Alliance for Innovation
Corporate Office
411 N. Central Ave., Suite 400
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City of Las Vegas
400 Stewart Ave.
8th floor, City Manager
Las Vegas, NV 89101

To Whom It May Concern:

Re: Presentation applications for the 2008 Alliance for Innovation TLG Conference in Greenville, SC.

Presentation submittals:
Performance Plus (Organization) Lead: Betsy Fretwell, Deputy City Manager
Citywide Sustainability (Environment) Lead: Tom Perrigo, Deputy Director of Planning
Interlocal, Share IT Initiative (Infrastructure) Lead: Joseph Marcella, Director of IT
Consumer-driven Health Care (Organization) Lead: Vicki Brown, Benefits Manager

The city of Las Vegas is proud to submit the attached applications for presentation at the Transforming Local Government Conference sponsored by the Alliance for Innovation. The city of Las Vegas believes that we have developed and are implementing initiatives that are creating a sustainable future for our community and region. We strive to share our innovative programs with other communities in hopes that they too can transform their government to create a sustainable future for everyone.

We are honored at the possibility to present at the Transforming Local Government Conference, as we believe our programs are unique and successful. We hope to work with The Alliance for Innovation to develop our presentations in order to share our lessons learned and the benefits of engaging in innovate solutions to the complex issues government faces.

Please feel free to contact me if you need additional information in making your decisions. I will be the point of contact for the City of Las Vegas.

Sincerely,

Brian Knudsen
Administrative Officer
City of Las Vegas
702-229-6103
bknudsen@lasvegasnevada.gov

Alliance for Innovation – Creating Sustainable Futures: Global Issues/Local Solutions

Program Description

The Performance Plus, Managing for Results Initiative at the city of Las Vegas has been created to meet a wide range of results. Performance Plus aims to create an integrated planning and budget management system, create buy-in and understanding of the initiative by staff, prove the value of services provided to the community and prompt interdepartmental collaboration around results. The seven components that make up this Performance Plus Initiative are the following: Planning for Results, Employee Performance Management, Budgeting for Results, Performance Data Collection, Reporting Results, Evaluating Results and Decision-Making for Results. At this point, we have had six departments successfully trained to follow this format. Currently, the Information Technology Department is developing a performance management system to assist the city in moving from performance measurement to performance management with real time performance information.

Innovation/Creativity

How did you unleash or encourage creativity in order to generate solutions?

The city of Las Vegas encouraged creativity by asking each department for their input and thoughts related to implementing the Performance Plus Initiative. While Performance Plus may have strict guidelines to follow in order to gain results, there still remains flexibility and uniqueness in each department. During departmental presentations and training, information sharing and gathering are mutual. The initial design meeting in which city staff were asked to develop the agenda to create a sense of ownership was invaluable as the city implemented the program.

What ideas or opportunities emerged during your creative process?

One of the main purposes of the Performance Plus Initiative is to "tear down silos" and promote creativity and collaboration across departments. The concept related to the tearing down of silos is to eliminate the gap found in and between departments where information and communication is non-existent. As a result of collaborative efforts during training sessions, improved communication has been realized.

How did your/concept stretch or improve the boundaries of ordinary governmental operations?

The Performance Plus Initiative improved the boundaries of ordinary governmental operations by increasing governmental transparency through citizen involvement. The concept is focused on the customer and the end result which will bring government closer to the people. Although this concept is not new, it is difficult to implement and our government is successfully working towards making operations transparent so that City staff can learn from other municipalities as well at the citizens served.

Quality Management

What quality management principles, tools and procedures were applied to your service delivery?

A technical and content review committee comprised of representatives from several different departments was created to look over each department's goals, objectives, strategies, and performance measures to ensure an effective business plan was created.

Value Proposition

What customer needs and expectations were identified and fulfilled?

City staff identified needs of departments as well as needs in the community as performance measures and business plans were developed. Staff found that the organization needed to spend more time learning the services provided before we changed how we provided services to the community. Specifically, we were lacking data. The data used to make strategic decisions was input into a variety of different systems which did not incorporate a review or evaluation process. Since the inception of this program, our office has worked with every other department to develop expectations for fulfilling needs of City staff as well as the customers.

How did your initiative improve access to your government?

The increase in communication between and within departments has been dramatic and impressive. Communicating in the same "language" of terms of objectives can help define the course of not only the city as a whole, but also specific department tasks. The transition to become a leaner organization will improve our efficiency when communicating with the public. A greater level of transparency and accountability will result from an established line of effective communication with citizen and employee stakeholders.

How was the health of your community improved as a result?

The health of our community will be improved through increased collaboration and a more interactive role from all elements of government and citizens. Another bi-product of this initiative is a greater level of transparency and understanding of government operations and decision-making. Also, with more accurate data being collected, there will be greater, more meaningful results.

Building Organizational Capacity

How did you remove the barriers to your innovation?

Barriers have been removed by integrating departments where possible. In any local government, specifically the city of Las Vegas, a single department acting independently

cannot successfully and efficiently serve the public. Working together on the city's Performance Plus Initiative has allowed our organization to limit barriers and improve innovative strategies and techniques to achieve our objectives. Also, working with staff to create a sense of ownership for the initiative has helped remove barriers.

If you incorporated critical thinking and problem solving techniques, explain your execution process.

Before city management began working with city employees, there was a two-day design meeting with the city of Las Vegas city management team and all department directors. These two days allowed for all department leaders to provide feedback and become unified on this project's framework and plan execution. Outside consultants were used to facilitate this discussion and help guide our city toward optimal government performance. Facilitated discussion was used as a critical component to this process.

If your project involves teams, describe the level of autonomy, (i.e. setting goals, HR function, budget authority, etc.).

The Performance Plus Initiative focuses on one department at a time. Essentially, each city department makes up its own team and facilitates its own process. While the training information is consistent across the city, the discussions are different and each department has its own set of unique characteristics. Additionally, there is facilitation training, budget analyst training and performance management training that work with employees at all levels of government.

What technological barriers did your organization overcome?

The lack of an automated data collection program remains a significant technological barrier. With no data warehouse of information, it is difficult to complete a full analysis of outputs within our organization. The motivation behind this initiative is to measure performance, and if we do not have a centralized location where all data is being collected, then the task of measuring changes and trends in government functions is hindered. Staff overcame these barriers by quickly working with our Information Technology Department to develop a program that would begin to sort and collect the data most helpful to our initiative.

Management Philosophy and Culture

What philosophy, literature or body of research influenced your service delivery?

A significant source of influence was other local governments across the U.S. that have developed successful performance measurement initiatives of their own. Specifically, Austin, Texas, Maricopa County, Arizona and Nashville, Tennessee are models that we have researched. Also, our consultant, Weidner Inc., has been a major influence in our service delivery. Moreover, the literature associated with strategic planning theory has been influential as well.

How is it evident in your program concept?

The philosophies of other local governmental initiatives, the literature and guidance provided by Weidner Inc. and the body of research involving theories and practices involving strategic planning have all influenced our program implementation. This is evident in our program concept in that we are implementing related concepts into the training formula. The strategy the city of Las Vegas is using encompasses a combination of the success in other communities and the core principals found within relating theories.

Integrated Processes and Reengineering with the Use of Technology

What new technologies were necessary and what methods and/or applications did you incorporate?

The city of Las Vegas is in the process to searching for and developing a software application that will allow staff in all departments to provide performance data in a consistent format. A requirement of the software will be an easy-to-use process that allows staff to input data, managers to evaluate data, and stakeholders to review data. The city expects the application to be running in a short time period and the City looks forward to sharing the results of the process with other municipalities.

What business processes were used during the development of your program/concept?

A third-party facilitator assists by leading discussions and training sessions with our city departments. This facilitator has a specific performance management specialty and is well equipped to handle challenges and offer productive answers to questions or concerns.

Was an outside consultant used?

Yes.

If yes, please indicate the level of involvement and identify the firm.

Weidner Inc. has played a critical role in the development and implementation of our Performance Plus Initiative. They have provided the tools, techniques and processes necessary for improving performance measurement in our city. The consultant regularly attends training sessions and works with city staff to train facilitators in order to sustain the project.

Applicable Results and Real World Advice

What are the applications you could share, that would be of value to other local governments (minimum of three)?

1. Transparency in government is of vital concern. This Performance Plus process is ensuring that the services we provide and given the adequate review and evaluation so that we can present our successes and challenges to the community.
2. The customer is the focus. Often times, services are provided based on perceptions. The Performance Plus process focuses on the customer and what the customer needs. All discussions are centered on how our organization can better serve the constituency.
3. Accountability. By providing a system of measurements and ensuring the accuracy the data collection, the City of Las Vegas can be held accountable to the community and to the elected officials for both the successes and challenges encountered.

What are the results/outcomes?

1. Better communication between departments, management, elected officials and the community.
2. Better collaboration between department staff to allow for improved service delivery.
3. Transparency in government in which the services that are provided are documented and evaluated and results are shared.
4. Efficiency in government. Those programs that are proven, through evaluation of meaningful data, to be unsuccessful will be re-developed to improve efficiency so that the customer will continue to receive the best benefit.
5. Accountability in government. Staff, sections, divisions, departments and the City as an organization will be held accountable for services provided to the elected officials and the constituents they represent.

If performance measures were used, indicate what they were within the category of qualitative, quantitative, efficiency, effectiveness or workload statistics.

The Performance Plus process, of which all departments are required to implement, provides a system in which result measures, output measure, demand measures and efficiency measures are applied to programs, lines of service, and lines of business to better understand the performance of the city of Las Vegas. Department leaders will undergo a retreat in which performance measures will be developed to evaluate our efforts as far as implementing the Performance Plus Initiative throughout the City. It can be anticipated that performance measures will include timelines and survey results from participating City Team Members; all of which will be used to further the successful development and implementation of this culture-changing initiative.

Alliance for Innovation – Creating Sustainable Futures: Global Issues/Local Solutions

<u>**Program Description**</u>

The city of Las Vegas, Department of Information Technologies is partnering in a unique project with the State of Nevada, Clark County and the Las Vegas Metropolitan Police Department. This interlocal, shared IT initiative is one of the first of its type in the nation and could become a model for other states and local entities in the future. Collaboration between a state and its municipalities will maximize the information resource investment and reduce overlapping technology assets. This project will also define the framework for future, regional collaborative opportunities.

<u>**Innovation/Creativity**</u>

How did you unleash or encourage creativity in order to generate solutions?

By brining the right people to the table and having a moderator maintain a positive momentum of conversation to create effective solutions, the level of creativity was maximized. Perhaps the most important ingredient for a successful program is taking the extra time to ensure that the most qualified and appropriate individuals are at the table. A positive chemistry is created when these individuals come together and generate not only a creative process, but also knowledge that will allow for workable solutions. When partnering with entities that each have a wide spectrum of goals and objectives, equal time awarded to everyone is vital in the effort to allow all ideas to be brought forward and discussed openly.

What ideas or opportunities emerged during your creative process?

The initial objective of this coalition was to determine the feasibility and cost effectiveness of developing a shared infrastructure for business continuity and disaster recovery. As the group began to reach its stride, they found that efficiencies and a balance of governmental operations could be realized in several information technology (IT) areas outside of the business continuity and public safety realms. Opportunities such as shared expertise, training and product purchase & licensing could also benefit from sharing services. The following is a list of other potential future projects in this endeavor:

- Licensing: Each entity negotiates software license with vendors such as Microsoft, Oracle and ESRI. If the entities through the initiative negotiated these contracts as a group similar to the federal government GSA schedule lower prices could possibly be negotiated via economies of scale.
- Virtualization: Virtualization is an operating system feature that allows more than one operating system and group of applications to securely and safely reside on a shared hardware platform. This would allow any entity with unused resources, such as disk space, to make that source

and purchase a higher capacity piece of equipment with the intent to share the equipment in lieu of each buying the same equipment.

- Master Pricing Agreements for Hardware Purchases: Master pricing agreements much like group licensing allows the initiative to possibly negotiate a lower price for something such as microcomputers or servers and then allowing any member to purchase from the agreement at a lower price and receive volume discounts.

- Shared Data Center Resources and Communication: Each member has some capacity limitations in their current environments. Sharing space and equipment could reduce the budget needs of each member and could also allow for improved business continuity by allowing a member to have equipment located in a shared Data Center for contingency.

- Co-location Capabilities: Co-location would be sharing or use of shared services and facilities. This could reduce facility costs to each member and much like Data Center sharing improve the business continuity programs. Co-location also allows for sharing of equipment and communications resources.

- Peer Review: Each member entity has people with unique qualifications that are many times without backup within the entity. Peer review would allow an expert from one member to review something that is being proposed or implemented by another member at no cost to the member. This could reduce the need for and cost of outside vendor experts.

- Training Opportunities: Each entity conducts various training programs and has various training materials which are likely duplicated among the other entities. Sharing training services could save each member and could also allow for negotiated reductions for external training needed by each member

- Identity Management: Identity management is a process whereby people are identified and their accesses are managed by who they are and what they do. If the group did a shared identity management process employees and users throughout the state could be identified across the entities and shared services could be more readily available and more easily accessed.

- Digital Archive Pilot: Digital archiving is the creation of an electronic records store for all records that must be maintained due to federal, state or local statute. In many cases this archiving is duplicated across the environment because there is currently no easy way to archive and share these records. The members would like to create a shared digital archive that would store records from entities throughout the state and allow access to those records to all authorized entities in the state.

How did your/concept stretch or improve the boundaries of ordinary governmental operations?

Although the coalition is in the early stages of the project, the governance model being developed and agreed upon as a whole will not only improve intergovernmental relations,

but also stretch governmental services to serve a greater population. The entities involved with this process include the city of Las Vegas, the State of Nevada, the County of Clark, Nevada and the Las Vegas Metropolitan Police Department. The concept of "Shared IT Service" involves governments at all levels, and by simply coming together and meeting regularly, the boundaries of our governmental operations have decreased. Moreover, as budgets tighten among governmental entities, sharing and alignment of information resources will become more essential to the success of any state.

Quality Management

What quality management principles, tools and procedures were applied to your service delivery?

The city of Las Vegas is currently developing an integrated system of performance management, strategic planning, and performance based budgeting. This process (Performance Plus) is expected to be completed in the next year; the results of which will be applied to this program creating a system of performance measures that can demonstrate success. At this point, the project team has utilized collaboration and facilitation to engage our stakeholders. We have also utilized several information technology methods such as shared document servers, the Internet, and conference calls with entities in other areas of the state to ensure we reach consensus on goals and action items to make the program successful.

Value Proposition

What customer needs and expectations were identified and fulfilled?

The primary expectation of the coalition is to improve business continuity through the use of shared infrastructure. The independent feasibility study and SWOT (strengths, weaknesses, opportunities, threats) Analysis determined that a new shared facility was not a viable opportunity and that the coalition would be better served to share facilities in Carson City, Nevada and a facility in Las Vegas, Nevada. This would give each entity a location for continuity and recovery in the event of a widespread event. The city of Las Vegas identified, through business continuity planning, that we were in need of a facility that would allow for continuity and recovery in the event of a widespread event. Through this collaborative process with other local entities, we realized that our expectations could be fulfilled by utilizing a shared facility, thereby reducing cost and increasing efficiency.

How did your initiative improve access to your government?

By creating the coalition and formalizing the group's interfaces with the comprehensive governance model, a closer working relationship was formed between the state and local municipalities. Building upon a well-founded relationship will ultimately benefit the citizens of the city and provide better access to information services. By sharing information and utilizing technology, local governments can work together to provide public information through electronic formats, including the Internet. Improving

community access through electronic means will promote a more conscientious citizenry and this project aims to improve access from not only the inter-governmental aspect, but also from the community.

How was the health of your community improved as a result?

A result of a more efficient and effective government is a better allocation of resources, which will reduce the response time for first responders in the community. Once the coalition begins to effectively share services and information, there will be a savings in the areas of shared resources, economies of scale and enterprise maturity. In addition to improved disaster recovery and business continuity planning, this sharing should result in not only improved access to government resources, but also better access to information resources at reduced costs. Developing a lean process from technology to the in-person first responders, the health of the community will greatly improve due to the streamlining of public safety services.

Building Organizational Capacity

How did you remove the barriers to your innovation?

Communication is a significant challenge to this initiative and technology and information sharing techniques have been used to improve real-time access and enabled the members to stay connected. Also, the group worked together and made sure that an independent SWOT Analysis was completed to analyze and address potential barriers so they could be resolved before the alliance was finalized. The group made sure that a thorough governance model was created and agreed upon by all current members and had the capacity to allow for the addition of new members or should conditions change the option to not participate in the proceedings. The governance model is an agreed upon, shared document consisting of the following parts: 1) Vision and Principles, 2) Membership, 3) Organization and Committees, 4) Executive Steering Committee, 5) Project Oversight Council, 6) Working Committees, 7) Project Teams, 8) Information/Data Services Team, 9) Conflict of Interest, 10) Conduct of Meetings, 11) Rules of Order, 12) Proposal Process, 13) Decision Making/Voting, 14) Establishment of Working Groups, 15) Documentation/Reporting Requirements and 16) Communications.

If you incorporated critical thinking and problem solving techniques, explain your execution process.

Each coalition member was allowed to bring any potential problem to the group at any time. Each problem was discussed and resolved as a bi-product of a democratic processes and teamwork. The vendor enlisted to complete the feasibility study and a SWOT Analysis was provided for each coalition entity to ensure any issue could be resolved quickly and completely. The group suffered through numerous changes in membership due to coalition member turnover and subsequently with each change the group's thought process need to be realigned. When the group lost key individuals, the members had to take on additional roles in making sure the project focus was not lost

while new individuals were assigned and brought up to speed. This could have caused a delay in the project's timeline if project members had not continued and the new members had not quickly been assigned.

If your project involves teams, describe the level of autonomy, (i.e. setting goals, HR function, budget authority, etc.).

Teams were created to complete various functions of the process. Dividing up into teams allowed for the coalition to stratify the workload and separate members into areas of interest and expertise. Each team was allowed the autonomy to complete their process and bring their results back to the coalition as a whole for final disposition.

What technological barriers did your organization overcome?

While the coalition is in the early stages of implementing a governance model, the sharing of information for review and approval and the coordination of meetings over long distances were technological challenges that needed to be addressed. In an effort to become more connected, the group used SharePoint Portals (a program to help improve organizational effectiveness and facilitating information-sharing across boundaries) and list serves to share information.

Management Philosophy and Culture

What philosophy, literature or body of research influenced your service delivery?

The growing reliance on information resources for first responders and public safety personnel is being discussed at all levels of government. The philosophy of dedicated public safety protocol and rapid response time has influenced the service delivery of this initiative. As technology providers the coalition must develop improved, reliable information resources to public safety officials.

How is it evident in your program concept?

Improved business continuity planning and more reliable disaster recovery were the primary motivations behind the program. A greater alignment of data resources for the overall good of the combined constituency, increased efficiency, and the combined effort of inter-system IT personnel are mentioned in all press releases and documentation issued by the coalition. The focus of all of the education campaigns and information releases is the improved performance of our public safety officials. It is reasonable to assume that public safety is the primary responsibility of any government agency. With this in mind, technology can greatly enhance the efforts of public safety officials. Although our efforts were not based on a specific body of literature, the education and experience level of our group members allowed us to explore different avenues for providing the best technology services to public safety officials so that they can adequately perform the functions of their position.

Integrated Processes and Reengineering with the Use of Technology

What new technologies were necessary and what methods and/or applications did you incorporate?

Since the coalition is in the early stages of developing our governance model, no technologies or applications have been incorporated as of yet. The governance model implementation will allow the proposal and initiation of projects that will incorporate various technologies. We anticipate utilizing technologies in the future to not only communicate more effectively as a group, but also to promote the dissemination of information.

What business processes were used during the development of your program/concept?

Project management practices, communications and good governance have been used to provide the implementation thus far. Management practices include selecting a project manager, creating a project team, setting goals and developing a project timeline and making sure the project deliverables are on time and adequate. Project management and quality assurance will be used regularly during implementation.

Was an outside consultant used?

Yes.

If yes, please indicate the level of involvement and identify the firm.

The coalition hired SAIC to conduct an independent feasibility study, SWOT analysis and to provide a draft governance document for the group to use as a guide. They also provided us with recommendations for potential projects that could be initiated by the group and provided us with their recommendation for the business continuity shared infrastructure.

Applicable Results and Real World Advice

What are the applications you could share, that would be of value to other local governments (minimum of three)?

- Governance model for shared resources
- SWOT analysis overview
- Feasibility study overview
- Charter
- Request For Proposal

What are the results/outcomes?

The group has completed and approved the governance model and is working on the roles, responsibilities and personnel that will be part of the Executive Steering Committee and Project Oversight Council. The group is also working on policies, procedures and the creation of a project initiation form for the use of entity member personnel to request a project for consideration.

If performance measures were used, indicate what they were within the category of qualitative, quantitative, efficiency, effectiveness or workload statistics.

The city of Las Vegas is currently developing an integrated system of performance management, strategic planning, and performance based budgeting. This process (Performance Plus) is expected to be completed in the next year; the results of which will be applied to this program creating a system of performance measures that can demonstrate success. We can anticipate the measures completed will be qualitative and quantitative as all entities can save tax dollars while at the same time enhance communication and work products of all entities involved.

Alliance for Innovation – Creating Sustainable Futures: Global Issues/Local Solutions

Program Description

Consumer-Driven Health Care is an alternative to managed care that is designed to assist employees in becoming more conscientious consumers while allowing them to control their own health care. Under this plan employees spend money from an employer-funded health reimbursement account (HRA) to pay for routine health care expenses, but are covered for serious injury or illness by a high-deductible insurance plan. With over 60 percent of large, private sector employers moving toward consumer-driven health plans, the city of Las Vegas is among the first municipalities to provide such an alternative in a municipal setting. Our system can serve as a model for all city representatives who are looking at long-term financial health for their organization, as well as taking the long-term view for the health and sustainability of their workforce.

Innovation/Creativity

How did you unleash or encourage creativity in order to generate solutions?

Through the exploration of various health care providers and plans, the city was able to successfully find a program that is not only innovative, but consumer-driven with its health care benefits. A high level of creativity and persistence was necessary in order to break free from the business as usual tendencies in government and actively pursue a new and improved plan for our employees.

What ideas or opportunities emerged during your creative process?

The opportunity to provide a more preventative health care provider that focuses on staying healthy to reduce costs associated with care. For example, the Personal Health Coach Program targets employee's health at work by providing free services and incentives to discuss health concerns, explain treatment options, provide tips on self-care to better manage a health condition and set individual goals with a physician. The consumer-driven health care program provides a "Free and Clear Tobacco Treatment Program," a proven award-winning approach that includes personalized counseling and a comprehensive quit kit. Starting earlier this year, our consumer-driven health care plan will cover 100 percent of all nationally recommended preventive care services at no cost and no deduction from the HRA.

How did your/concept stretch or improve the boundaries of ordinary governmental operations?

A key concept in the city of Las Vegas is "sustainability." Through a consumer-driven health care plan, we strive to promote a long-term view for the health and sustainability of our workforce. Due to the steep rise in health care costs, the city took an aggressive approach in providing an alternative to managed care that is designed to assist employees

in becoming more conscientious consumers, while allowing them to control their own health care.

Quality Management

What quality management principles, tools and procedures were applied to your service delivery?

The city works with many stakeholders, including health care and legal professionals to ensure that the services provided by the consumer-driven health care provider are appropriate and successfully managed using evaluation criteria.

Value Proposition

What customer needs and expectations were identified and fulfilled?

The need to provide excellent coverage while empowering employees through education and information is an expectation that has been identified and met by the city. By offering a variety of options and alternatives, we have given employees the choice to decide what plan works best for them.

How did your initiative improve access to your government?

The initiative which has an Internet component is available to employees so that employees can access health care and benefit information while they are at work. This improved access for employees benefits the organization, as well as, the community.

How was the health of your community improved as a result?

Indeed a "consumer driven" health care plan will place each employee in a position to make decisions based on their individual situations. With members of our community taking a more active role in their healthcare, they are subsequently taking a more proactive approach to their health in general. Preventative health care is encouraged, which means that consumers work to avoid health problems and subsequently reduce costs.

Building Organizational Capacity

How did you remove the barriers to your innovation?

Through persistent education and one-on-one meetings, the barriers to innovation have been removed. With any innovation, particularly with a health care plan, consumers are critical and express concern with change. Taking the time to not only share information with individual consumers, but also meet with union representatives to inform city employees about consumer driven health care has made this alternative a reality.

If you incorporated critical thinking and problem solving techniques, explain your execution process.

The city looked at the probability of double digit insurance costs over a five year period. City staff knew the city could not afford those increases and looked for alternatives. We looked at non-traditional solutions since the more traditional solutions were simply cost shifting techniques. Consumer driven plans offered a new approach to health care, with emphasis on education and an additional focus on prevention. Neither education nor prevention were popular concepts at the time; however, the city involved stakeholders and educated city leaders on the benefits.

What technological barriers did your organization overcome?

The technology barrier for some of our employees is more prohibitive than for others. The City's consumer-driven health care plan utilizes the Internet for researching physicians and prescription drugs. For those employees who are limited in their web access, we provide hard copies of the information they are seeking. More importantly, for those who are having technical difficulties, employees can arrange one-on-one meetings with the insurance manager to answer any questions. In the spirit of providing alternatives to other health care options, the city also offers alternatives to web-based data collection methods.

Management Philosophy and Culture

What philosophy, literature or body of research influenced your service delivery?

With all of the literature available on the opportunity to move towards a consumer driven health care policy, reading and becoming familiar with the research was essential to our service delivery. Specifically, individual research, seminars and conferences, articles (positive and negative to the topic) and input from our insurance broker were meaningful in this endeavor.

How is it evident in your program concept?

Since 2004, the percentage of enrolled participants has incrementally risen. As of March 2004, there was 60 percent enrollment. In 2006, the enrollment rate rose to 66 percent. Now, in 2007, the percentage of the city workface enrolled in our consumer-driven health care program is at 70 percent. Remarkably, 65 percent of employees have activated their web account on-line. By accessing the plan's on-line Prescription Drug Costs tool, consumers can look up brand-name and generic prescription drugs and alternatives from virtually anywhere.

Integrated Processes and Reengineering with the Use of Technology

What new technologies were necessary and what methods and/or applications did you incorporate?

Web site integration, customer education and continual communication were the technologies and methods that were necessary to further the successful integration of this alternative health care option. The Internet has been a successful tool in educating and ensuring that participants are making well-informed decisions.

What business processes were used during the development of your program/concept?

A stakeholder analysis that determines consumer levels of interests and needs in relation to health care was a process used during the development of this program. Also, simply using a more cost effective strategy in the effort to abate continual rises in coverage costs was also a process used in this development. For example, the amount associated with health care costs within the city of Las Vegas was $8.3 million in FY 1998. In 2003, the cost was $17.9 million. It has been projected that annual health care costs will increase 15 percent annually. Furthermore, the use of the Internet and logging into web accounts encourages a better educated and actively involved workforce.

Was an outside consultant used?

Yes.

If yes, please indicate the level of involvement and identify the firm.

Marsh USA facilitated our Request for Proposal (RFP), identified available vendors, set up vendor presentations and helped with the recommendations to City management.

Applicable Results and Real World Advice

What are the applications you could share, that would be of value to other local governments (minimum of three)?

First, Communication is vital. By effectively communicating with employee leaders, specifically union leaders, meaningful information can be shared and disbursed to employees at all levels. Mandatory group meetings to discuss plans and initiate one-on-one discussions with employees were successful techniques in this transformation effort. Second, using electronic applications to share information is an invaluable solution to educate consumers. We introduced the consumer driven health care website, initiated the "Ask the Insurance Manager" chat in the city's Intranet site and posted articles about health care alternatives in the city newsletter. Third, an incentive structure would be a successful application for other local governments. For instance, there are benefits such as the focus on preventative health care, in-house wellness coordinators, personal counseling, competitions, celebrity chef cooking sessions, a recipe exchange, and the list goes on. The developed incentive structure within the program has not only better informed our employees, but also become more involved with the health care process.

What are the results/outcomes?

The result of this plan is a healthier workforce and places each employee in a position to make decisions based on their individual situations. With members of our community taking a more active role in their healthcare, they are subsequently taking a more proactive approach to their health in general. Preventative health care is encouraged, which means that consumers work to avoid health problems to reduce costs. The reduction of costs associated to the city and the employee are drastic. In a broad sense, we are making government more efficient and being good stewards of community resources. At this point, we can see noticeable cost savings associated with this plan. For instance, in FY 2005, there was a less than 7 percent increase in costs from FY 2004. In FY 2006, there was a $2.2 million decrease from FY 2005.

If performance measures were used, indicate what they were within the category of qualitative, quantitative, efficiency, effectiveness or workload statistics.

The city of Las Vegas is currently developing an integrated system of performance management, strategic planning, and performance based budgeting. This process (Performance Plus) is expected to be completed in the next year; the results of which will be applied to this program creating a system of performance measures that can demonstrate success.

The already demonstrated success is in healthier employees at a lower cost which we can demonstrate as well as educate other municipal officials on the path towards success.

Alliance for Innovation – Creating Sustainable Futures: Global Issues/Local Solutions

Program Description

The Planning & Development Department, in conjunction with Fleet Services, Information Technologies, and Finance & Business Services is developing a city wide sustainability program that will be the first in the region, if not the state. The program ranges from conservation, recycling, solar power, building design and alternate fuels to streamlining the purchasing process to achieve sustainable goals.

Innovation/Creativity

How did you unleash or encourage creativity in order to generate solutions?

We encouraged creativity in order to generate solutions by creating a CELEBRATE (City Employees Lowering Energy costs By Recycling and Tracking Efficiency) committee that involved people who believed in sustainability, from different disciplines. After evaluating data, availability, and overall impact of green house gas emissions, CELEBRATE focuses on five specific areas: paper consumption, energy consumption, vehicle performance & fuel economy, the Club Ride Program and recycling efforts. By Searching the Internet to see what other cities and departments are doing, the city has been able to gain unique perspectives on alternatives. The committee also used a variety of methods to reach employees (e-mails, posters, contests such as "Trick My Trash" and a recycling collection drive called "Funky Gunk."

What ideas or opportunities emerged during your creative process?

The opportunity to better our environment and creating as much sustainability in our internal operations prior to asking our customers to incorporate sustainability in the way they do business with us emerged from the creative process. Also, by developing the term CELEBRATE – City Employees Lowering Energy costs By Recycling and Tracking Efficiency – enabled the committee to focus its direction.

How did your/concept stretch or improve the boundaries of ordinary governmental operations?

By fine tuning government operations within the city, significant savings and efficiencies developed. By computerizing the agenda for Planning Commission meetings, the city will save cases of paper each month. Through employee awareness, the city will lower electric bills by making simple yet effective adjustments (e.g. turning off light, monitors and printers should help make the department more efficient). The recycling program within the city has inspired employees to become more environmentally conscious at home as well.

Quality Management

What quality management principles, tools and procedures were applied to your service delivery?

The CELEBRATE committee is charged with scheduling meetings and providing literature to educate staff. By analyzing the actions of staff to see where efficiencies could be improved, the committee discovered the means by which to minimize certain expenditures of resources while at the same time improving results. The committee created a Department action plan and released the plan to staff. Actions provided for in the plan encouraged more recycling receptacles, two sided copies and selling reusable water bottles. The city will be measuring our success and making adjustments as necessary over the next year.

Value Proposition

What customer needs and expectations were identified and fulfilled?

The city identified the need for a recycling program for not only our customers, but also for our employees. Also, the Planning & Development Department specifically became more efficient with its general office practices. Becoming more efficient with work related tasks allows the City to be better stewards of community resources. By minimizing city resources such as paper consumption, electricity usage, and diesel fuels, the City becomes an example to other organizations and individuals as the entire community becomes more environmentally and economically sustainable.

How did your initiative improve access to your government?

The city of Las Vegas has created "SustainLasVegas," the first sustainability website for citizens and employees to become educated and gain access to the master plan and latest developments in the community with regards to sustainable actions. Additionally, the City is working with members of the community to develop an external committee on sustainability. That committee will help guide policy and management directives as the City of Las Vegas works to become highly regarded in the environmental protection discipline.

How was the health of your community improved as a result?

The city of Las Vegas is in the process of looking at ways to incorporate sustainability into the master plan for the region. Sustainability will not only benefit our current generation of civilization, but also the future generations where non-renewable resources will be more limited and less accessible. Through an ICLEI (International Council for Local Environmental Initiatives) Analysis, the city can study greenhouse gas emissions. Hence, the city will have a better understanding of what we are emitting and how the city can make improvements in the future to become compliant with the Climate Protection Act.

Building Organizational Capacity

How did you remove the barriers to your innovation?

As is the case in most organizations, communication is always a barrier. Working with other departments and asking for help was critical. The Planning & Development Department needed data from the Finance & Business Services Department, Fleet Services and the Club Ride Program. This city wide initiative would have taken months longer had departments collected and analyzed data individually, rather than successfully partnering together.

If you incorporated critical thinking and problem solving techniques, explain your execution process.

Working on the master plan is proving to be very difficult because the city of Las Vegas must balance sustainability with continued development. The city also needs to find ways to incorporate sustainability into residential building standards. As we work through this process, we will be working with outside stakeholders and internal policy makers to determine the best and most appropriate path to take, keeping sustainability in mind.

If your project involves teams, describe the level of autonomy, (i.e. setting goals, HR function, budget authority, etc.).

The CELEBRATE Committee was a team comprised of members from several different departments. Each department can be considered a team, as the responsibility falls on departments, divisions, sections and individual employees to create a movement which will lead to a healthier and more sustainable government organization. Autonomy was key in this process as the City Manager maintained a policy that the sustainable initiative at the city would be grass-roots, bottom-up approach.

What technological barriers did your organization overcome?

The Planning & Development Department wanted to power down our computers into "sleep" mode each night to save electricity, however, the IT Department indicated that due to technology restrictions at this time it would not be in the best interest of the city. The IT Department is currently analyzing policy and devising a solution that will allow municipal departments to save on electricity costs at downtimes during the day. Besides that small barrier, we found that most employees and stakeholders we encountered were waiting for this sustainability initiative and were willing to work to make it successful.

Management Philosophy and Culture

What philosophy, literature or body of research influenced your service delivery?

The city of Las Vegas relied on initiatives in other cities, including Los Angeles, Austin, Portland, Milwaukee, Seattle and San Francisco to provide meaningful and insightful

data about their challenges and successes. Comprehensive literature from sources such as SustainLane, Sierra Club and the Environmental Protection Agency provided guidance throughout this process.

How is it evident in your program concept?

Many of the policy actions in the Planning & Development Department Action Plan and on the SustainLasVegas Website are similar to the actions that are taking place in other cities around the country. The city's program concept is an intersection of the needs and demands of the city of Las Vegas, the model communities listed above and the literature provided by outside organizations.

Integrated Processes and Reengineering with the Use of Technology

What new technologies were necessary and what methods and/or applications did you incorporate?

Utilizing the SustainLasVegas Website has been a successful technology application that the city has incorporated from this initiative. Because the focus was on limiting resources while enhancing performance, many of the actions taken did not require new technologies.

What business processes were used during the development of your program/concept?

The aspect of this program which makes Las Vegas outstanding compared to our peers is that our effort to become sustainable has been a grassroots approach to creating momentum. Unlike other cities, Las Vegas does not have an office dedicated to sustainability. Rather, each department has developed its own set of unique programs and initiatives related to saving resources and efficiencies amongst the staff. This ground-up approach places the impetus on each employee in every city department. Instead of creating a new department director position and further a formalized organizational change from the top down, every level of our city government has adopted individual plans to generate sustainability.

Was an outside consultant used?

No.

Applicable Results and Real World Advice

What are the applications you could share, that would be of value to other local governments (minimum of three)?

The three applications that the city of Las Vegas would share with other local governments would be: 1) The Planning & Development Department Sustainable Action

Plan; 2) Developing the SustainLasVegas Website; and 3) The process by which the city was able to utilize staff in every department to create a momentum that is sustainable because the structure to support the momentum has a foundation based on employee wants and needs.

What are the results/outcomes?

While we cannot expect instant results from our policy modifications and dedication to sustainability, we do anticipate dramatic reductions in the consumption of resources and carbon dioxide emissions.

If performance measures were used, indicate what they were within the category of qualitative, quantitative, efficiency, effectiveness or workload statistics.

The city of Las Vegas is currently developing an integrated system of performance management, strategic planning, and performance based budgeting. This process (Performance Plus) is expected to be completed in the next year; the results of which will be applied to this program creating a system of performance measures that can demonstrate success. At this time, the City is tracking our greenhouse gas emissions, paper consumption, recycling abilities and various other sustainable actions which will be used to demonstrate our successes and challenges at the upcoming conference.