

Citywide Process Improvements



**DEPARTMENT OF INFORMATION
TECHNOLOGY**

**ALIGNMENT WITH CITY OF HENDERSON'S
INITIATIVES THAT DELIVER SUSTAINED
VALUE**



Summary



- **The City of Henderson believes in constant improvement. The Department of Information Technology joins the City on this objective, and has been active in moving the City forward with achieving new goals.**
- **Citywide improvement efforts this past year include:**
 - Henderson Quality Initiative (HQI)
 - Continuity of Operations Planning (CoOP)
- **Each of these are described in the following pages. The Department of Information Technology is proud to be active in each of these initiatives.**

Laura Fucci, Chief Information Officer, City of Henderson

HQI



**CITY OF HENDERSON
HENDERSON QUALITY INITIATIVE**



The City of Henderson Way: Our Roadmap to Quality (The HQI Model)

What is HQI?

The City of Henderson has always embraced a culture of innovation and customer service. Supporting the Henderson City Council's vision "To Be America's Community" and championed by the City Manager, the Henderson Quality Initiative (HQI) was designed to build upon that culture in order to improve value and services provided to our customers and citizens.



The City of Henderson HQI Model is based on a national standard for improving quality in organizations.



How HQI Works



- **HQI will increase quality at the City through implementation of innovative, integrated and effective management systems across the organization.**
- **The City of Henderson HQI approach:**
 - Fosters a Citywide approach to enhance the way we conduct business;
 - Focuses on achieving quality results and becoming more effective and efficient;
 - Utilizes methods that improve operations, service levels, and financial results; and,
 - Builds upon support from leadership and engagement from all employees in the organization.



The Six Key Systems of HQI



- **The HQI Model focuses on six key City management systems: Leadership, Performance Management, Process Improvement, Customer Service, Employee Engagement, and Strategic and Operations Planning.**
 - **Customer Service:** Our # 1 priority is to better the community by providing effective and efficient services with public resources.
 - **Process Improvement:** Improving processes of the City will allow for efficient and effective service delivery and redeployment of resources to meet new challenges.
 - **Performance Management:** Performance Management is using measurement of activities as a way to evaluate program efficiency as well as communicate results to customers and stakeholders.
 - **Strategic and Operations Planning:** Critical to an organization because it includes a vision of where leadership wants to go in the long-term and incremental/measurable steps in the short-term.
 - **Employee Engagement:** Engaging employees in the direction of the organization and giving them the tools to pursue that direction will create a culture of “we are in this together.”
 - **Leadership:** Leadership provides the framework and culture for organizational success



This Year's HQI Accomplishments



- **Conducting citizen and employee surveys to gauge quality at the City, and acting on those results to improve.**
- **Implementing the “Henderson Innovation Program” (HIP), an employee suggestion program to improve process and find innovative ways to provide services at the City.**
- **Installing enhanced signage and customer service kiosks to assist Customers and Citizens with finding services at City Hall.**
- **Conducting citywide employee feedback sessions to gather input that will ultimately fold into the City Strategic Plan.**
- **Identifying and enhancing performance measures citywide and improving Citywide tracking and reporting.**
- **Improving Strategic Planning processes by introducing department “Operational Overviews” and other tools.**
- **Completing eight process reviews (seven more are pending) for a total annual savings of approximately \$325,000.**



Department IT Involvement in HQI



- Chief Information Officer is an active member of the HQI Steering Committee
- Chief Information Officer is an active member of the HQI Process Improvement and HQI Performance Management subcommittees, helping to develop and drive these efforts forward for the HQI program.
- The Department of Information Technology has developed its Operations Overview, detailing its services and performance measures, and has begun its strategic planning process.
- The Department of Information Technology has applied technology to the Process Improvement initiatives, leveraging technology to automate processes where feasible and reducing costs and improving services citywide.



HQI: But We Won't Stop Here



HQI will continue to improve quality at the City, and ultimately the value and services we provide to our customers and citizens. Simply put, HQI is a better way to do business.



CoOP



**CITY OF HENDERSON
CONTINUITY OF OPERATIONS PLANNING**



What is CoOP?



- **CoOP is a basic building block of any emergency planning program. It also has applicability well beyond large-scale disaster events. There are many potential situations when a CoOP will be activated without a true emergency or disaster. Examples of common disruptions include:**
 - Facility issues that affect the workplace, such as plumbing leaks, HVAC problems, loss of power and other utilities.
 - Workplace disruptions, such as relocation to new office space or the reorganization of divisional units.
 - Workforce reduction issues, including high levels of absenteeism due to sickness, loss of key staff due to attrition, and the inability to hire sufficient new workers in a timely manner.
- **It is vitally important that organizations go through the planning process to develop viable and effective CoOP in order to respond to major disasters as well as maintain operations during smaller localized disruptions.**



Focus of City of Henderson CoOP

- **Staff Information**
 - *Who are the key people?*
 - *How are these people organized into teams?*
 - *What are their individual responsibilities?*
 - *If key staff members are unavailable, which individuals are authorized to assume management responsibilities?*
- **Facility Information**
 - *How many different facilities are used?*
 - *What resources and equipment are available and necessary at each facility?*
 - *How do we contact and communicate with the facility manager?*
 - *If a certain facility were unavailable, where would staff go to resume critical operations?*
- **Resource Information**
 - *What vital records and systems are required to provide basic services?*
 - *What physical equipment is necessary to perform mission-essential functions?*
 - *What communications equipment is available during emergencies?*



Comprehensive Involvement in CoOP



- **CoOP is a statewide initiative implemented by the State of Nevada's Homeland Security Commission to create more resilient communities.**
- **The City of Henderson CoOP is a team effort that involves the entire organization. This ensures the entire City is prepared and informed in an emergency.**
- **Executive management was involved from the beginning and provided direction and resources in order to successfully develop the plan. They continue to be involved to ensure plan maintenance endures.**
- **Managers of key units and departments are actively involved to provide details about their specific staff and operational requirements.**
- **Facility managers have vital responsibilities for building operations and relocation options.**
- **Information technology managers must detail disaster recovery programs for IT infrastructure and provide support services to other units during disruptions.**
- **Staff members throughout the organization that have key involvement in day-to-day operations are actively involved in providing details of mission-essential functions to the CoOP planner.**



Four Phases of CoOP



- ✓ Preparation - Research and gather existing information and designate the planning team members.
- ✓ Training and plan development - Learn the details of CoOP and develop the actual plan through team interaction.
- ✓ Plan review and approval - Review of draft plan for completeness and correctness before receiving final approval from executive management.
- Plan maintenance - The initial CoOP must be constantly maintained and updated in order to be useful during a disaster or disruption. Part of this routine maintenance effort includes testing, training, and exercising of the plan. ***(Will be exercised within one year of development.)***



IT Department Involvement in CoOP



- The Department of Information Technology acted as a close partner with the Office of Emergency Management on the CoOP effort this past year.
- Through this effort, the Department of Information Technology has completed its CoOP along with the other City Departments, identifying its core services to function during a disaster and preparing alternate facilities from which to run its operations.
- The Department of Information Technology will take the lead on next steps for Disaster Recovery Planning, including development of a Citywide Risk Assessment, Citywide Business Impact Analysis Report and Disaster Recovery Strategies.

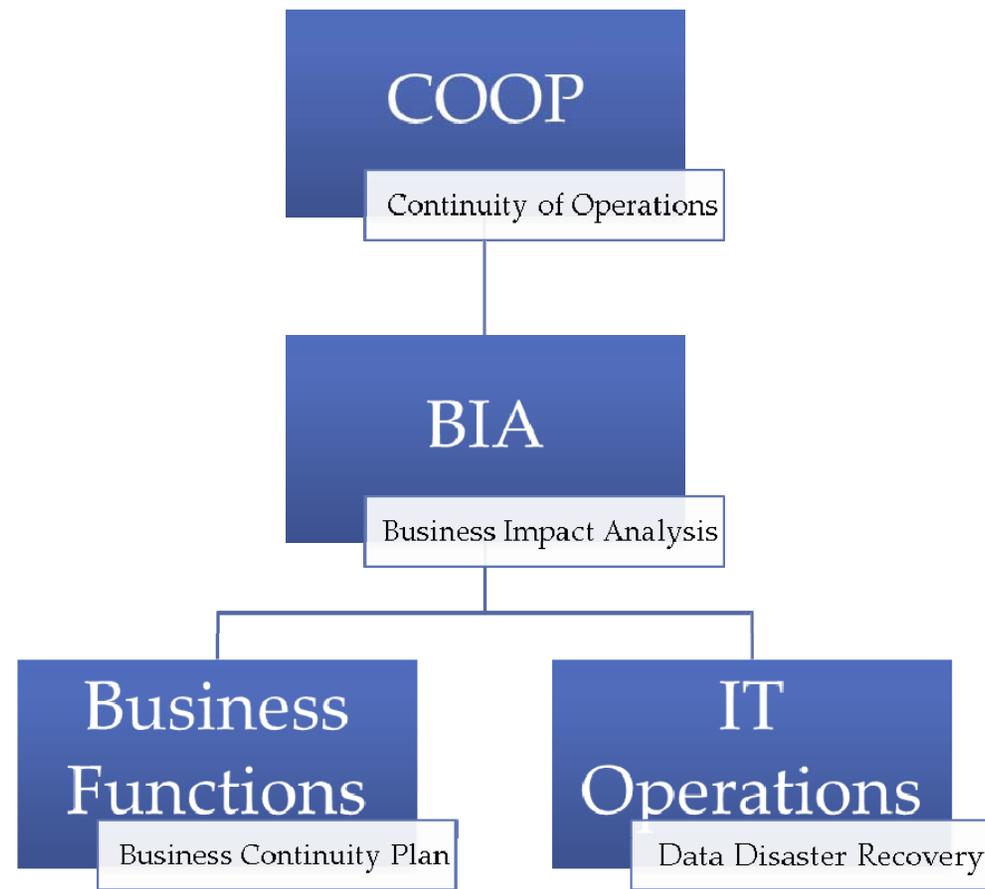


Next Steps:

Develop a Business Impact Analysis (BIA) Report, which predicts the consequences of disruption of a business function and process and gathers information needed to develop recovery strategies. Potential loss scenarios should be identified during a risk assessment.

Develop Disaster Recovery Strategies which will lead to our Data Disaster Recovery Plan

These efforts will be led by the Department of Information Technology next year.



Disaster Recovery Planning



Conclusion



HQI and CoOP are some prime examples of the Department of Information Technology's engagement in Citywide efforts to improve processes over the past year. We continue to partner with City departments and City Management on innovative approaches for process improvement and technology alignment for increased citizen service.