the Regional Transportation Commission to identify potential locations for Henderson's first *Park and Ride* to increase mass transit use
- Contracted for street maintenance and rehabilitation from City Gas Tax funds in excess of \$3.8 million, which included reconstruction of Green Valley Parkway from Sunset Road to Warm Springs Road
- Major transportation projects completed in Fiscal Year 2006: I-215 and I-515 interchange; Autoshow Dr. Interchange; I-215 widening between Stephanie and Pecos; Horizon Ridge Parkway, Gibson Road to Seven Hills Drive; Mission Drive to College Drive; and a portion of Greenway Road
- Participated in technical work group meetings for the Regional Transportation Commission's Bus Rapid Transit Project for the Boulder Highway area of the City
- The City received the *Creative Excellence, Silver Spoke, and Excellence in Pedestrian Program Awards* at the 2005 Regional Transportation Commission of Southern Nevada Horizon Awards
- The City was named as one of the *Best Workplaces for Commuters* by the Environmental Protection Agency

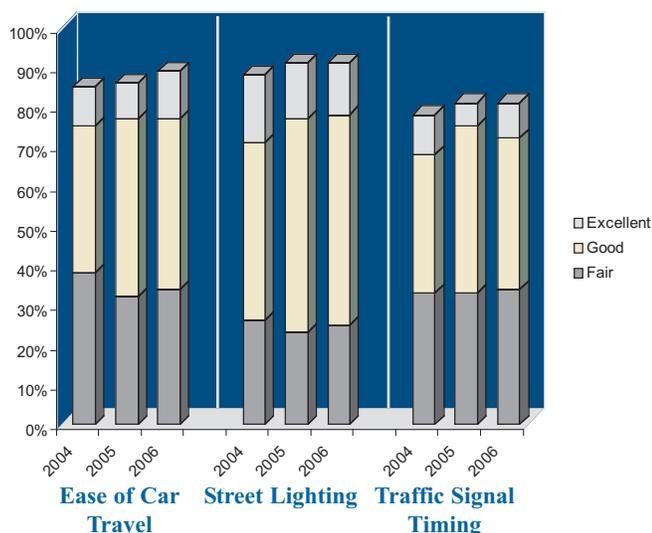


Measures of Success

Community Voice

Ratings of the quality of services provided in the areas of Traffic Signal Timing, Street Lighting, and Ease of Car Travel within Henderson are important aspects to measuring the effectiveness of city transportation. The adjacent graph shows that all three areas have increased or maintained their percentage of positive responses from 2004 to 2006. The highest rating was given to Street Lighting in which 91% of citizens surveyed gave a positive response of the quality of services provided by the City. **All three transportation indicators from the Citizen Survey were at or above 81% positive responses.**

Percentage of Positive Survey Responses for Quality of Transportation Related Services

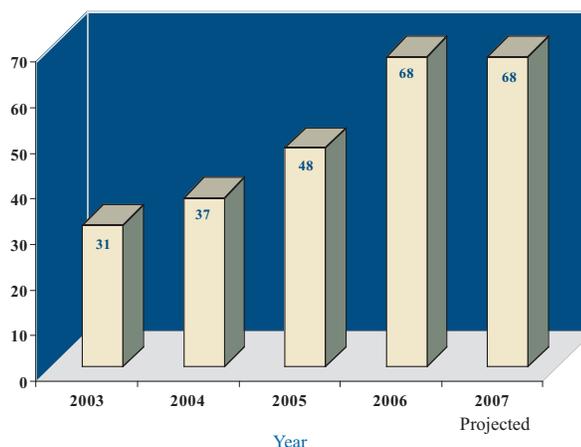


Source: City of Henderson Citizen Survey

Community Successes

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

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



Source: City of Henderson Public Works Department

On The Horizon

Addition of 43 police officers to provide coverage for our expanding boundaries and ensure the safety of our residents. The funding for these officers was a result of Assembly Bill No 418. This legislation implemented a 1/4 cent sales tax to be used to hire and equip police officers throughout Clark County

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

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

Provision of equipment and a Forensic Chemist to staff the City's first crime lab. Additional Crime Scene Analysts and Evidence Technicians will also be added to expedite crime solving processes

Addition of a full-time Rescue unit to the Fire Department to maintain the current level of EMS transport services and provide rapid transport and definitive care for critically ill patients

Implement additional protection of customer information by upgrading the information technology security system

Development of West Henderson using proper balanced land use concepts
