



HENDERSON
CITY HALL

HENDERSON

**MALCOLM BALDRIGE
NATIONAL QUALITY AWARD
APPLICATION PACKAGE**

Submittal Date: April 2024

A photograph of Henderson City Hall, a modern building with a geometric facade and large windows. The building is shown from a low angle, looking up. The sky is a deep blue. In the foreground, there are concrete steps leading up to the building. Two cylindrical trash cans are visible near the entrance. The overall image has a blue tint.

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ORGANIZATIONAL PROFILE

Organizational Profile

Note: The information requested in this section will provide context to ensure a deeper understanding of your organization and its environment. The Organizational Profile section will not be evaluated. You will have a limit of 2,000 characters and up to 3 charts, graphs, and/or tables for each question. This section should not include details of your key processes or results.

1 - What are your key products, services, and/or programs?

The City of Henderson is the largest full-service city in Nevada and has the highest customer satisfaction score for quality of life in the nation (the city received ETC's "Leading the Way" recognition, identifying it as receiving the top customer satisfaction score and in the top 10% of nationwide results for many of the community survey areas). The city's key product offerings are also its strategic priorities: community safety, healthy livable sustainable city, economic vitality, quality education, and high performing public service (see ORG PRO Fig 1). Its key services are those rated most important by residents on the community survey: Public Works (roadways and infrastructure), Police (crime prevention), Utility Services (water & wastewater service reliability), Parks and Recreation (quality of city parks & recreation programming), and Fire (fire and ambulance services). Being a full-service city directly providing a full suite of services enhances the city's ability to meet customer requirements, achieve its mission of enhancing the quality of life, and efficiently and effectively deliver key products and services.



2 - What are your mission, vision, and values or guiding principles?

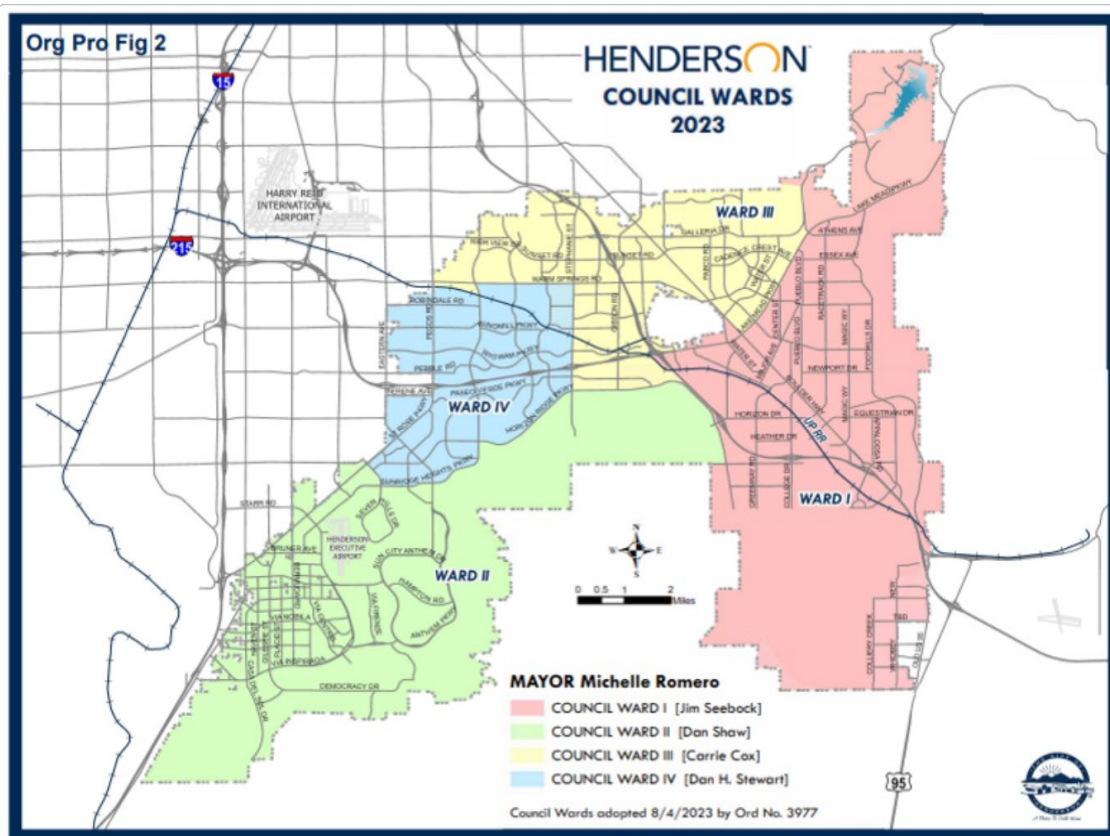
The city's mission is to "Provide Services and Resources that Enhance the Quality of Life for Those who Live, Learn, Work and Play in our City". Its vision is "To Be America's Premier Community", and the organizational values statement is "We are DRIVEN with INTEGRITY through COLLABORATION to achieve EXCELLENCE." (see ORG PRO Fig 1)

3 - What is your overall organizational leadership and governance structure?

The City of Henderson operates under a council/manager form of government. City policy is directed by a resident-elected mayor and four elected City Council members representing four wards (or geographic areas) of the city (see ORG PRO Fig 2, and responses to ORG PRO Question 11 and LG Question 1 for more). To ensure equal representation of its diverse population, and per Nevada law, the city redraws ward boundaries whenever one ward exceeds the population of any other ward by more than five percent. The city council appoints the City Manager, City Clerk, and City Attorney.

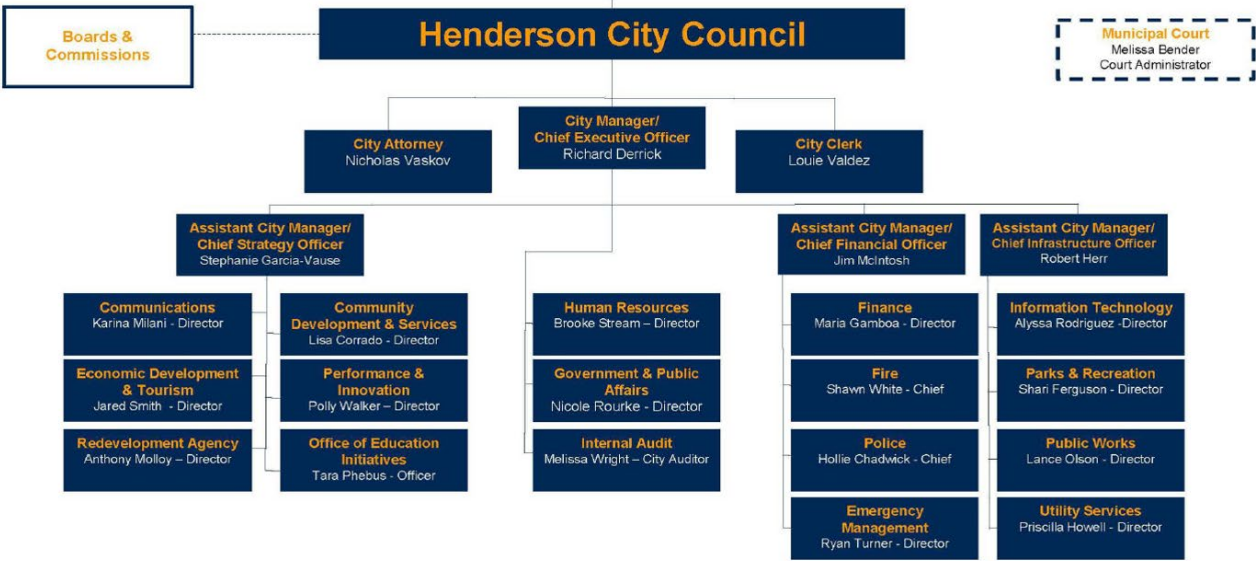
The City Manager implements the City Council's policy direction, provides recommendations to the council, and serves as the city's Chief Executive Officer. Along with three Assistant City Managers and twenty department heads who comprise the Executive Team, the City Manager directly oversees all city operations (see ORG PRO Fig 3).

The city has structured centralized service areas (departments) that have been organized based on core service synergy and funding source. These departments are vertically aligned to the City Manager (Chief Executive Officer) or one of the Assistant City Managers (Chief Infrastructure Officer, Chief Strategy Officer, and Chief Financial Officer). In alignment with the city's value of "Collaboration", city departments are also horizontally aligned to the city's key product and strategic outcome areas (community safety, healthy livable sustainable city, economic vitality, quality education, and high performing public service) (see ORG PRO Fig 4).

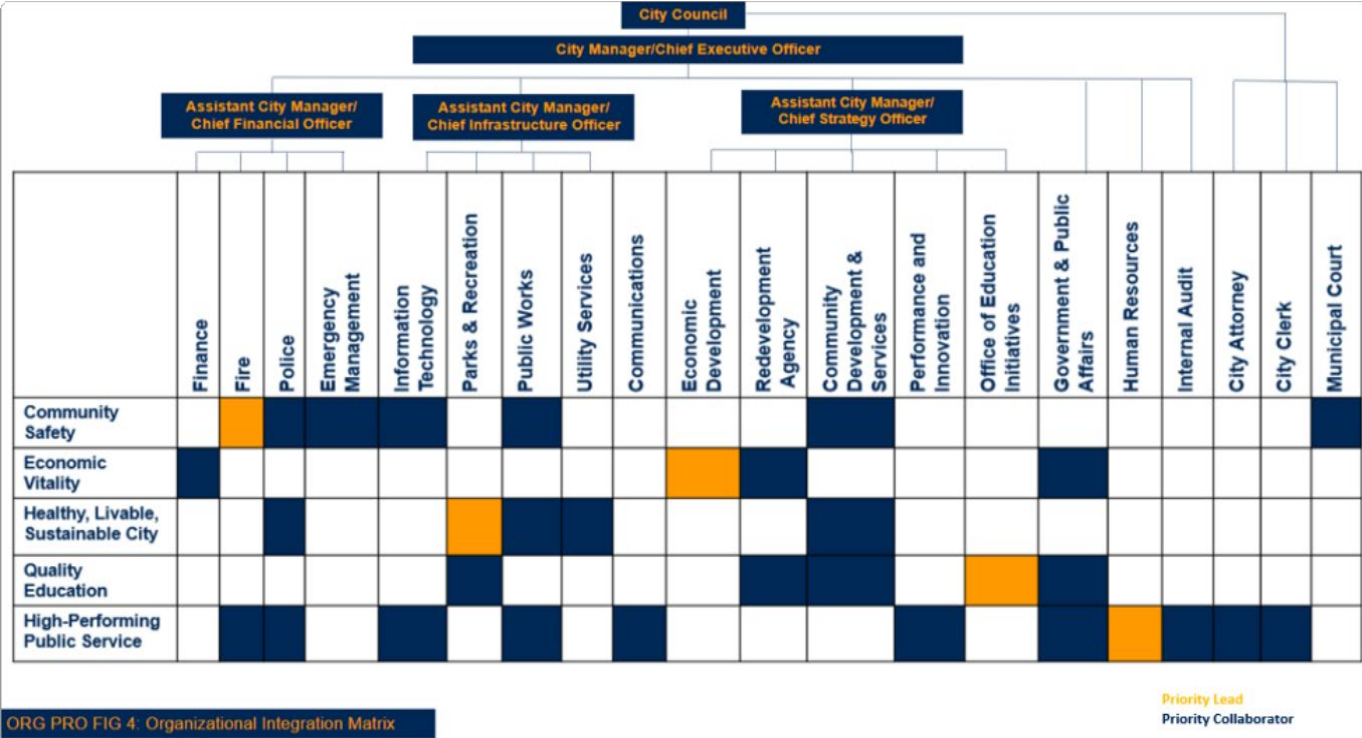


ORG PRO FIG 2

CITY OF HENDERSON RESIDENTS AND BUSINESSES



ORG PRO FIG 3



ORG PRO FIG 4

4 - What is your workforce profile, including makeup/important characteristics of your workforce (segments, demographics, the environment [centralized/dispersed, in-office/virtual])?

Team Henderson consists of approximately 2,300 full-time team members, up to 1,000 part-time team members (depending on the season), and over 525 active volunteers. The city's team members work in twenty business units (or departments) housed in 36 city buildings, police substations, recreation centers, fire stations, maintenance facilities, and water and waste treatment sites across Henderson. Workforce data can be analyzed and disaggregated based on various workforce segments such as gender, tenure, and full or part-time status (see ORG PRO Fig 5).

Union Representation: Although Nevada is a right-to-work state and not all team members are union members, the city has excellent working relationships with six police, firefighter, and teamster bargaining units. Binding contracts with these unions dictate hiring, promotion (career progression), leave, benefits, and other procedures for represented team members. **Work Environment:** Henderson team members work in both physical and virtual environments. The city's telework program evaluates and approves telework proposals at the business unit and job classification level based on core functions and potential benefit. The city's employees are deployed at city facilities located in all four wards.

ORG PRO FIG 5			
2023 City of Henderson Workforce Profile			
Status		Full Time	Part Time
		2280	1093
Gender	Male	1564	521
	Female	716	572
Telework	Eligible Employees	944	0
Tenure	0-5 years	936	1001
	6-15 years	728	78
	16-25 years	552	13
	26+ years	64	1
Ethnicity	White	1600	680
	Native Hawaiian/Other Pacific Islander	17	6
	Two or More Races	94	108
	American Indian/Alaskan Native	8	2
	Asian	100	36
	Black/African American	102	75
	Hispanic/Latino	359	186
Union Representation	Represented	1598	58
	Non-Represented	682	1035
Pay Class	Exempt	495	3
	Non-Exempt	1785	1090

ORG PRO FIG 5

5 - What are your key market segments and/or customer groups? What percentage of business volume/revenue does each comprise?

The city’s key customer group is residents, and its key market segments are the city’s four geographic ward areas (see ORG PRO Fig 2). There are approximately 336,500 resident-customers receiving services from the city. The primary revenue source for general fund departments at the city is Consolidated Tax (or C-Tax). C-tax was formulated in 1997 by the Nevada Legislature and combines six different tax types into one distribution (see FIN Fig 1). Each of the six different tax types (Cigarette, Liquor, Government Services, Real Property Transfer, Basic City County Relief, Supplemental City County Relief) are consolidated into C-Tax and then equitably allocated to the political subdivisions based on residential population and a distribution formula set by the Nevada Legislature. Other sources of revenue for the city include property taxes, grants, charges for services and franchise fees. By diversifying revenue streams and utilizing good financial management practices (including C-Tax projections), the city minimizes risk (see OC Fig 1).

6 - What role do suppliers, partners, and collaborators perform in producing and delivering your key products, services, and/or programs?

City of Henderson suppliers contract with the city to provide professional services and supplies. Key suppliers include Southern Nevada Water Authority, Penta Building Group, Las Vegas Paving, Motorola Solutions, and Nevada Energy. Suppliers provide products and services that are outside of the city’s identified core services and legislative authority as dictated by the Nevada State Legislature and city charter (see ORG PRO Fig 6). The city considers government organizations and regulatory agencies as partners with whom the city works closely to provide services that support community safety, education, and health. These key partners include Clark County, City of North Las Vegas, Las Vegas Convention and Visitors Authority, Occupational Safety and Health Administration, and the Clark County School District (see ORG PRO Fig 6). The City of Henderson collaborates with organizations to form public/private partnerships that reduce costs and risks to the city while providing innovative service offerings and facilities (see ORG PRO Fig 7). Some of the city’s collaborators are the Vegas Golden Knights and the College of Southern Nevada.

ORG PRO FIG 6			
Key Suppliers, Partners, and Collaborators			
	Suppliers	Partners	Collaborators
Key Types	Vendors, Outsourcing Companies	Regulatory Agencies, Government Agencies	Public/Private Partnerships
Examples	Southern Nevada Water Authority, Penta Building Group, Las Vegas Paving, Motorola Solutions, Nevada Energy, etc.	Clark County, City of North Las Vegas, City of Las Vegas, Las Vegas Convention and Visitors Authority, Occupational Safety and Health Administration, Clark County School District, etc.	Vegas Golden Knights, Wildhorse Golf Course, College of Southern Nevada, etc.

ORG PRO FIG 6

ORG PRO FIG 7							
Intelligent Risk Projects (Partial List)							
Project Name	2019	2020	2021	2022	2023	Benefit(s) @	Key Outcome Alignment
Lifeguard Arena (Public-Private Partnership)				X		Increase community engagement and satisfaction, Increase recreation opportunities	Healthy Livable Sustainable City, Economic Vitality, High Performing Public Service
Dollar Loan Center (Public-Private Partnership)				X		Increase community engagement and satisfaction, Increase recreation opportunities	Healthy Livable Sustainable City, Economic Vitality, High Performing Public Service
Water Street Innovation Corridor	X	X	X	X		Increase community engagement and satisfaction, Increase traffic flow, etc.	Community Safety, Healthy Livable Sustainable City, Economic Vitality, High Performing Public Service
Workforce Employment Center (Public-Private Partnership)					X	Increase resident satisfaction, increase business attraction	Healthy Livable Sustainable City, Economic Vitality, High Performing Public Service
East Henderson Field House (Public-Private Partnership)					X	Increase community engagement and satisfaction, Increase recreation opportunities	Healthy Livable Sustainable City, Economic Vitality, High Performing Public Service
West Henderson Field House (Public-Private Partnership)					X	Increase community engagement and satisfaction, Increase recreation opportunities	Healthy Livable Sustainable City, Economic Vitality, High Performing Public Service

ORG PRO FIG 7

7 - What types of competitors do you have, and what differentiates your organization?

The city's resident satisfaction with quality of life (93%) is the highest in the nation for mid-to-large sized cities participating in the nationwide community survey (see results for ST 2.1). The city considers this unique advantage to be its core competency and draws residents from neighboring, competitor communities in the Las Vegas Valley: Clark County, Las Vegas, and North Las Vegas. To attain its vision "To Be America's Premier Community", the city also benchmarks its performance against national high-performing organizations that: a) have won a Baldrige Award, b) are What Works Cities-certified, and/or c) are a National Performance Consortium member with a quality of life customer satisfaction score of 90% or better. The city continues to provide a premier quality of life by leveraging accreditations and best practice approaches (see results for LG 4.3), integrated leadership system (see ORG PRO Fig 9), National Performance Consortium participation (see OPS Fig 1), matrix management approach (see response to ORG PRO Fig 4), and public- private partnerships (see ORG PRO Fig 7) to ensure continued premier key product and service delivery for future populations.

8 - What are your key communities? What role do these relationships play in supporting your organization and your key communities?

Note: Key communities may include the following:

- Local/geographic (e.g., volunteerism and other activities that benefit your community)
- Professional (e.g., participation and/or leadership of professional societies)
- Industrial (e.g., participation and/or leadership of trade associations)

The city's key communities are the four wards, or geographic areas (see ORG PRO Fig 2), that are individually represented by the City Council. The resident-elected Mayor and City Council members serve their respective wards and represent the diverse interests of the community. Because they elect the City Council members, residents have direct access and input into city strategies, operations, and approaches.

9 - What are the strategic challenges, threats, advantages, opportunities, core competencies, or other critical factors that most impact your organization’s success and sustainability?

The city’s strengths include its engaged workforce, competitive property tax structure, and high customer satisfaction. Strategic challenges including maintaining positive financial trends during economic fluctuations, workforce capacity and capability impacts, and attracting diverse businesses and jobs. External opportunities for the city are a close knit and engaged community, national recognition for quality of life, and strategic assets. The city’s external threats include environmental challenges as a result of drought, service delivery challenges while experiencing population growth, and educational outcomes (see ORG PRO Fig 8).

The city’s resident satisfaction with quality of life (93%) is the highest in the nation for mid-to-large sized cities participating in the Nationwide Community Survey (see results for ST 2.1). The city considers this unique advantage to be its core competency.

The most critical factor impacting the city’s success is its ability to deliver its key product offerings and key services effectively (high service levels) and efficiently (low costs) to a growing population. The city continues to provide a premier quality of life by leveraging best practice approaches (see results for LG 4.3, Organizational Profile Response 10, and OPS Fig 1), integrated Path to Premier approach (see ORG PRO Fig 9), sound financial and planning approaches (see results in FIN category) and its matrix management approaches (see ORG PRO Fig 4 and OPS Fig 2) that ensure premier key product and service delivery.

ORG PRO FIG 8: Strategic Strengths, Challenges, Opportunities, and Weaknesses	
Internal	
Strengths (Advantages)	Weaknesses (Challenges)
Culture exemplifying the values of driven, integrity, collaboration, and excellence	Workforce capacity and capability impacts due to workforce retirements
Strong financial balance sheet	Attracting and retaining diverse businesses and jobs
Top-tier bond rating	Maintaining positive financial trends during economic fluctuations
Competitive business climate and tax structure	Increasing positive outcomes in K-12 education
High customer satisfaction	
Engaged Workforce	
External	
Opportunities	Threats
Close knit and engaged community	Providing equitable opportunities for all income classes in a regional economy
National recognition for quality of life	Environmental challenges as a result of drought conditions
Strategic assets including LEED-certified facilities	Aging infrastructure
	Service delivery challenges as a result of population growth

ORG PRO FIG 8



ORG PRO FIG 9

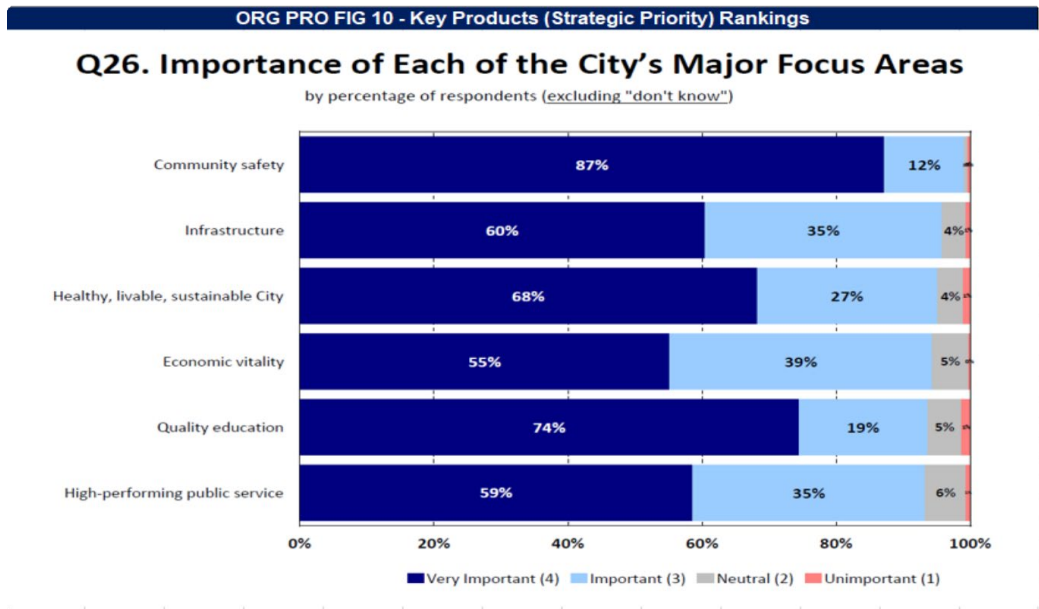
10 - What are your key applicable regulations, as well as accreditation, certification, or registration requirements?

Regulatory agencies, industry groups, and other organizations provide legal and regulatory requirements, oversight, and guidance. The city is committed to partnering with these agencies to meet or exceed all requirements (see ORG PRO Fig 6 and results for OC 2.1). The City of Henderson’s vision is “To Be America’s Premier Community”, one of the top performing cities in the nation as measured by performance data. In alignment with the city’s values and its strategic priority of “High Performing Public Service”, external accreditations and certifications help the city identify opportunities for improvement and determine if the city is achieving “premier performance”. In addition to multiple departmental accreditations, the city has also attained several organization-wide accreditations, including a regional top-level Baldrige/Pinnacle Award for Performance Excellence and a What Works Cities (WWC) Gold Certification for data-driven, well-managed local governance. Henderson’s submittal for a Bloomberg WWC Platinum Certification, a global recognition for data-driven and well-managed local governance, is currently pending (see results for LG 4.3).

11 - Is there anything you consider unusual about your environment or business model that would aid in understanding your organization?

The city council is elected by and directly represent and “report to” their customers. If a sitting city council member is not responsive to their ward’s needs, they will not be re-elected. This is the method by which city council members are “evaluated” by residents. This type of direct customer representation is unique to government and allows the city to be extremely aware and responsive to customer needs (see response for ORG PRO Question 3).

The city’s community survey provides residents with the ability to rank key products by importance (see ORG PRO Fig 10), which informs city strategic initiative rankings and operational budget requests. The top-ranked key product in the citywide community survey is community safety, with 99% of resident respondents indicating it as "very important" or "important". The second most-highly ranked key product in the community survey is quality education at 95%. The quality education key product is a unique focus for the city since schools are part of the Clark County School District, an organization for which the city doesn’t have direct authority or oversight. The city’s education initiatives team works directly with schools and principals within the city limits and writes/supports legislation that positively impacts community education.



ORG PRO FIG 10

A photograph of Henderson City Hall, a modern building with a geometric facade and large glass windows. The building is shown from a low angle, looking up. The sky is a deep blue. In the foreground, there are concrete steps leading up to the building. Two cylindrical trash cans are visible near the entrance. The overall image has a blue tint.

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LEADERSHIP & GOVERNANCE

Leadership and Governance

1 - Briefly describe and/or depict your leadership and governance processes and/or systems, including processes for succession planning and for two-way communication.

The duties and authority of the City Council and City Manager are outlined in City Charter (see LG Fig 1 and LG Fig 2).

The Council sets policy, while the City Manager implements that policy and oversees city operations. The city's governance policies and protocols are outlined in the city's "Exceptional Governance Policy and Protocol", a document that integrates and outlines roles, a code of conduct, a code of ethics, and an accountability approach.

City leaders working within the organization utilize a systematic, integrated leadership model called "The Path to Premier" (see ORG PRO Fig 9) that relies on data and information to support sound decision-making. The Path to Premier (P2P) is an ongoing evaluative approach that utilizes customer and team member requirements to drive performance, helping the city reach its vision of "Becoming America's Premier Community".

Future leaders participate in the city's Premier Leadership Academy (PLA) leadership development program, a supervisor training series, and job shadowing opportunities that help position and prepare them for future growth. PLA has been continuously improved over time by incorporating feedback from participants and has demonstrated high performance, with many of the graduates promoting to higher positions within the organization (see results for WF 5.1 and 5.2).

Senior leaders foster relationships and engage customers, team members, suppliers, partners, and collaborators through robust, systematic communication approaches (see LG Fig 3). These feedback avenues are monitored and used to improve city processes, ensure transparency and accountability, and support engagement with various important communities. Both team members and residents rank city communication highly (see results for LG 2.2 and LG 2.3).

LG FIG 1: Henderson City Charter

- Sec. 1.090 Executive Officers.**
- The City Council of the City shall appoint the following Executive Officers:
 - City Manager.
 - City Attorney.
 - City Clerk.
 - The City Council may establish such other Executive Officers as it may deem necessary for the operation of the City. Appointment of such Executive Officers must be made by the City Manager.
 - The appointments of the following Executive Officers are subject to ratification of the City Council:
 - Chief of Police.
 - Assistant City Manager.
 - Fire Chief.
 - Chief Financial Officer.
 (Ch. 266, Stats. 1971 p. 403; A—Ch. 596, Stats. 1995 p. 2206; Ch. 266, Stats. 2013 p. 1207)
- Sec. 1.100 Executive Officers: Duties; salary.**
- All Executive Officers other than the City Attorney and City Clerk shall perform such duties as may be designated by the City Manager.
 - All Executive Officers of the City shall receive such salary as may be designated by the City Council.
- (Ch. 266, Stats. 1971 p. 404; A—Ch. 266, Stats. 2013 p. 1207)
- Sec. 1.110 Oath of office.** Every person elected or appointed to fill any elective office shall subscribe to the official oath as provided by the City Council. Every such person shall swear or affirm that he or she is not under any direct or indirect obligation to vote for, appoint or elect any person to any office, position or employment in the City government.
- (Ch. 266, Stats. 1971 p. 404)
- Sec. 2.010 City Council: Qualifications; election; term of office; salary.** [Effective until the date of the completion of the canvass of the election returns from the 2022 General Election for the City of Henderson, and after that date unless the question set forth in subsection 2 of section 5 of Assembly Bill No. 282 (2019) is approved and ratified by the registered voters of the City of Henderson at the 2022 General Election.]
- The legislative power of the City is vested in a City Council consisting of four Council Members and the Mayor.
 - The Mayor must be:
 - A bona fide resident of the territory which is established by the boundaries of the City for the 12 months immediately preceding the last day for filing a declaration of candidacy for the office.
 - A qualified elector within the City.
 - Each Council Member must be:
 - A bona fide resident of the territory which is established by the boundaries of the City for the 12 months immediately preceding the last day for filing a declaration of candidacy for the office.
 - A qualified elector within the ward which he or she represents.
 - A resident of the ward which he or she represents for at least 30 days immediately preceding the last day for filing a declaration of candidacy for the office, except that changes in ward boundaries pursuant to the provisions of section 1.040 do not affect the right of any elected Council Member to continue in office for the term for which he or she was elected.
 - All Council Members, including the Mayor, must be voted upon by the registered voters of the City at large and, except as otherwise provided in sections 5.020 and 5.120, shall serve for terms of 4 years.
 - The Mayor and Council Members are entitled to receive a salary in an amount fixed by the City Council. The City Council shall not adopt an ordinance which increases or decreases the salary of the Mayor or the Council Members during the term for which they have been elected or appointed.
- (Ch. 266, Stats. 1971 p. 404; A—Ch. 98, Stats. 1977 p. 206; Ch. 23, Stats. 1993 p. 45; Ch. 596, Stats. 1995 p. 2206; Ch. 218, Stats. 2011 p. 955; Ch. 558, Stats. 2019 p. 3551)
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- The legislative power of the City is vested in a City Council consisting of one Council Member from each ward and the Mayor.
 - The Mayor must be:
 - A bona fide resident of the territory which is established by the boundaries of the City for the 12 months immediately preceding the last day for filing a declaration of candidacy for the office.
 - A qualified elector within the City.
 - Each Council Member must be:
 - A bona fide resident of the territory which is established by the boundaries of the City for the 12 months immediately preceding the last day for filing a declaration of candidacy for the office.
 - A qualified elector within the ward which he or she represents.
 - A resident of the ward which he or she represents for at least 30 days immediately preceding the last day for filing a declaration of candidacy for the office, except that changes in ward boundaries pursuant to the provisions of section 1.040 do not affect the right of any elected Council Member to continue in office for the term for which he or she was elected.
 - All Council Members, including the Mayor, except as otherwise provided in sections 5.020 and 5.120, shall serve for terms of 4 years.
 - The Mayor and Council Members are entitled to receive a salary in an amount fixed by the City Council. The City Council shall not adopt an ordinance which increases or decreases the salary of the Mayor or the Council Members during the term for which they have been elected or appointed.
- (Ch. 266, Stats. 1971 p. 404; A—Ch. 98, Stats. 1977 p. 206; Ch. 23, Stats. 1993 p. 45; Ch. 596, Stats. 1995 p. 2206; Ch. 218, Stats. 2011 p. 955; Ch. 558, Stats. 2019 p. 3551; Ch. 350, Stats. 2019 p. 2177, effective on the date of the completion of the canvass of the election returns from the 2022 General Election for the City of Henderson if the question set forth in subsection 2 of section 5 of Assembly Bill No. 282 (2019) is approved and ratified by the registered voters of the City of Henderson at the 2022 General Election. See: Statutes of Nevada 2019, p. 2182.)
- Sec. 2.020 City Council: Contracts.** Members of the City Council may vote on any lease, contract or other agreement which extends beyond their terms of office.
- (Ch. 266, Stats. 1971 p. 405)
- Sec. 2.030 City Council: Discipline of members and other persons; subpoena power.**
- The City Council may:
 - Provide for the punishment of any member for disorderly conduct committed in its presence.
 - Order the attendance of witnesses and the production of all documents and data relating to any business before the City Council.
 - If any person ordered to appear before the City Council or to produce documents or data fails to obey such order:
 - The City Council or any member thereof may direct the City Attorney to apply to the Municipal Court for a subpoena commanding the attendance of the person before the City Council or production of the documents or data to the City Council.
 - A Municipal Judge may issue the subpoena, and any peace officer may serve it.
 - If the person upon whom the subpoena is served fails to obey it, the Municipal Court may issue an order to show cause why such person should not be held in contempt of the Municipal Court and upon hearing of the matter may adjudge such person guilty of contempt and punish him or her accordingly.
- (Ch. 266, Stats. 1971 p. 405; A—Ch. 266, Stats. 2013 p. 1208)
- *Sample of City Council Duties and powers. For the complete language, please refer to Henderson City Charter Articles I, II, and III.

LG FIG 1

LG FIG 2

- Sec. 3.020 City Manager: Duties.**
- The City Manager is the Chief Executive Officer of the City and shall perform such administrative and executive duties as the City Council may designate. His or her duties and salary must be set by the City Council.
 - The City Manager may appoint such clerical and administrative assistants as he or she may deem necessary, subject to the approval of the City Council.
 - The Mayor or a Council Member may not be appointed as City Manager during the term for which he or she was elected or within 1 year after the expiration of his or her term.
- (Ch. 266, Stats. 1971 p. 413; A—Ch. 596, Stats. 1995 p. 2212; Ch. 266, Stats. 2013 p. 1211)

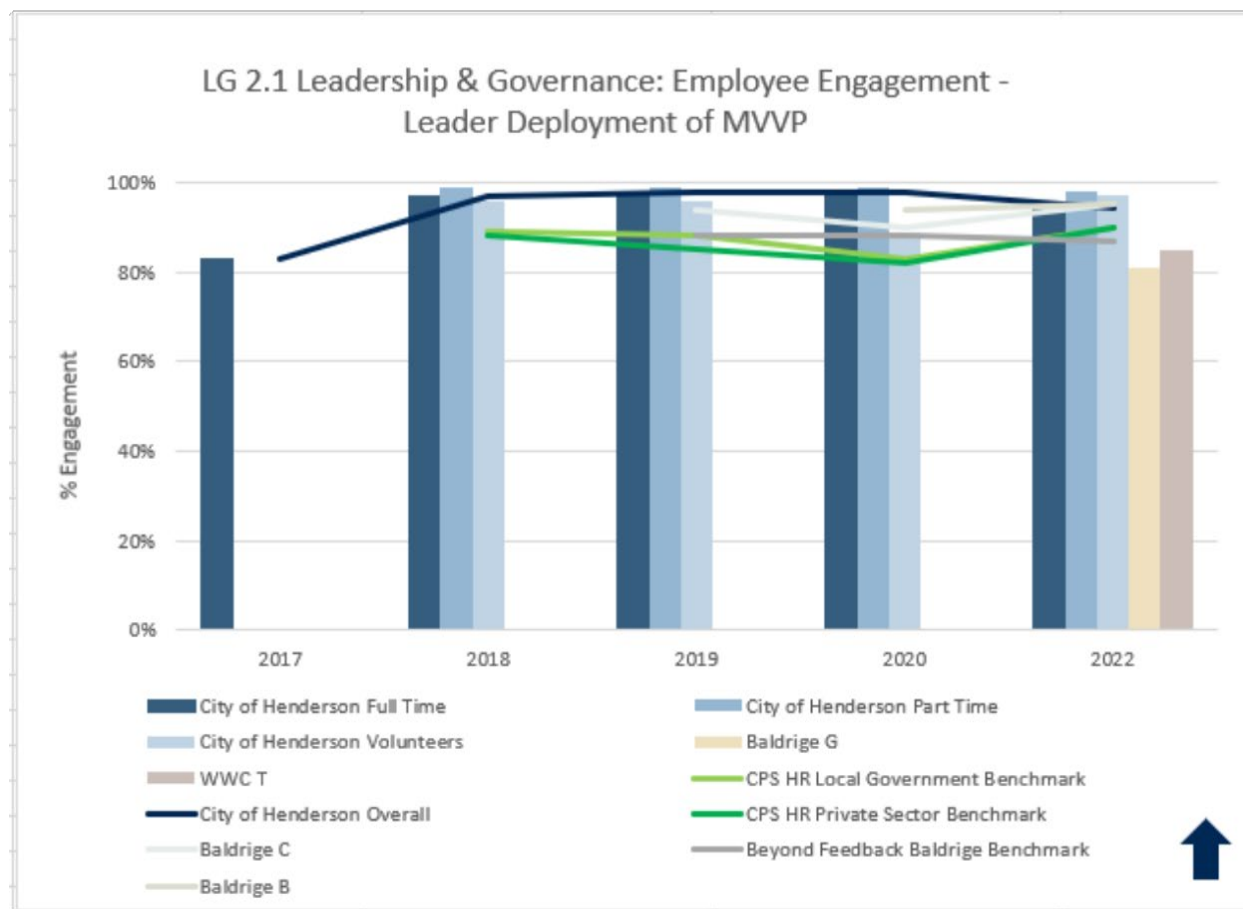
LG FIG 2

LG FIG 3				
Two-Way Communication Avenues				
Method	Team Members	Customers	Partners	Suppliers
New Employee Orientation	X			
Annual Performance Evaluation/Quarterly Feedback Sessions	X			
High Fives Reward and Recognition Program *	X			
City Manager's Video	X			
Employee Engagement Survey	X			
Employee Newsletter (City Spotlight)	X			
MVVP Badge Card	X			
City Emails and Announcements (internal and external)	X	X	X	X
Henderson Huddles (All-City Employee Meetings)	X			
Training Programs and Offerings	X			
Strategic Summit	X			
Operations Review Meetings	X			
Executive, Department, Division and Section Meetings	X			
Monday with the Mayor and Council Conversations Meetings	X	X	X	X
Community News and Activities Newsletter (Henderson Happenings)	X	X	X	X
City Council Meetings	X	X	X	X
City Website (external)	X	X	X	X
City Website (intranet - CityNet)	X			
Vendor/supplier website (NGEM)	X	X	X	X
MVVP and Path to Premier Posters at City Facilities *	X	X	X	X
Customer Communication Monitors *	X	X	X	X
Board & Commission Meetings (Staffed by Residents, Businesses, Stakeholders, and Partners)	X	X	X	X
Strategic Survey Contact Henderson Email	X	X	X	X
Henderson Innovation Program (HIP)	X			
Contact Henderson	X	X	X	X
Comment Cards	X	X	X	X
Community Survey	X	X	X	X
Strategic Progress Reports	X	X	X	X
Open Data Portal	X	X	X	X
State of the City *	X			
Social Media (Facebook, Instagram, LinkedIn, etc.)	X	X	X	X
Open Budget Portal	X	X	X	X
Cross-Collaborative/Matrix Workgroups (Staffed by Team Members, Residents, Businesses, Stakeholders, and Partners)	X	X	X	X
* = one-way communication				

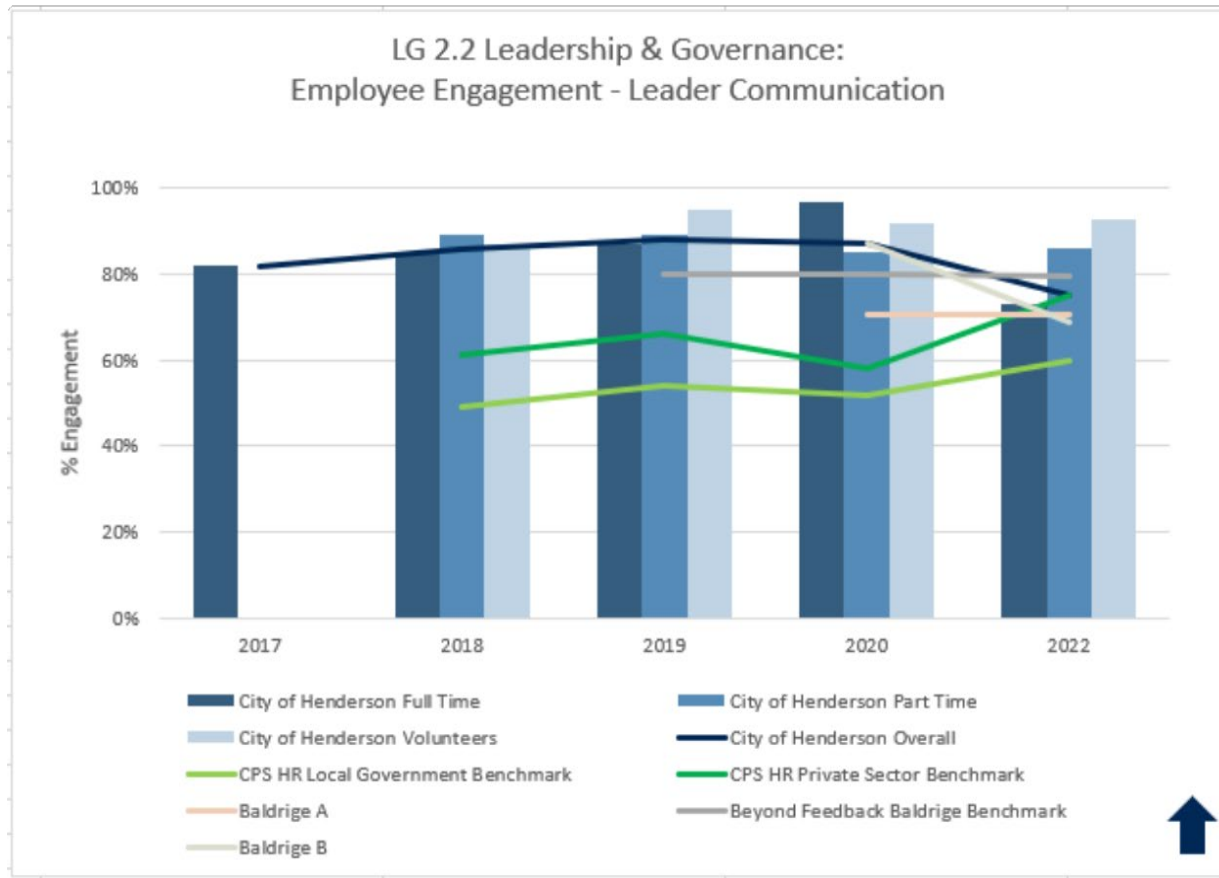
LG FIG 3

2 - What are your results for the effectiveness of senior leaders' engagement and communication by key workforce segments (e.g., workforce ratings of leaders)?

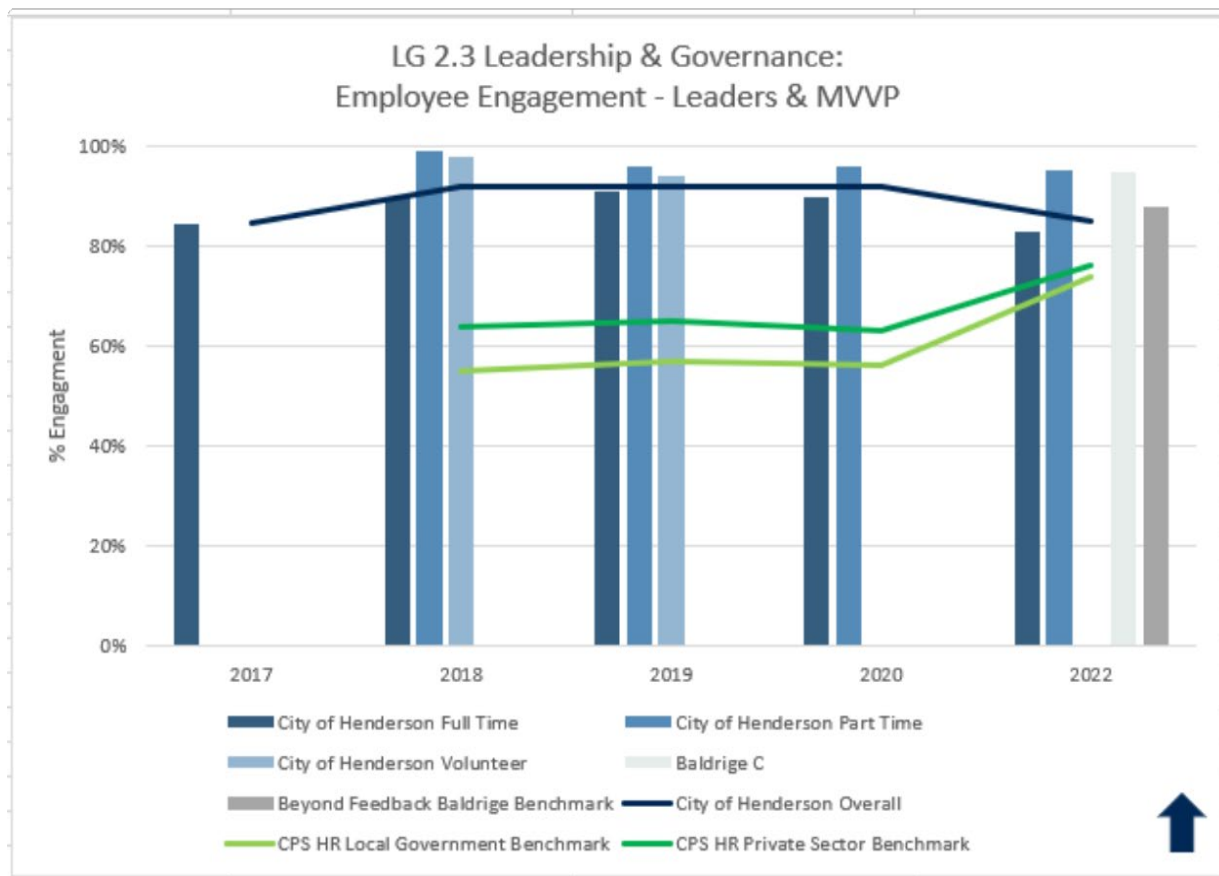
City leaders utilize multiple fully deployed, systematic communication approaches (see LG Fig 3) to drive the city's MVVP, encourage two-way communication, cultivate innovation and diversity, support team member engagement, and create a focus on action. Communication avenues have been improved over time, with additional methods being added to ensure messaging is reaching all workforce segments and key communities. The city's employee engagement survey results indicate sustained performance that surpasses local competitors, private sector, and best-in-class Baldrige benchmarks. *Notes: The local government benchmark represents results from valley competitors (municipalities) participating in the survey. 2022's slight downtick in full time results was primarily due to a decrease in one business unit's engagement results. They are being addressed through an executive-level change and department action planning.*



LG 2.1



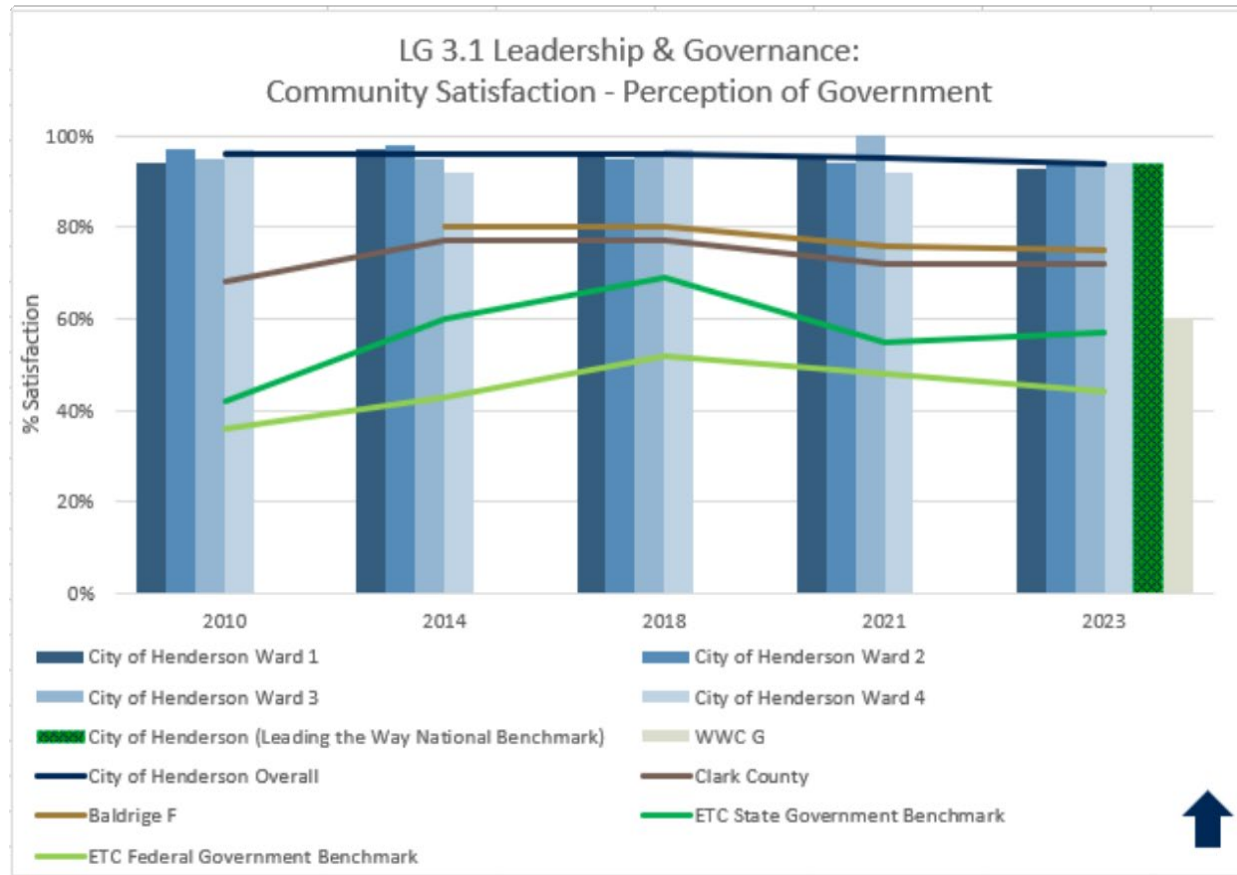
LG 2.2



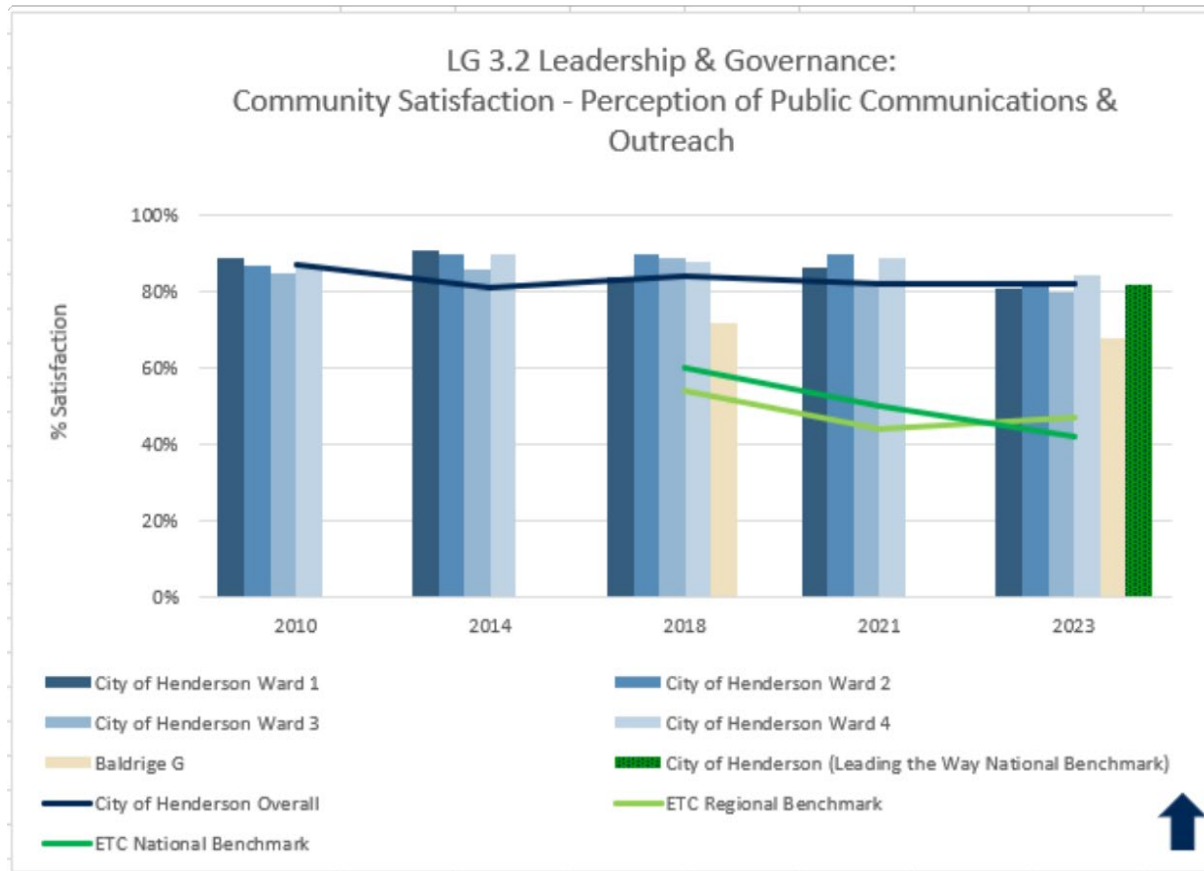
LG 2.3

3 - What are your results for the effectiveness of senior leaders' engagement and communication by key customer and stakeholder segments?

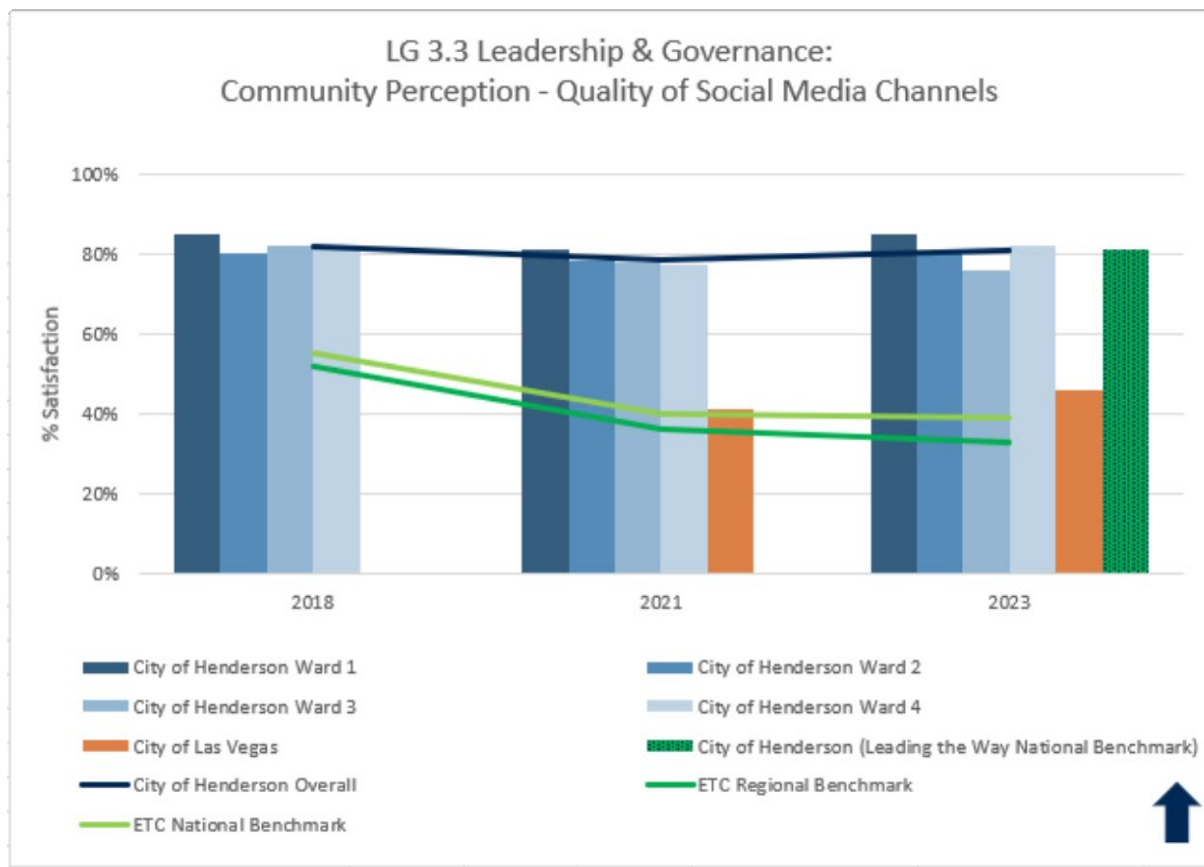
City leaders drive accountability, engagement, and transparency via systematic communication avenues (see LG Fig 3) that support and enhance Henderson's quality of life. The city's community survey is deployed to all key communities and is statistically valid. As part of ongoing improvement, the cadence of surveys changed in 2021 from every four years to every two years. The city's community survey results indicate sustained performance that outperforms local competitors, private sector, and best-in-class Baldrige benchmarks. *Notes: The local/regional government benchmark represents results from valley competitors (municipalities) participating in the survey. 3.2 - Baldrige Benchmark G confirmed there were no surveys between 2018 and 2023.*



LG 3.1



LG 3.2



LG 3.3

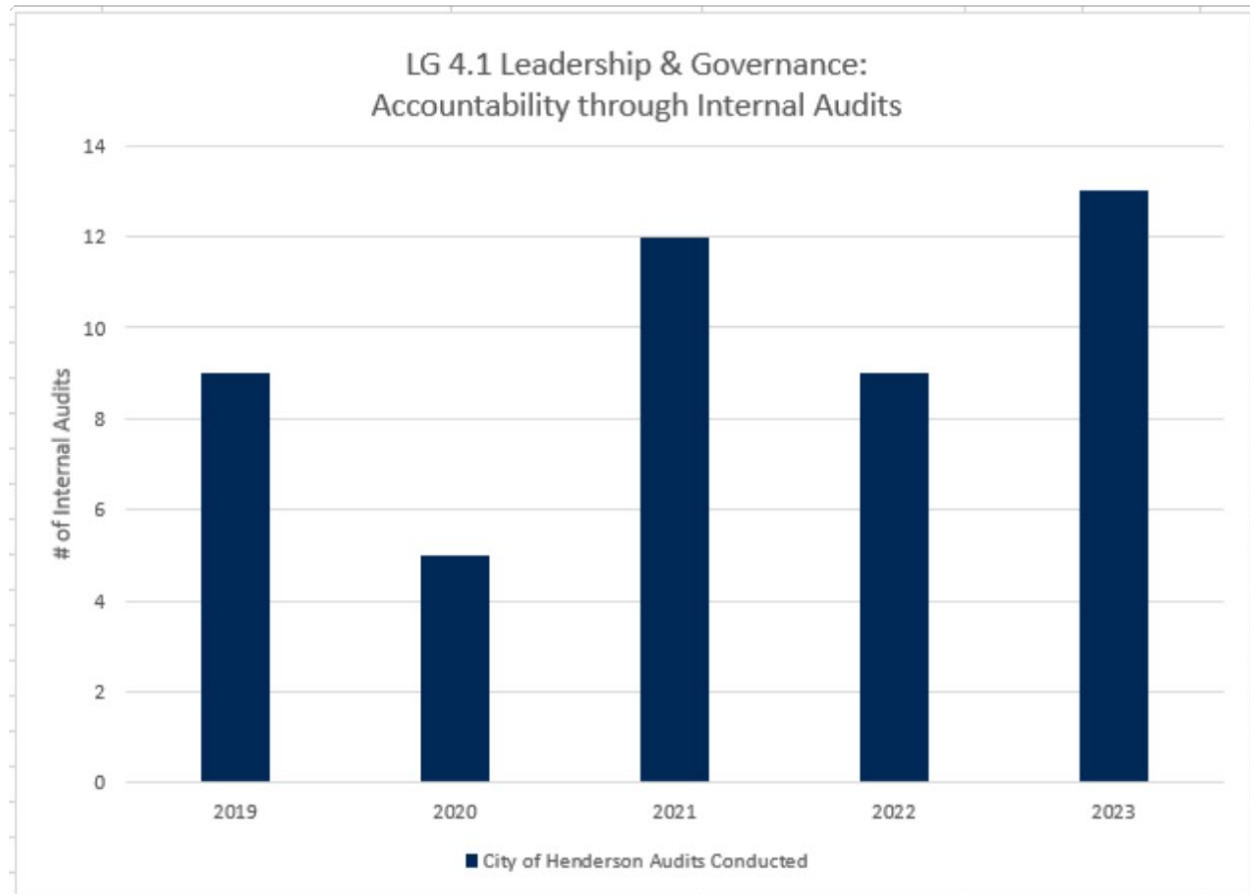
4 - What are your results for leadership and governance accountability (e.g., internal and external audits and assessments, certifications, and accreditations)?

Note: Comparisons are not expected for this question.

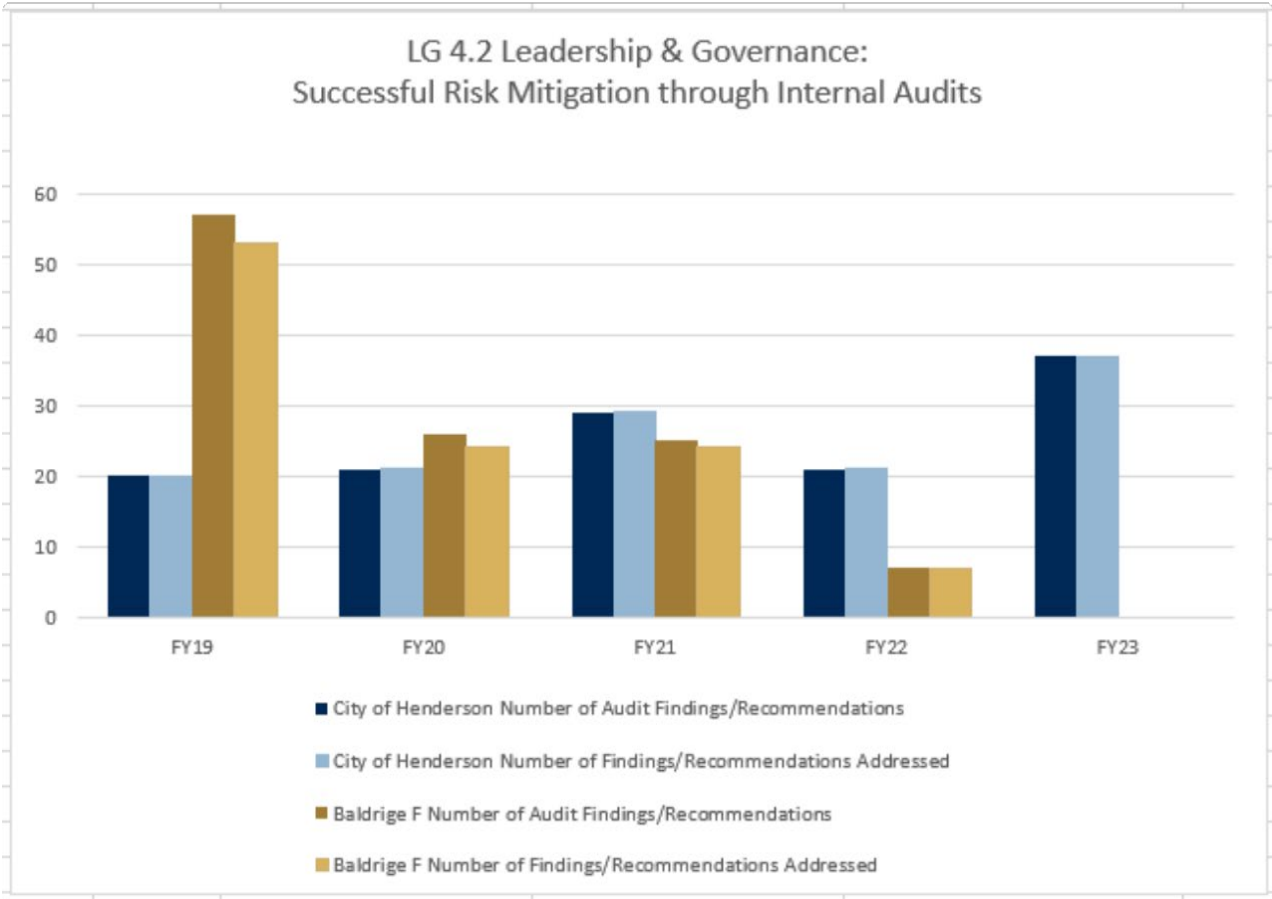
As part of its systematic risk management approach (OC Fig 1), the city's internal audit (IA) process assesses risk annually, prioritizes planned audits based on that assessment, and is overseen by a committee that includes two members of the community (the addition of a second community member was a result of a recent improvement). The IA findings document outlines strengths and opportunities for improvement. Results indicate sustained performance surpassing the best-in-class Baldrige benchmark with all findings being addressed. *Notes: IA results should not be compared from year to year, as audits are identified and conducted based on risk.*

External accreditations ensure accountability through outside evaluations and assessments (see response to ORG PRO 10). The city has attained numerous departmental and organization-wide accreditations.

See Finance Section for responses and results related to external fiscal accountability.



LG 4.1



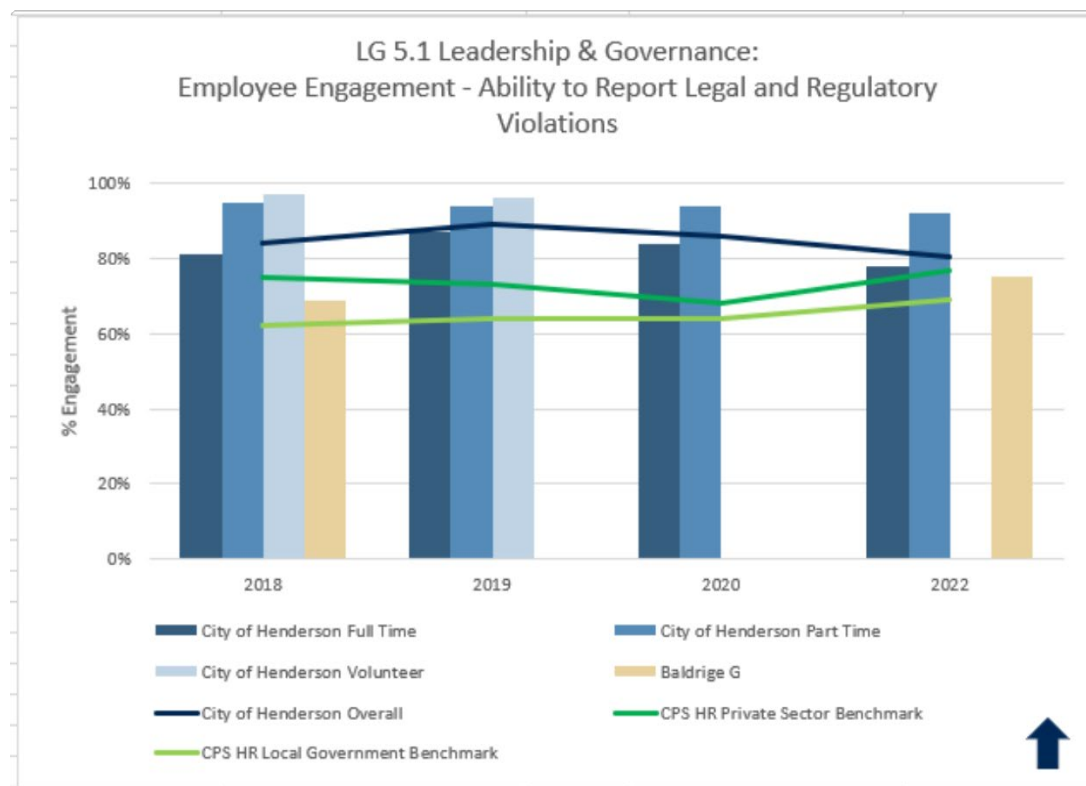
LG 4.2

LG 4.3 Leadership & Governance: National Accreditations, Certifications and Best Practice Recognitions (Partial List)			
Priority	Department	Accreditation/Certification	Year
Community Safety	Fire	Commission on Fire Accreditation International (One of only a few five-time accredited fire organizations worldwide)	1999-2024
	Fire	Commission on Accreditation of Ambulance Services	1999-2026
	Fire	ISO Class 1 Community Certification	2020-2025
	Police	Commission on Accreditation for Law Enforcement Agencies (CALEA) - Law Enforcement	2002-2025
	Police	CALEA Accreditations - Communications	2015-2025
	Emergency Management	Citywide ISO 14001 & 45001 Certification	2023-2026
	Police	ISO/IEC Accreditation for Forensics Testing Laboratories	2016-2025
	Emergency Management	Emergency Management Accreditation Program (EMAP) Accreditation	2016-2024
Healthy Livable Sustainable City	Parks and Recreation	Commission for Accreditation of Park and Recreation Agencies	2001-2026
	Public Works	American Public Works Association Accreditation	2017-2025
	Public Works	American Association of State Highway Transportation Officials Accreditation	2018-2024
	Utilities	American Public Works Association Accreditation	2019-2027
High Performing Public Service	Citywide	Bloomberg What Works Cities Silver Certification for Data Excellence	2021
	Citywide	Southwest Alliance for Excellence (SWAE) Pinnacle Award for Performance Excellence	2022
	Citywide	Bloomberg What Works Cities Gold Certification for Data Excellence	2023
	Citywide	Bloomberg What Works Cities Platinum Certification for Data Excellence (Assessment In Progress)	2024
	Citywide	ETC Institute Leading the Way Award for Top 10% of Community Survey Performers Nationwide	2023
Economic Vitality	Finance	Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting	1981-2024
	Finance	GFOA Popular Financial Reporting Award	2017-2023
	Finance	GFOA Distinguished Budget Presentation Award	2023

LG 4.3

5 - What are your results for grievances and complaints, including those related to safety, the Equal Employment Opportunity Commission (EEOC), and ethics?

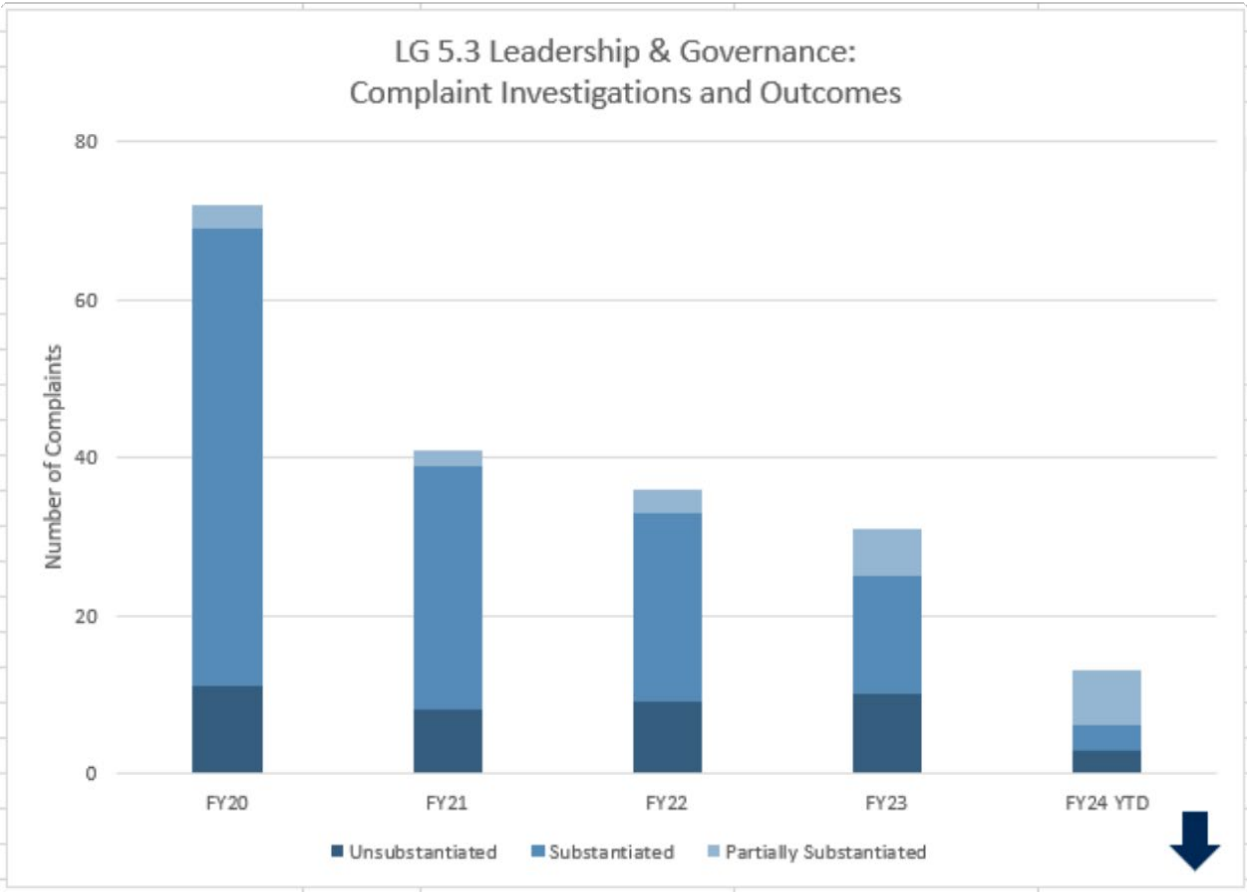
Senior leaders ensure an ethical workplace environment free of harassment where team members feel safe to report perceived legal and regulatory violations. The city's systematic and well-deployed approach includes city policies, required training, a confidential hotline for complaints (implemented in 2017), and a city manager blog (implemented in 2019) where team members can report perceived violations without fear of repercussion. City results indicate sustained performance surpassing local competitors and best-in-class Baldrige benchmarks, with zero affirmed ethics violations over the past 12 years. *Notes: LG 5.1 - The local government benchmark represents results from valley competitors (municipalities) participating in the survey. LG 5.3 – Comparisons and benchmarks not applicable as complaint programs and philosophies vary greatly.*



LG 5.1

LG 5.2 Leadership & Governance Affirmed Ethics Violations													
	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Target	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Henderson Council Members	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Henderson Board/Committee Member	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Henderson Senior Leaders	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Henderson Team Members	0	0	0	0	0	0	0	0	0	0	0	0	0
City of Las Vegas	0	1	0	0	0	0	0	0	0	0	0	1	0
City of North Las Vegas	1	2	0	0	0	0	0	0	0	0	0	1	0
Clark County	0	0	0	0	0	0	0	0	0	0	0	0	0
Baldrige A	-	-	-	-	-	-	-	-	-	-	-	0	0

LG 5.2



LG 5.3

HENDERSON
CITY HALL

STRATEGY

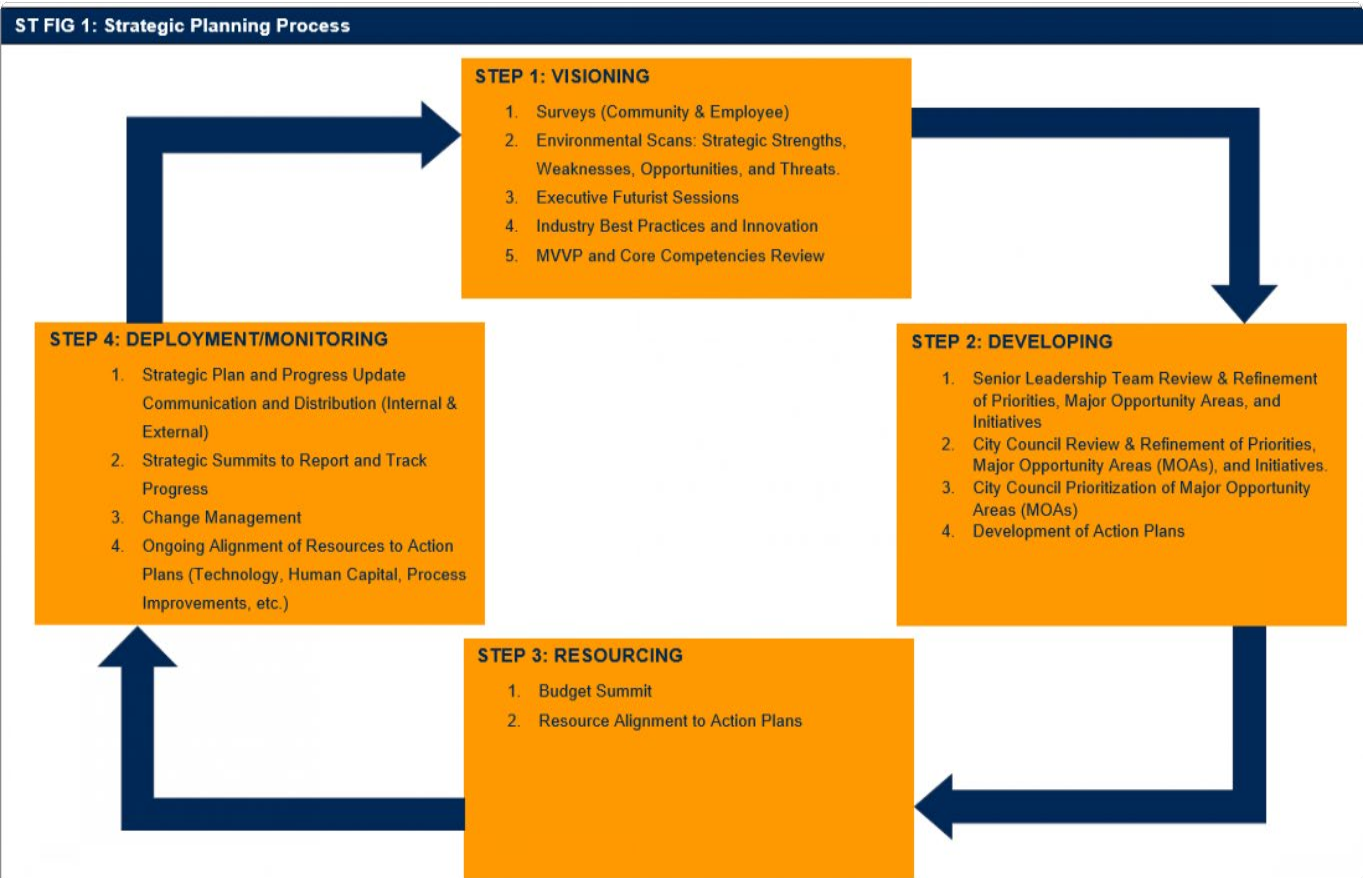
Strategy

Note: Comparisons not expected for the results in this section.

1 - Briefly describe and/or depict your key processes used in strategic planning, including development, resource allocation, and execution.

The city’s systematic and fully deployed strategic planning process (see ST Fig 1) utilizes a fact-based and collaborative approach (see ORG PRO Fig 4) to further the city’s priorities and implement initiatives that positively impact the community. Driven by input from feedback avenues like community surveys, employee engagement surveys, and cross-departmental workgroups (see OPS Fig 2), the city’s strategic plan focuses on strategic challenges and opportunities impacting customers and team members (see ORG PRO Fig 8). The four primary components of the city’s strategic plan are Priorities, Major Opportunity Areas (or MOAs), Initiatives, and Action Items. MOAs are the central drivers of the plan, which addresses both short (1-2 years) and longer-term (4 years) planning horizons. Initiatives, or strategic projects, identify action steps and an associated KPI that informs priority teams on progress.

Results are reported both internally and externally via Socrata, strategic plan progress reports, the city Open Data portal, a publicly facing strategic plan website, strategic summits, and at the annual State of the City address. Resources are allocated based on council prioritizations, progress on strategic KPIs, and resident priorities as identified in the community survey. Over time, city approaches (performance evaluations, key processes, and city council agenda items) have been integrated and aligned to the city’s strategic priorities (or key products).

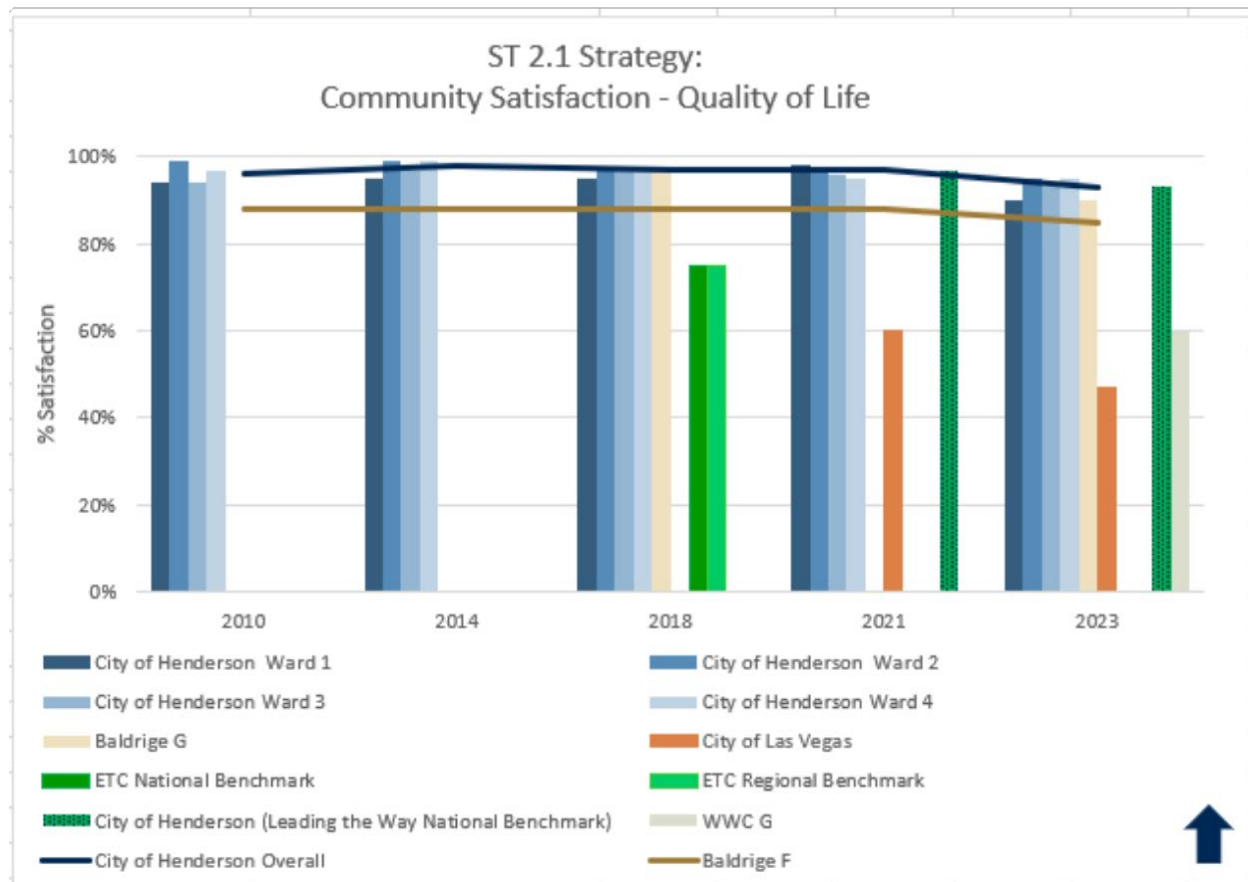


ST FIG 1

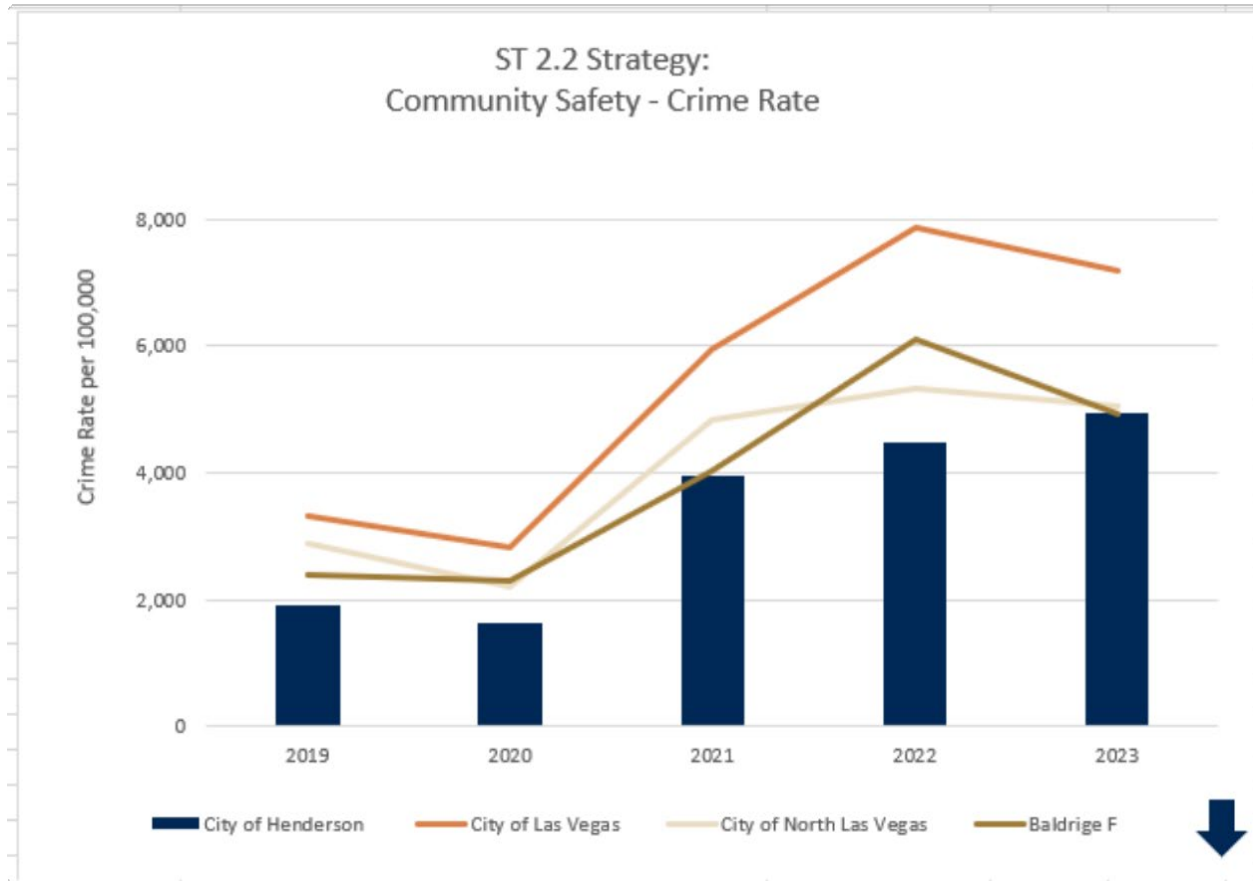
2 - What are your results for accomplishment of your action plans?

The city's results for quality of life and community safety (crime rate and fire fatalities) indicate sustained performance that outperforms local competitors, national benchmarks, and/or best-in-class Baldrige benchmarks. *Notes: ST 2.1 - The local/regional government benchmark represents results from valley competitors (municipalities) participating in the survey. In 2023, the city redistricted its ward alignments so comparing 2021 and 2023 results by ward is not a valid comparison. The city received ETC's "Leading the Way" recognition, which identified it as receiving the nation's top customer satisfaction score for quality of life for mid-to-large size cities. ST 2.2 - Results indicate a slight uptick in crime rate that still demonstrates sustained performance that is well-below local competitors and outperforms the best-in-class Baldrige benchmark.*

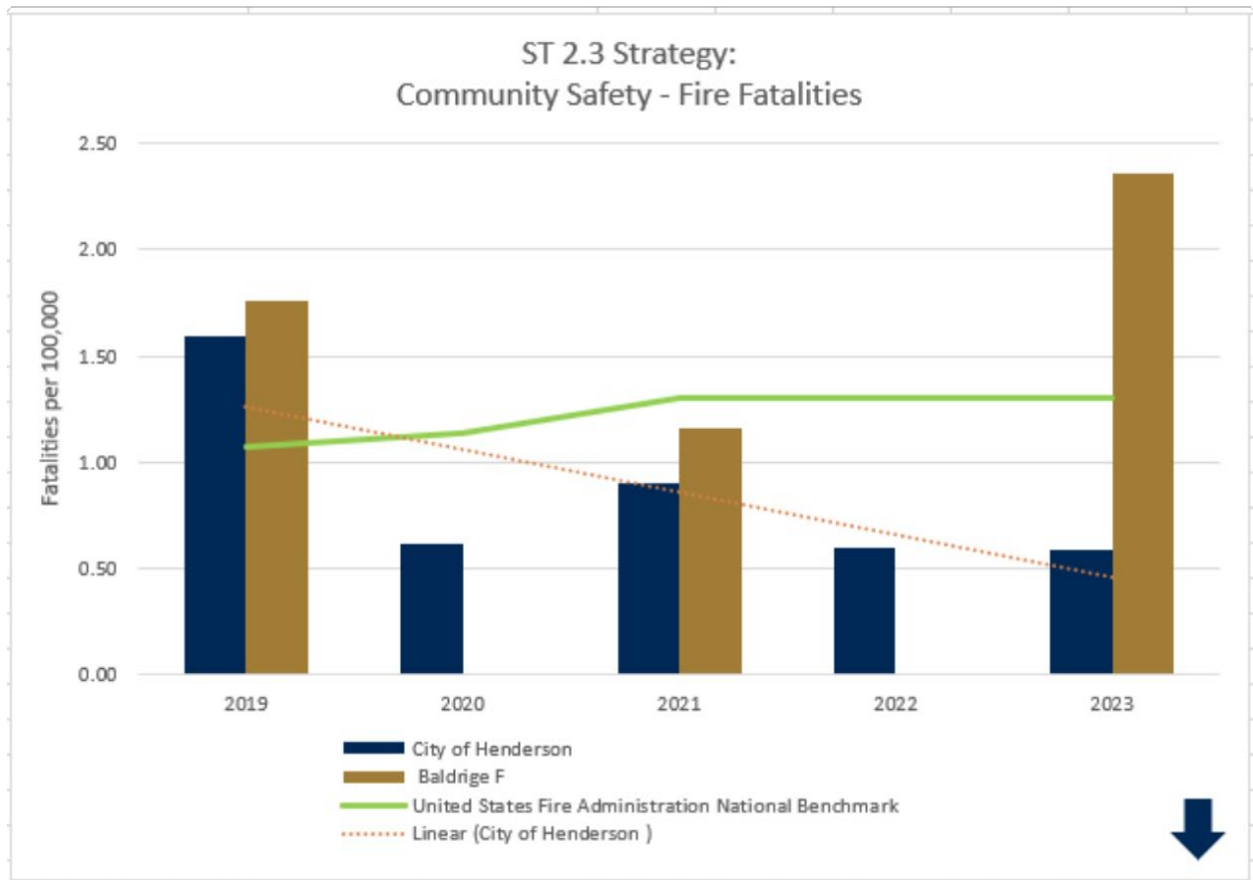
Please also see responses for OP Questions 2 and 3, and CM Questions 4 and 5



ST 2.1



ST 2.2



ST 2.3

3 - What are your results for the impact of your organizational strategy?

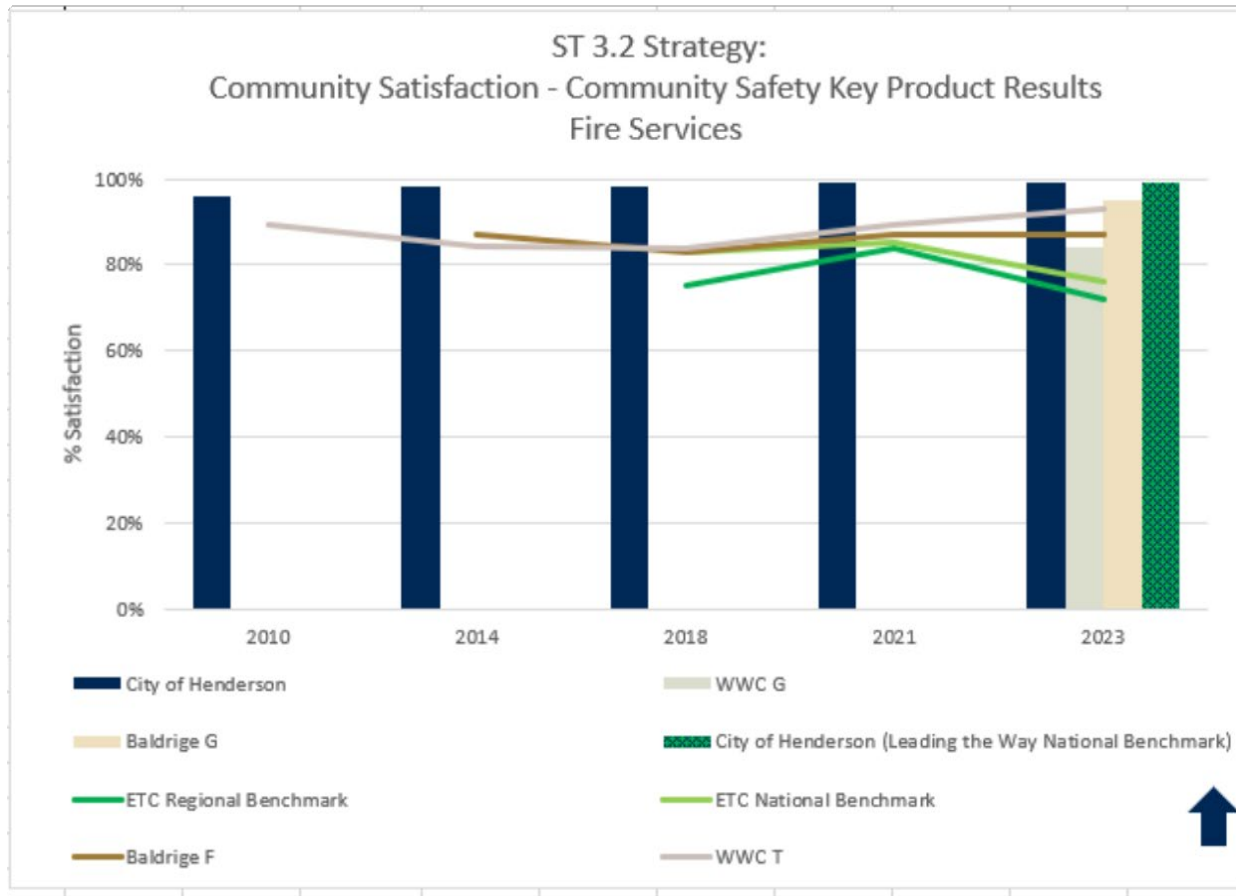
Note: These are the results demonstrating the impact of accomplishing your strategic goals and/or objectives.

The city's overarching measure of the impact of its organizational strategy is resident satisfaction with quality of life (see ST 2.1 results). Additional results that the city use to gauge the impact of the city strategy are resident (customer) satisfaction with key products and services. As part of ongoing improvement, the cadence of surveys changed in 2021 from every four years to every two years. The city's community survey results indicate sustained performance that outperforms local competitors, national benchmarks, and best-in-class Baldrige benchmarks. *Notes: The local/regional government benchmark represents results from valley competitors (municipalities) participating in the survey. If ETC Benchmarks are not provided, it indicates that the question was not deployed regionally or nationally.*

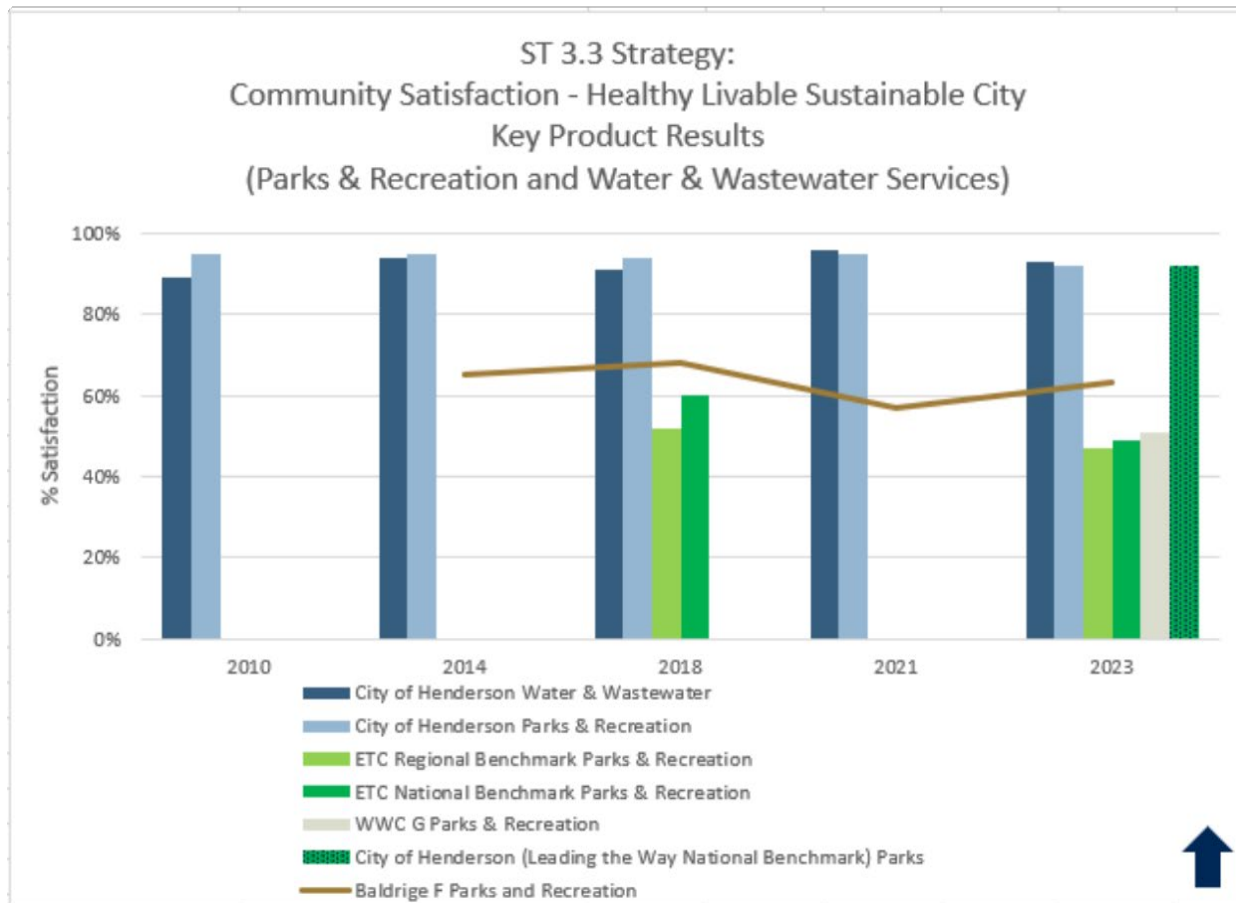
Please also see responses to OPS Question 3 and FIN Question 3.3



ST 3.1



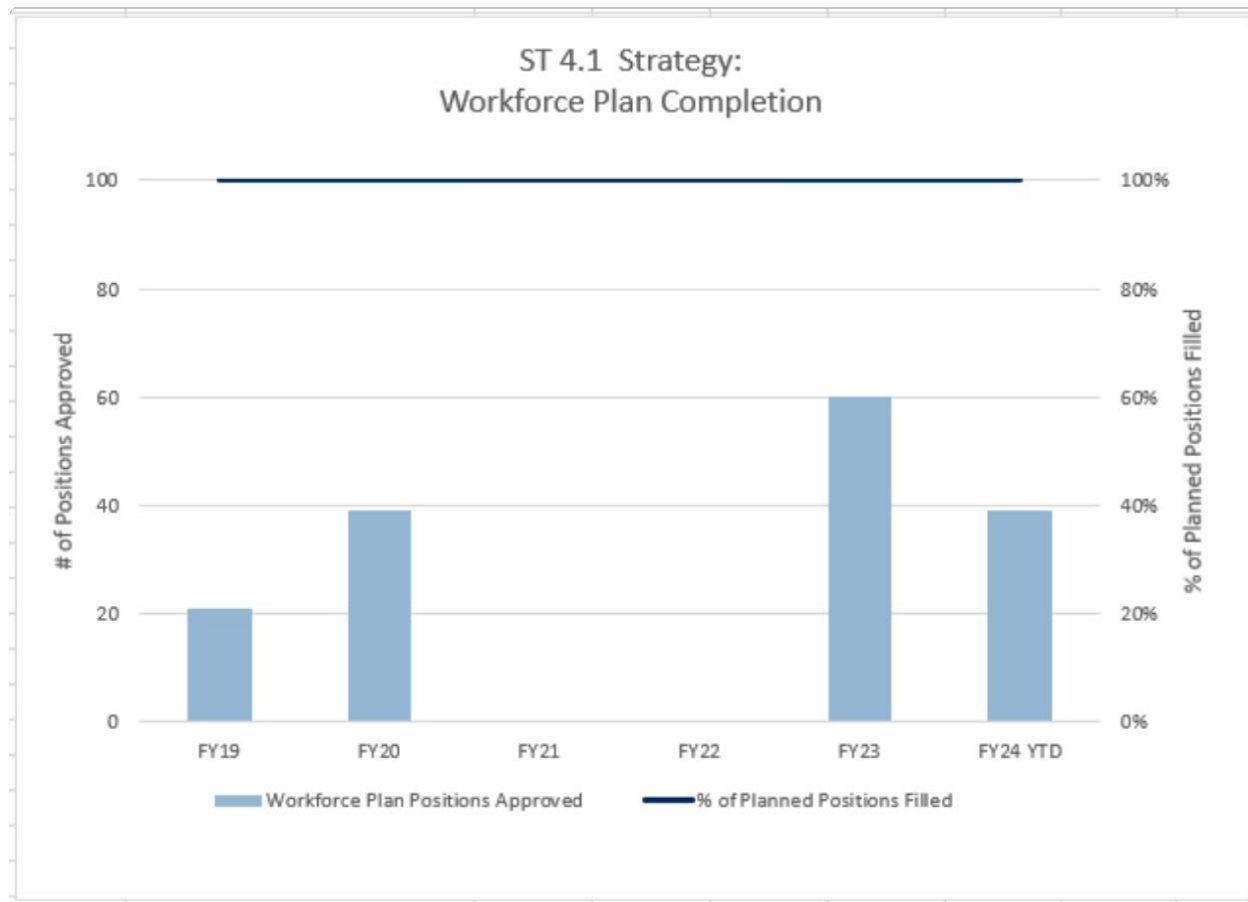
ST 3.2



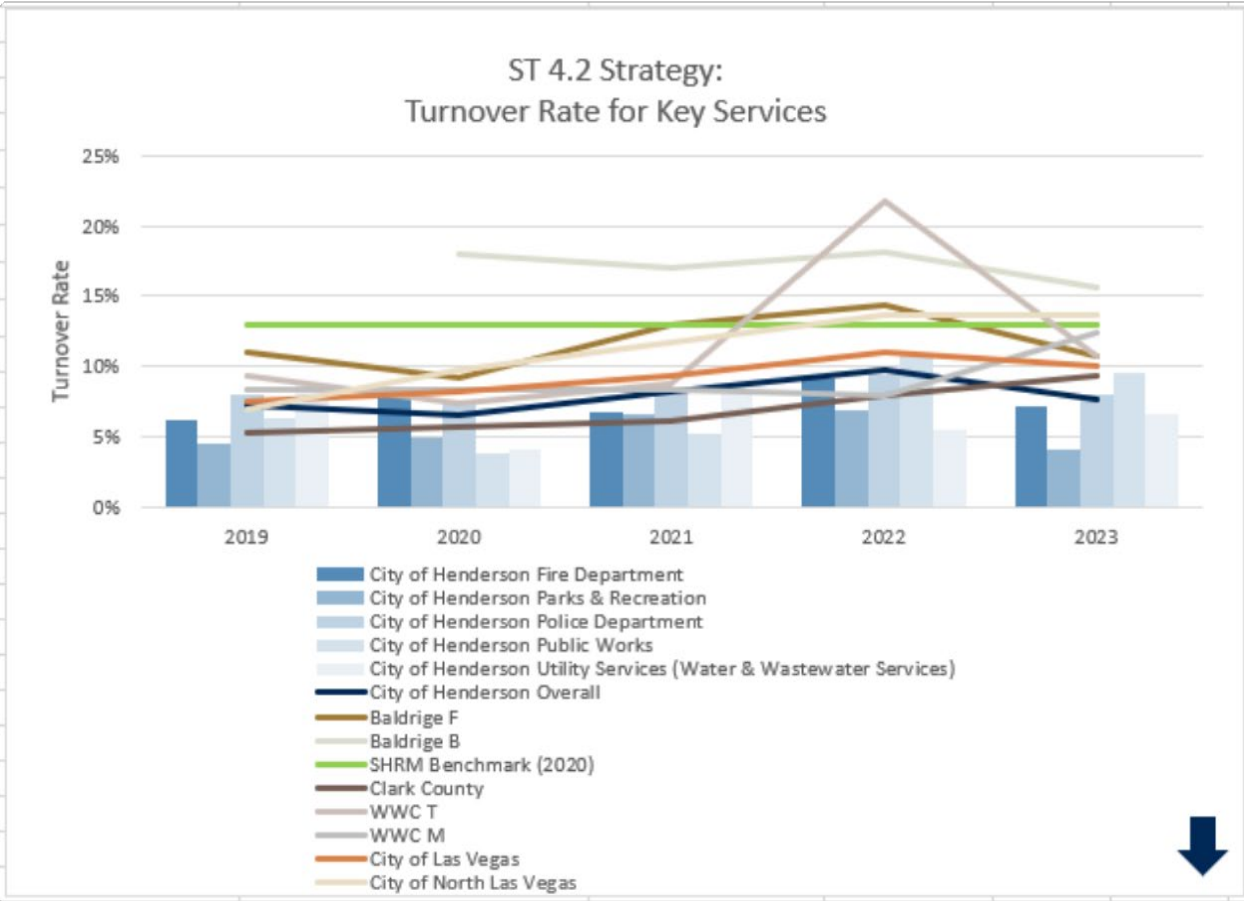
ST 3.3

4 - What are your results for achievement of workforce plans, including capability and capacity for strategically important positions?

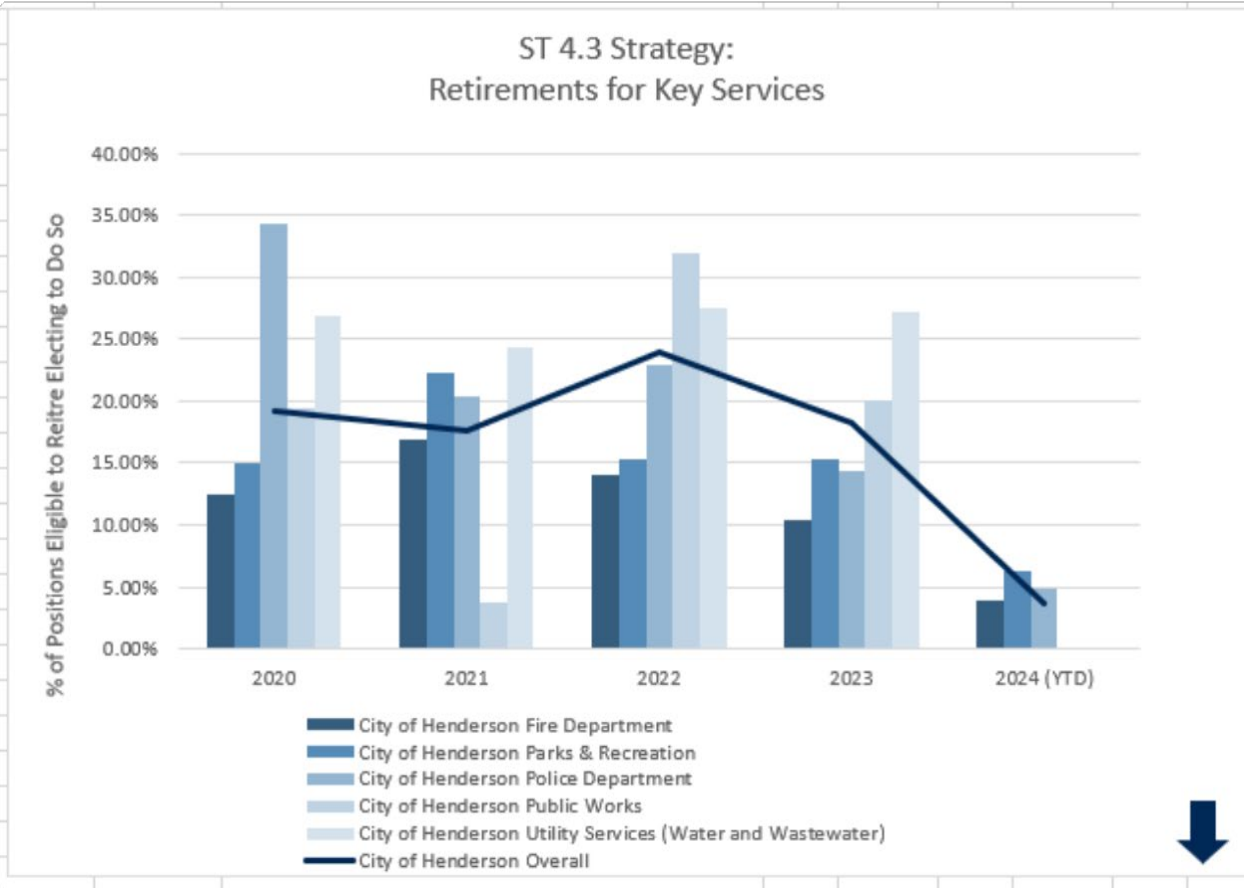
The City's systematic workforce planning process is deployed citywide and integrated with strategic planning and budget processes. It considers potential impacts such as new service offerings, revenue changes, turnover rate, and upcoming retirements: key considerations when assessing workforce capability and capacity needs. Appropriately resourced service areas (especially in key product and service areas) support meeting customer requirements and continuing to provide a high quality of life. The city's results indicate sustained performance: positions have been filled in alignment with the workforce plan, and the turnover rate is consistently lower than local competitors, national benchmarks, high-performing cities, and best-in-class Baldrige benchmarks. Actual retirements in key services are consistently lower than eligibility due to the city's focus on values, culture, and engagement. *Notes: No workforce planning took place in FY21/22 due to the pandemic.*



ST 4.1



ST 4.2



ST 4.3

HENDERSON
CITY HALL

OPERATIONS

Operations

1 - Briefly describe and/or depict your key processes used for the following:

1. design and delivery of your products and services,
2. supply network management, and
3. innovation management.

City products and services are designed and delivered based on customer requirements gathered via communication avenues (see LG Fig 3), legal and regulatory requirements, and industry standards. Key performance indicators are monitored to ensure that processes are working efficiently and effectively, and reported out via citywide, department, and section meetings. If performance targets are not met, a process improvement, strategic initiative, and/or resource request is initiated.

The city ensures compliance with all regulatory requirements for procurement of services and supplies. Processes include a purchasing team, a grants team, publicly posted bid opportunities, selection of lowest responsible and responsive bidders, competitive solicitations (see results for OPS 4.3), leveraging of joinder bidding opportunities, and inventory tracking (see results for OPS 4.2). Performance requirements are outlined in contracts and are actively monitored by the contract owner. Supplier and contract information is shared systematically via four software systems: NGEM, CMTS, PeopleSoft, OnBase, and Maximo. By far, the city's largest expenditure for supplies (water) is to the Southern Nevada Water Authority (SNWA). To mitigate risk, the city participates in SNWA's regional group, and a member of the City Council sits on the SNWA Board.

The city is committed to a culture of continuous improvement and innovation that is supported via four systematic approaches that are deployed citywide: the city's CI&I approach (using lean six sigma methodologies - see results for OPS 2.3), implementation of best practices shared via the National Performance Consortium and industry groups (see OPS Fig 1 and results for LG 4.3), internal workgroup meetings (see OPS Fig 2), public-private partnerships (see ORG PRO Fig 7), and a citywide continuous improvement and innovation program (see results for OPS 2.3).

OPS FIG 1			
National Performance Consortium			
Organization	Best-Practice	Date Presented	Best-Practices Shared
Denton, Texas	N/A	N/A	N/A
Fort Collins, Colorado	Baldrige Winner, What Works Cities Winner	February 2023, May 2023, August 2023, November 2023	Strategic Planning, Performance Management, Customer Service Program & System, Continuous Improvement & Innovation
Germantown, Tennessee	Baldrige Winner	N/A	N/A
Henderson, Nevada	What Works Cities Winner, 96% Quality of Life	February 2023, May 2023, August 2023, November 2023	Strategic Planning, Performance Management, Customer Service Program & System, Continuous Improvement & Innovation
Irving, Texas	What Works Cities Winner	N/A	N/A
New Orleans, Louisiana	What Works Cities Winner	N/A	N/A
Olathe, Kansas	93% Quality of Life	February 2023, May 2023, August 2023	Strategic Planning, Performance Management, Customer Service Program & System
Plano, Texas	92% Quality of Life	N/A	N/A
Raleigh, North Carolina	90% Quality of Life	N/A	N/A
Rochester, New York	What Works Cities Winner	N/A	N/A
San Antonio, Texas	What Works Cities Winner, 96% Quality of Life	May 2023, August 2023	Performance Management, Customer Service Program & System

OPS FIG 1

OPS FIG 2: COH Strategic Priority, Key Process, and Workgroup Matrix

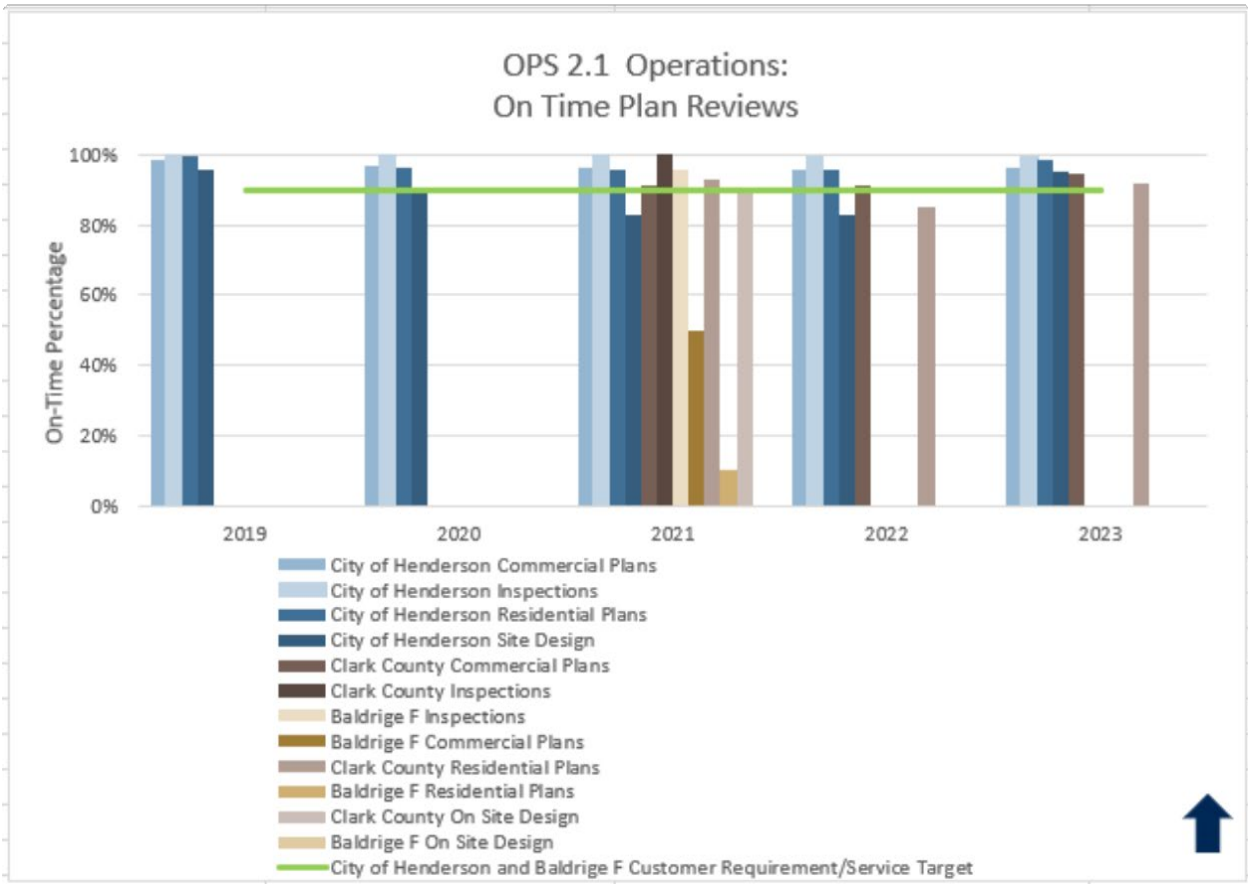
Champion Department	Performance and Innovation				Finance		Human Resources		Emergency Management					Information Technology		City Clerk	Education Initiatives
Key Process	Strategic & Business Planning	Customer Experience	Strategic & Business Planning	Strategic & Business Planning	Mgt of Govt Finances	Mgt of Govt Finances	Team Member Engagement/ IEL Services	Team Member Engagement	Employee Safety System	Disaster Preparation & Mitigation	Employee Safety System	Environmental Management	Employee Safety System	IT Services	IT Services	Legal & Regulatory Compliance	Educational Outcomes
	Continuous Improvement Community of Practice (CI-COP)	Customer Service Steering Committee	Data Governance Steering Committee	Data Stewards	Budget Analysts Workgroup	Travel Liaisons	Diversity, Equity, and Inclusion Coalition (DEIC)	Culture Champions	Safety Committee	Emergency Action Team	Wellness Committee	Environmental Subcommittee	Dupont Workgroup	Business Analyst Community of Practice (BA-COP)	Computer Liaisons	Records Liaisons	Chartering Authority Workgroup
Community Safety																	
Economic Vitality																	
Healthy, Livable, Sustainable City																	
Quality Education																	
High-Performing Public Service																	

Alignment to Strategic Priority

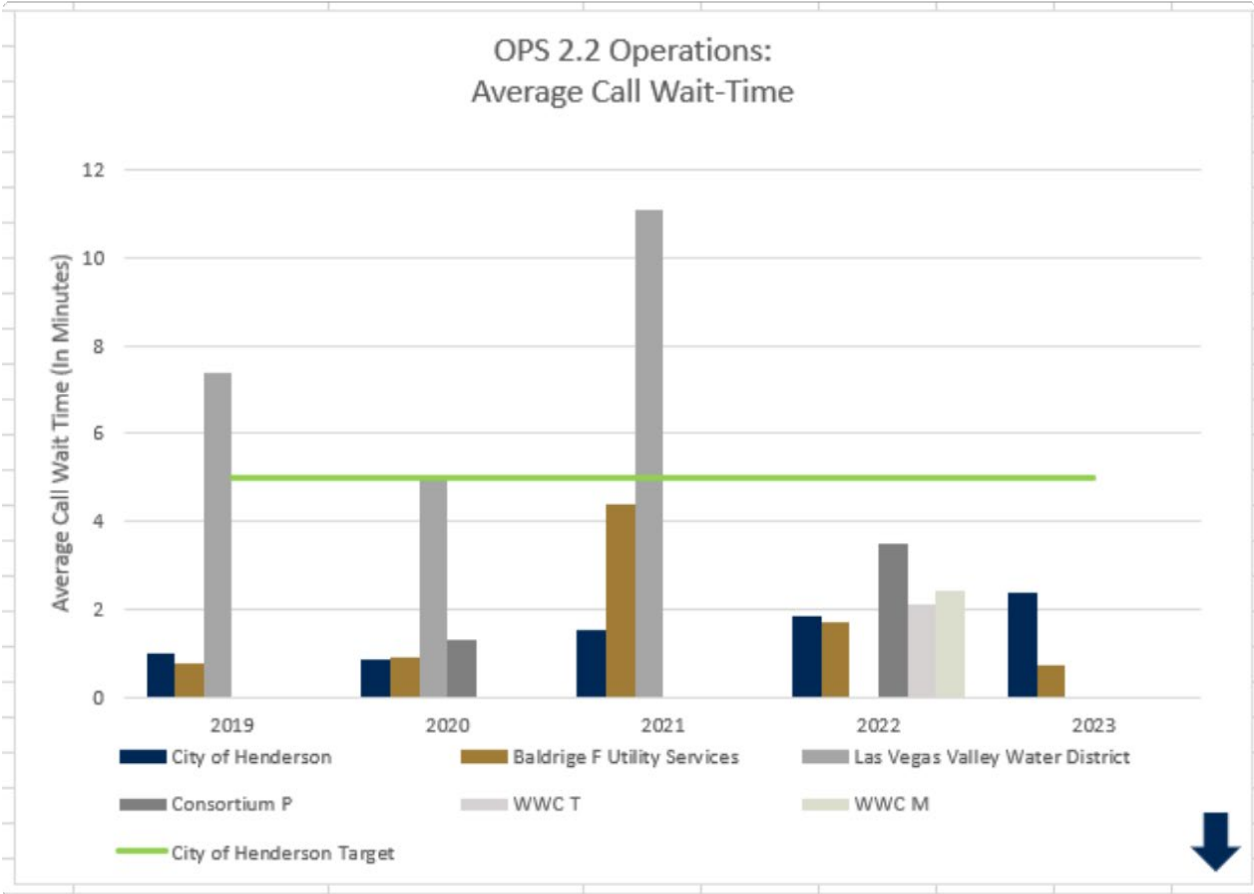
OPS FIG 2

2 - What are your results for the effectiveness and efficiency of your key processes?

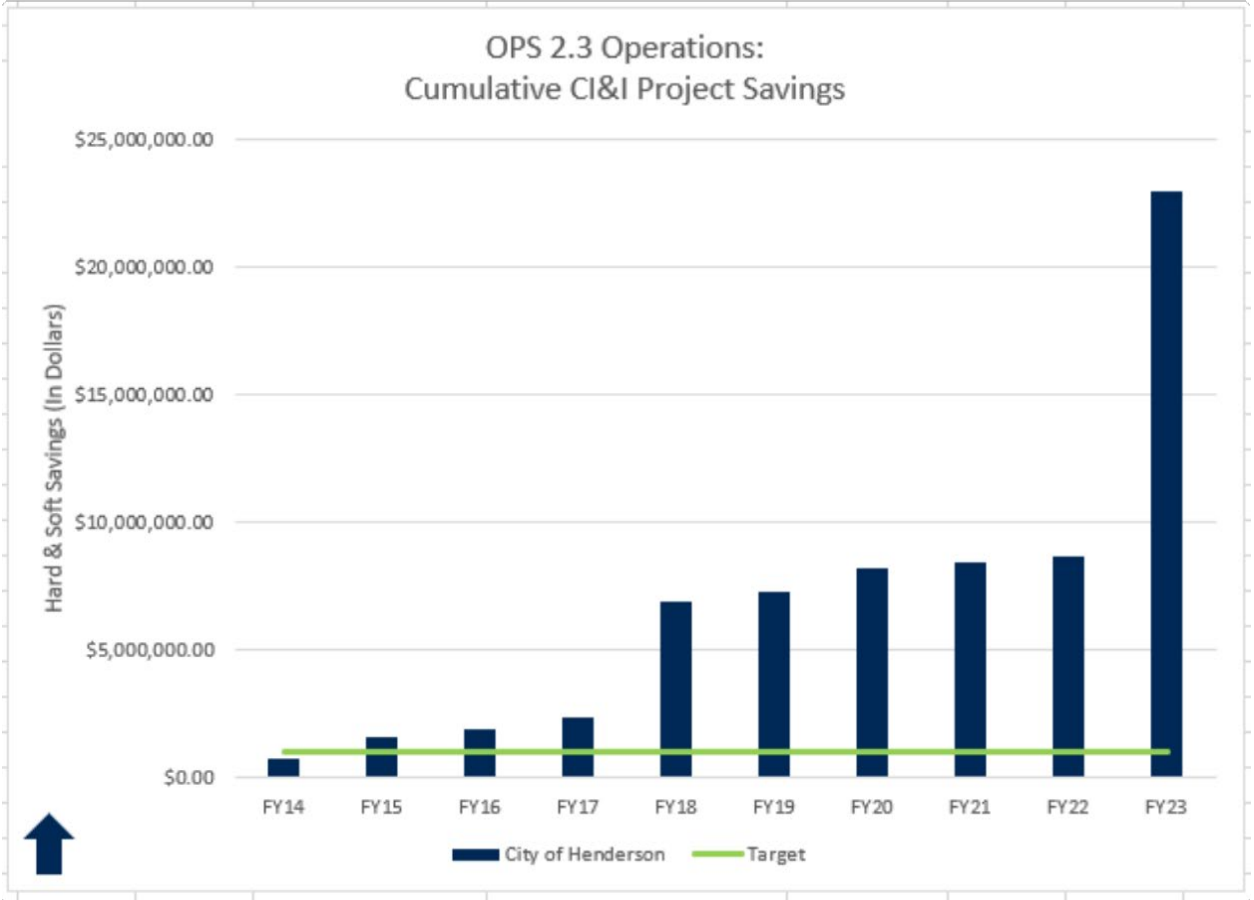
The city defines key processes as those critical to meeting its mission of enhancing the quality of life. Key processes are aligned to strategic priorities and reported out at monthly Operations Review Meetings, which were enhanced in 2023 to include best practice-sharing. The city’s fully deployed and systematic approach to ensuring efficiency and effectiveness of key processes includes collaborative workgroups (see OPS Fig 2), a citywide CI&I program, customer feedback mechanisms (see results for LG Fig 3), integration of best practices (see OPS Fig 1) and industry standards (see results for LG 4.3). OPS 2.1 - 2.3 are key process measures that demonstrate sustained performance over time, surpassing local competitors, national best practice cities, and/or best-in-class Baldrige benchmarks. *Note: No comparisons or benchmarks are applicable for CI&I projects as organizations have vastly different approaches to continuous improvement resourcing and approaches.*



OPS 2.1



OPS 2.2

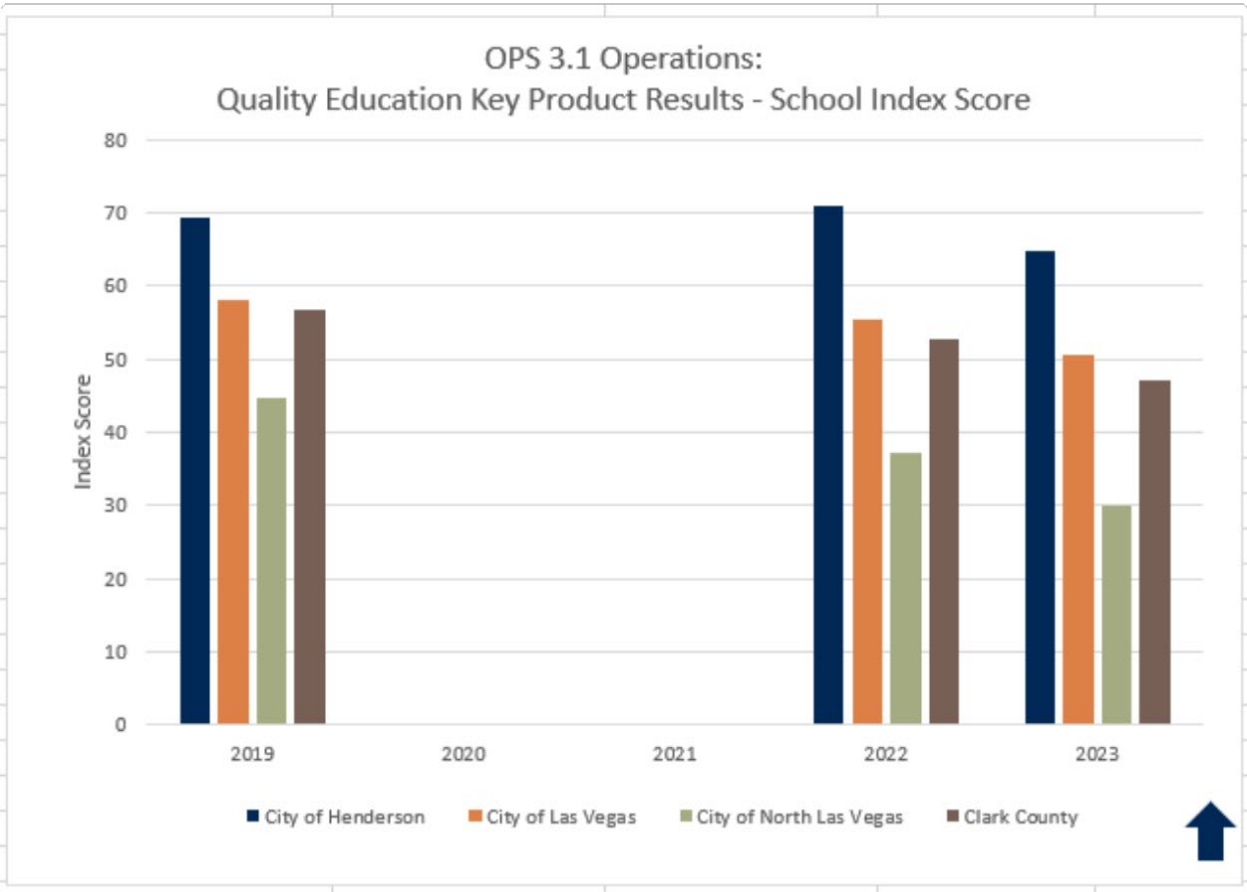


OPS 2.3

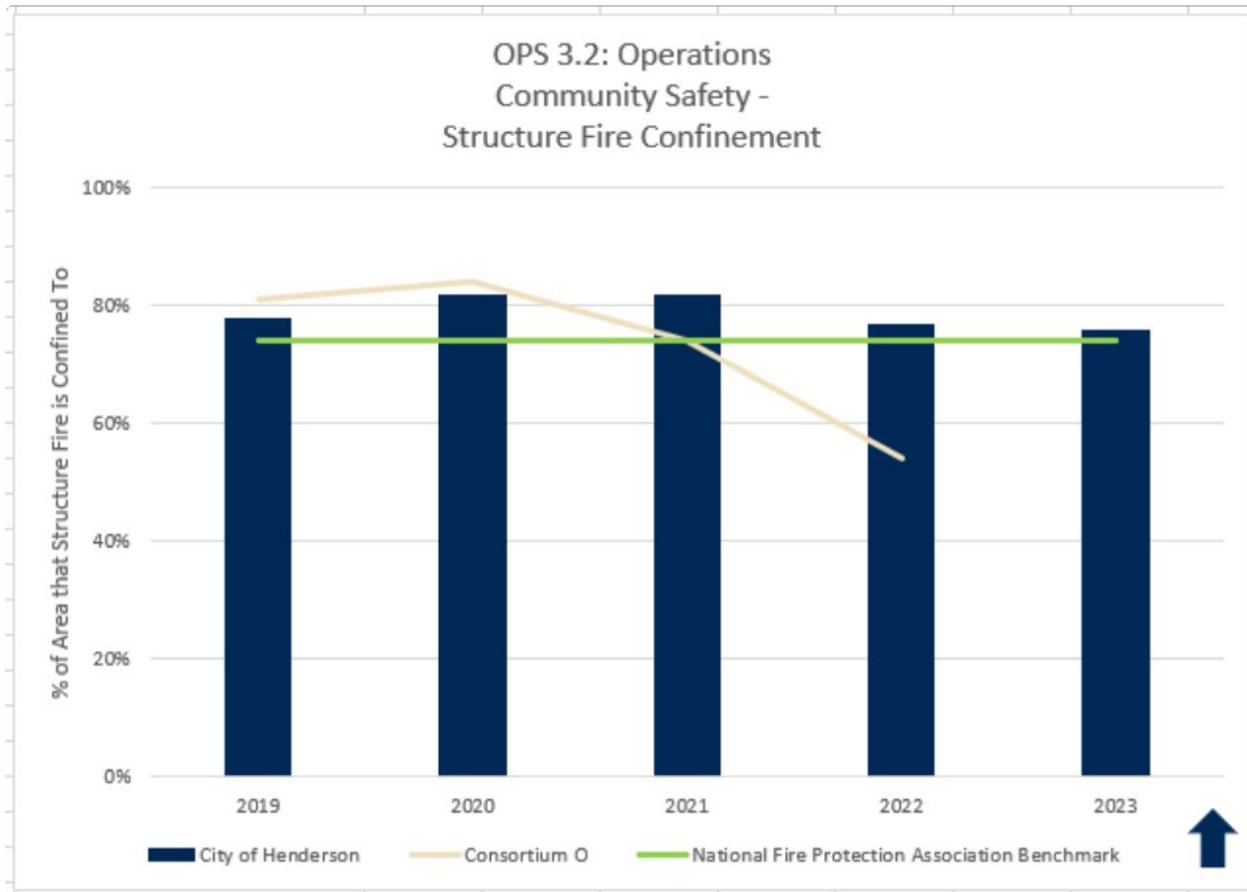
3 - What are your results for the performance of your key products, services, and/or programs?

School index score, structure fire containment, and consumptive water use are performance measures aligned to city key product areas (or strategic priorities). Results demonstrate sustained performance surpassing local competitors, national benchmarks, and/or best-in-class Baldrige benchmarks. *Notes: OPS 3.1 - Index scores not reported/available for 2020 and 2021 due to pandemic. 2023 data indicates a slight downtick for all jurisdictions due to district wide changes such as adoption of new curriculums. OPS 3.3 - 2020 uptick in water usage due to pandemic and residents spending more time at home. Only local comparisons apply, as the Las Vegas Valley is in a drought.*

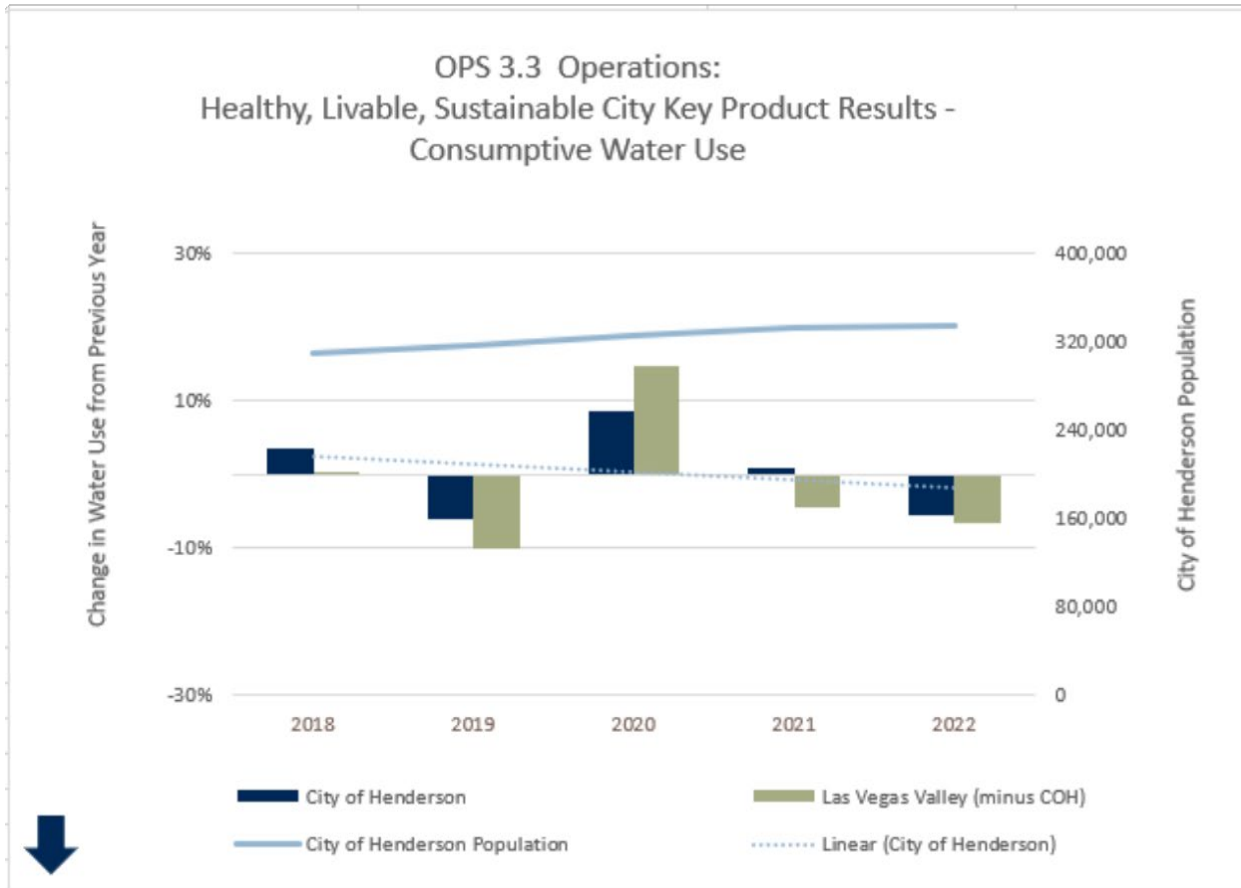
Please also see responses for FIN Question 3.3 and ST Questions 2-4.



OPS 3.1



OPS 3.2

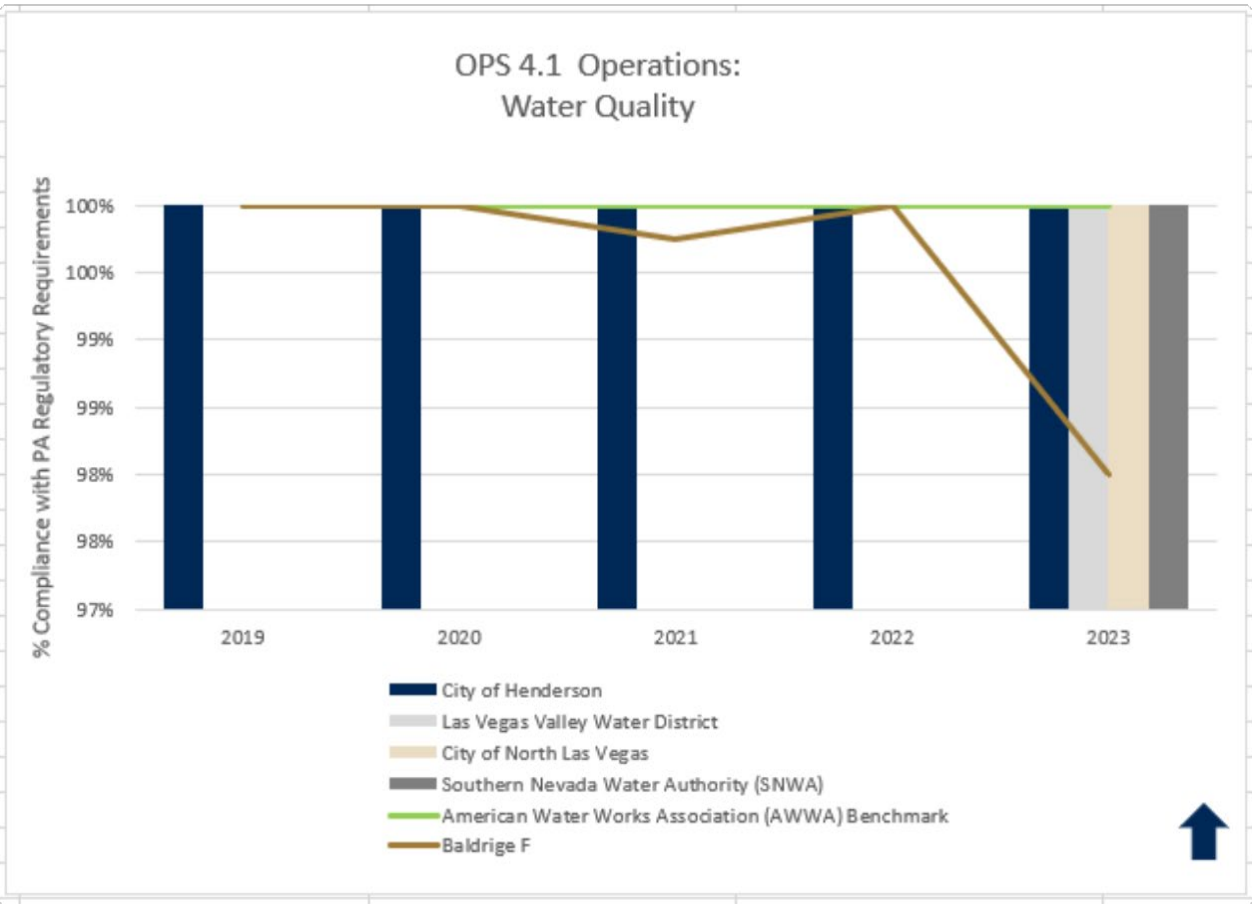


OPS 3.3

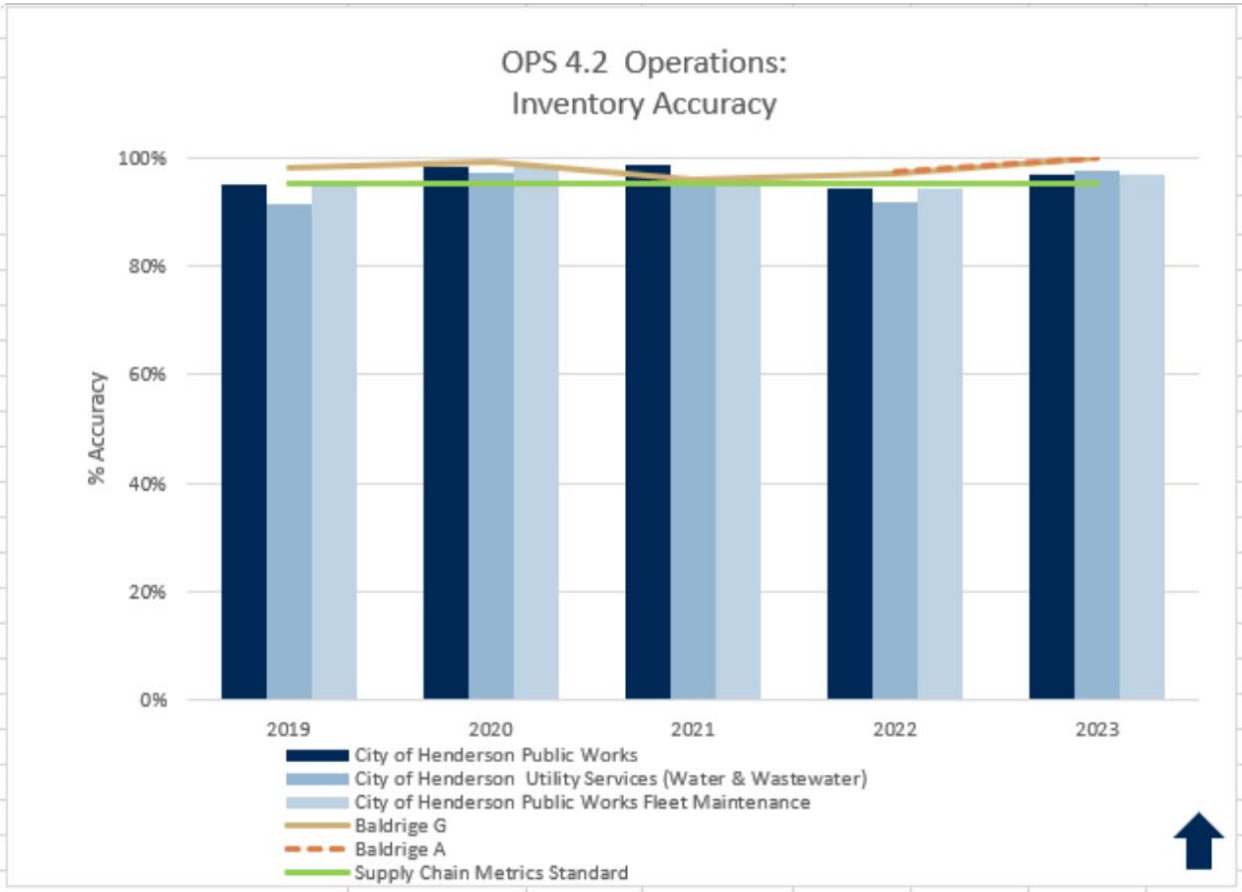
4 - What are the results for the performance of key components of your supply network (e.g., on-time delivery, availability of critical materials, quality)?

By far, the city’s largest expenditure for supplies is for water purchased from the Southern Nevada Water Authority (SNWA). Because water is key to sustaining a high quality of life, water quality is assured through rigorous testing that ensures compliance with Environmental Protection Agency (EPA) regulatory guidelines and a high level of reliability and redundancy is built within the city’s water system. Along with other regional valley agencies, the city is a participating member of SNWA, and a member of the City Council sits on the SNWA Board. The city maintains a robust asset management system, where the condition of all water facility assets and supplies are closely monitored and tracked. City results illustrate sustained performance in these areas, outperforming local competitors, national benchmarks, and best-in-class Baldrige benchmarks. *Notes: OPS 4.3 - City of Las Vegas did not respond to request for 2021-2023 data.*

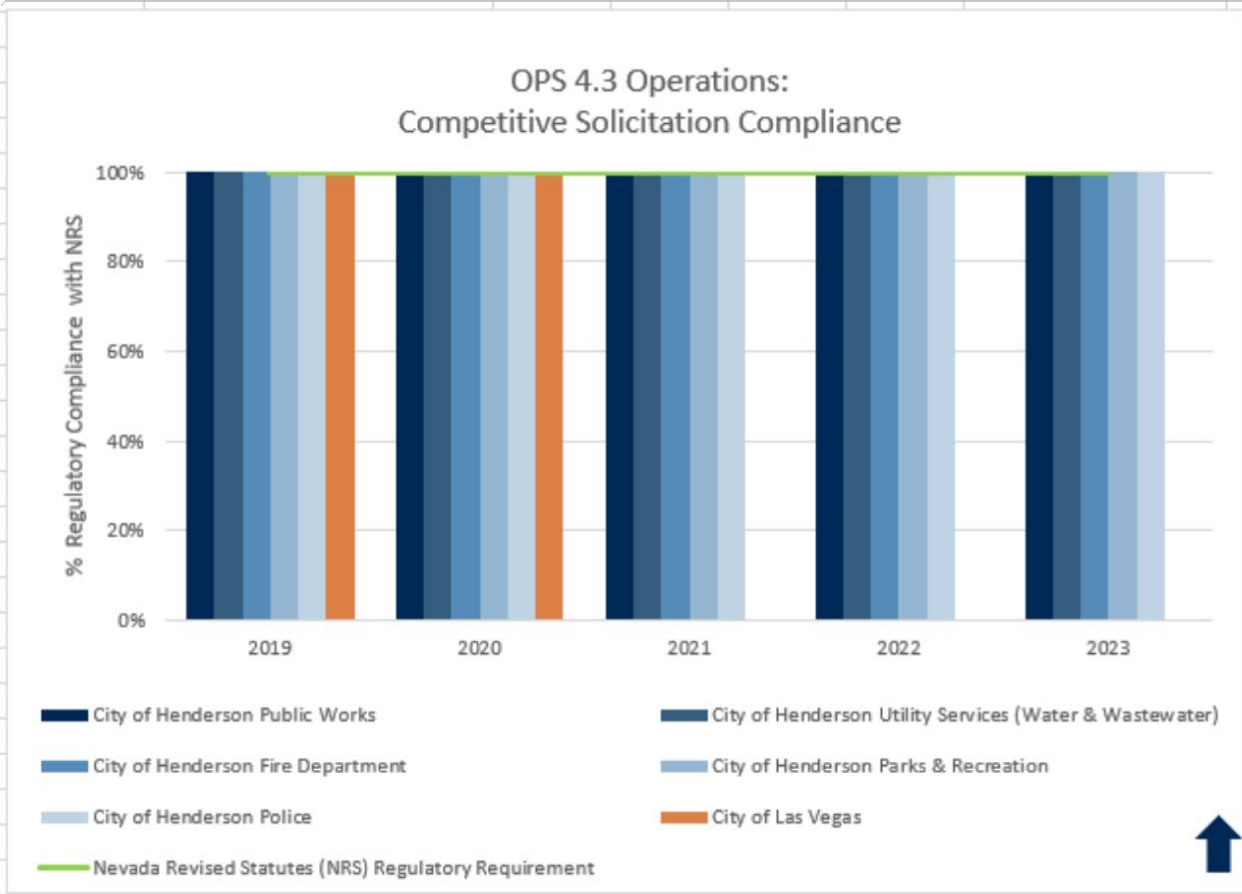
Please also see results for OPS 3.3 and CE 3.1.



OPS 4.1



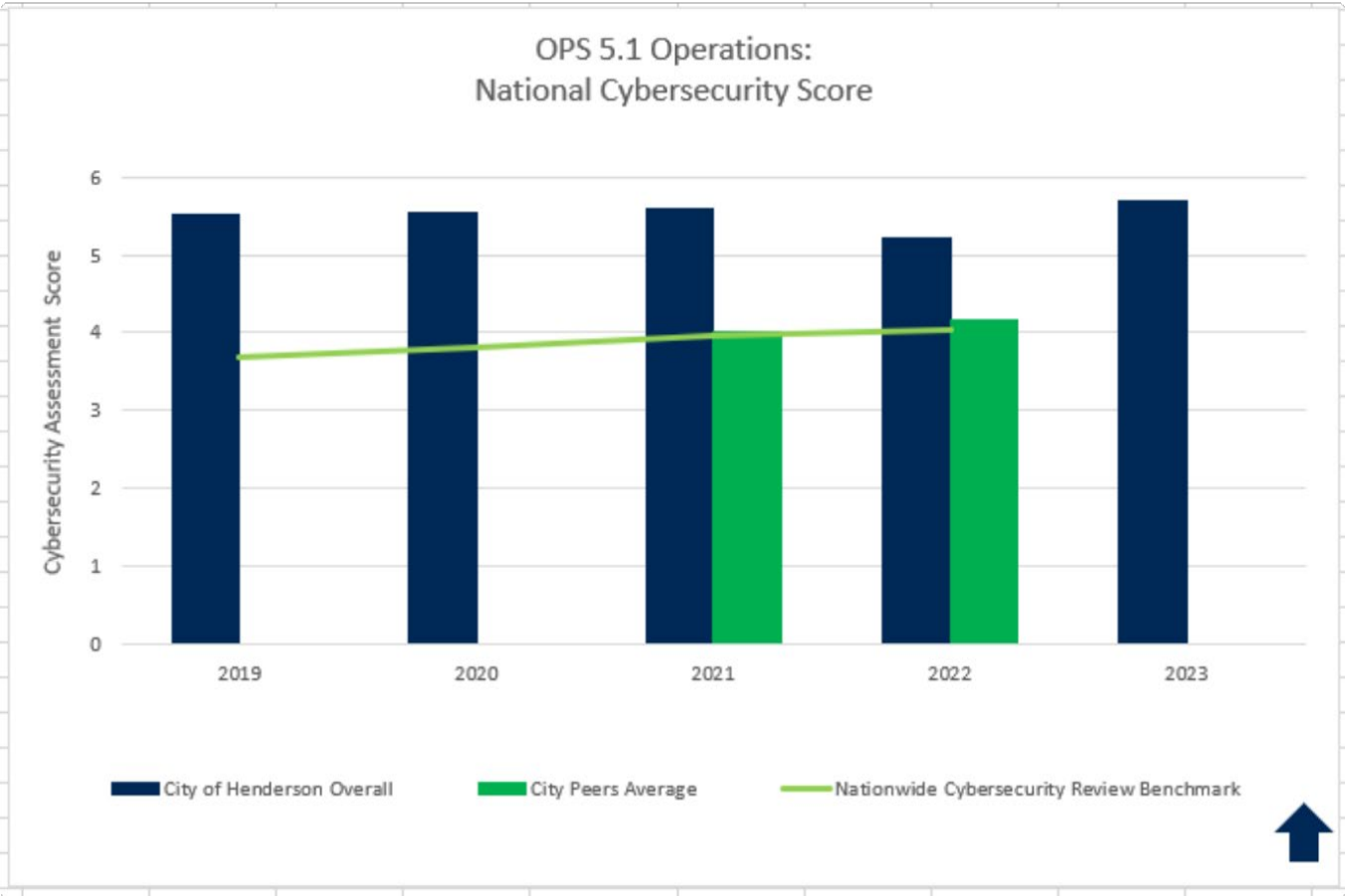
OPS 4.2



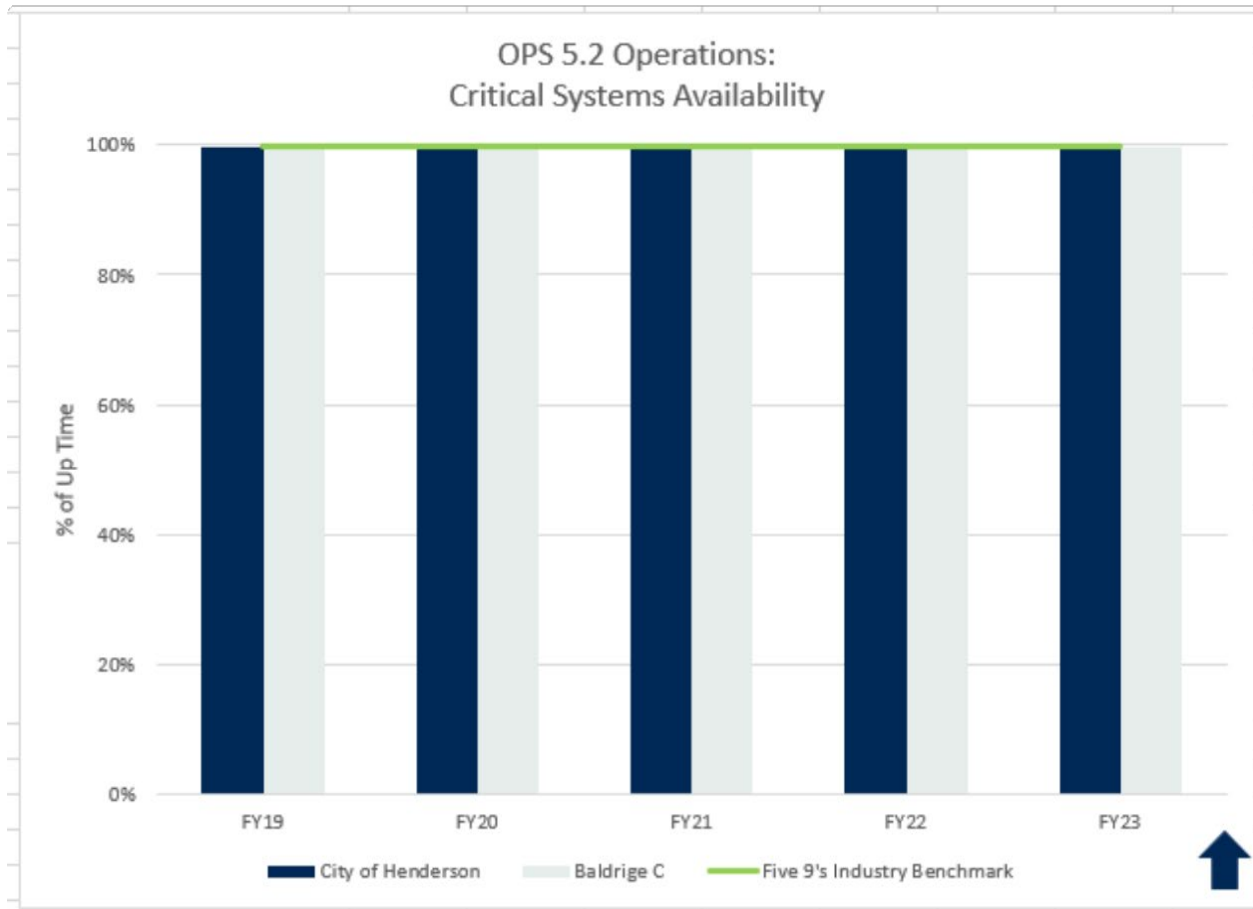
OPS 4.3

5 - What are your results for cybersecurity effectiveness, including intrusion attempts versus incidents?

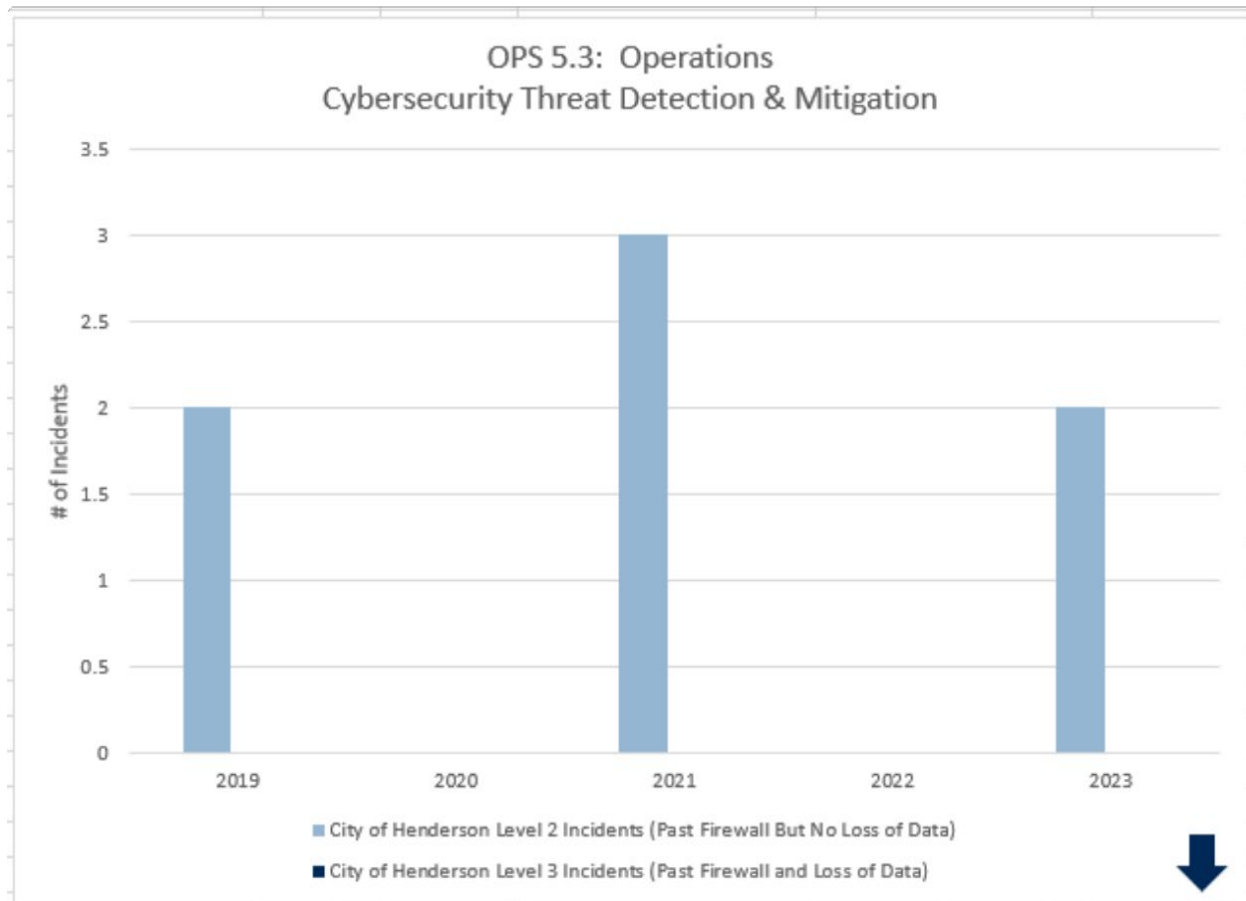
The city’s systematic approach to cybersecurity includes participation in the Nationwide Cybersecurity Assessment, monitoring critical systems availability, and ensuring systems are in place to mitigate threats. As part of its cycle of learning, the city monitors new threats and adjusts city protection mechanisms accordingly. Each year, the city experiences thousands of intrusion attempts, which are considered "level 1" attempts. City results indicate sustained performance surpassing local, regional, and/or national benchmarks. *Notes: OPS 5.1 - 2022 Cybersecurity Score data reflects ongoing changes to PCI legislation. The city responded and adjusted detection approaches as legislation continued to shift, becoming 100% compliant in 2023. 2023 peer and benchmark data not yet available. OPS 5.3 - Threat detection data not shared by organizations as it could provide insight into levels of cybersecurity protection in place. In 2020 and 2022, the city had zero level 2 or 3 incidents.*



OPS 5.1



OPS 5.2



OPS 5.3

A photograph of Henderson City Hall, a modern building with a geometric facade and large glass windows. The building is shown from a low angle, looking up. The sky is overcast. In the foreground, there are concrete steps leading up to the building. The text "HENDERSON CITY HALL" is visible on the building's facade.

HENDERSON
CITY HALL

OPERATIONAL CONTINUITY

Operational Continuity

1 - Briefly describe and/or depict your key processes used for the following:

1. risk management,
2. continuity of operations, and
3. emergency preparedness.

The city ensures mitigation of risk through a robust, citywide risk management model (see OC Fig 1). The four steps of this approach are: Identification, Measurement/Assessment, Mitigation/Treatment, and Reporting/Monitoring. The City of Henderson has identified its potential risk areas as: technology, public safety and health, legislative and public affairs, financial and economic performance, workforce capability and capacity, and legal and regulatory requirements. The city has dedicated business units and key processes aligned to these five risk areas, which are measured and assessed via key performance indicators. Additionally, the city participates in industry workgroups and best practice consortiums (see OPS Fig 1 and results for LG 4.3) to identify trends and potential new risk areas. Risk is reduced via dedicated teams (see OPS Fig 2) who focus on key risk areas, key process measurement and monitoring, participation on industry workgroups, citywide planning, citywide policies and procedures, and ongoing training, education, and communication with stakeholders, residents, partners and/or team members.

The city ensures it can recover from disasters and other disruptions through a centralized, systematic emergency preparedness approach administered by a centralized business unit. City emergency management approaches (which include FEMA training and a state-of-the art Emergency Operations Center) are based on the U.S. Department of Homeland Security's National Response Framework and EMAP Accreditation Standards (see results for OC 3.1 - 3.3). Business continuity is ensured through citywide approaches that include planning (Emergency Action Plan, Continuity of Operations Plan and Disaster Recovery Plan), involvement of stakeholders and partners, periodic emergency training exercises (see results for OC 4.1), and public education and communication (see LG 3).

OC FIG 1: City of Henderson Risk Management System



OC FIG 1

2 - What are the results for the effectiveness of your risk management plan, including the following:

1. number of risks identified versus number of risks mitigated,
2. cost of losses, and
3. cost savings of risks averted and risks mitigated?

The city's quality of life depends on the city's ability to assess and mitigate risk, and city results in this area indicate sustained performance at par or outperforming local competitors and/or best-in-class Baldrige benchmarks. *Note: OC*

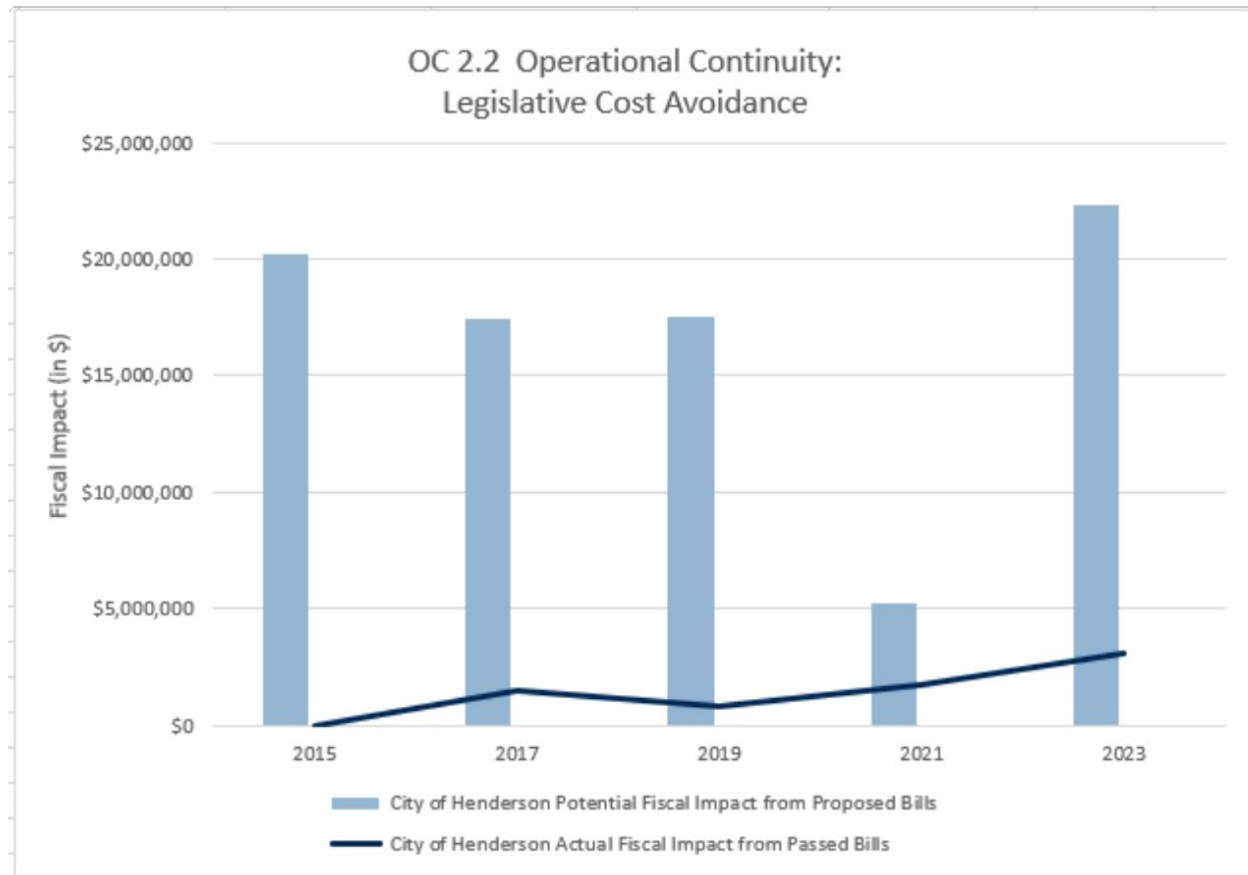
2.1 - "100% compliant" means receiving zero citations or permit violations and meeting all regulatory requirements. In

2019-2021, PCI legislation was in a state of flux and regulatory requirements changed several times. The city continued to modify its processes and approaches to meet these ongoing changes, and in 2022 successfully met all requirements. OC

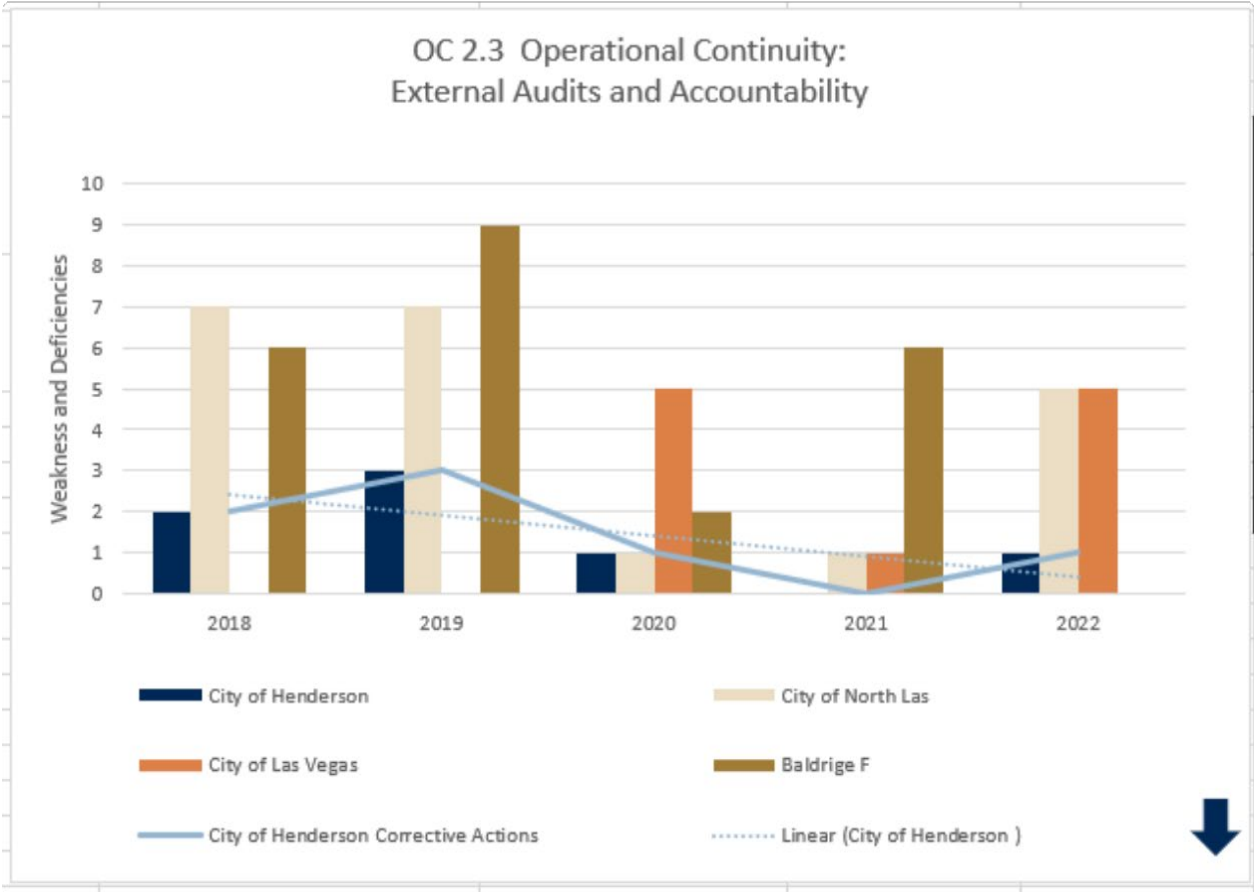
2.2 – Comparisons and benchmarks are not applicable due to vast differences in legislatures, proposed bills, and legislative team approaches. Year-to-year comparisons are not valid as they hinge on the number of bills proposed and the content of those bills. OC 2.3 – Could not determine corrective actions for Las Vegas and North Las Vegas.

OC 2.1 Operations		Operational Continuity: Legal & Regulatory Compliance						
		2019	2020	2021	2022	2023	Baldrige A	Target
Environmental Compliance		100%	100%	100%	100%	100%	100%	100%
Financial Compliance		100%	100%	100%	100%	100%	100%	100%
Technology Compliance		66%	80%	96%	100%	100%	100%	100%
Fleet Management Compliance		100%	100%	100%	100%	100%	100%	100%
Facilities Management Compliance		100%	100%	100%	100%	100%	100%	100%
Development Services Compliance		100%	100%	100%	100%	100%	100%	100%
Disaster Preparation & Mitigation Compliance		100%	100%	100%	100%	100%	100%	100%
Human Resources Compliance		100%	100%	100%	100%	100%	100%	100%
Employee Safety Compliance		100%	100%	100%	100%	100%	100%	100%

OC 2.1



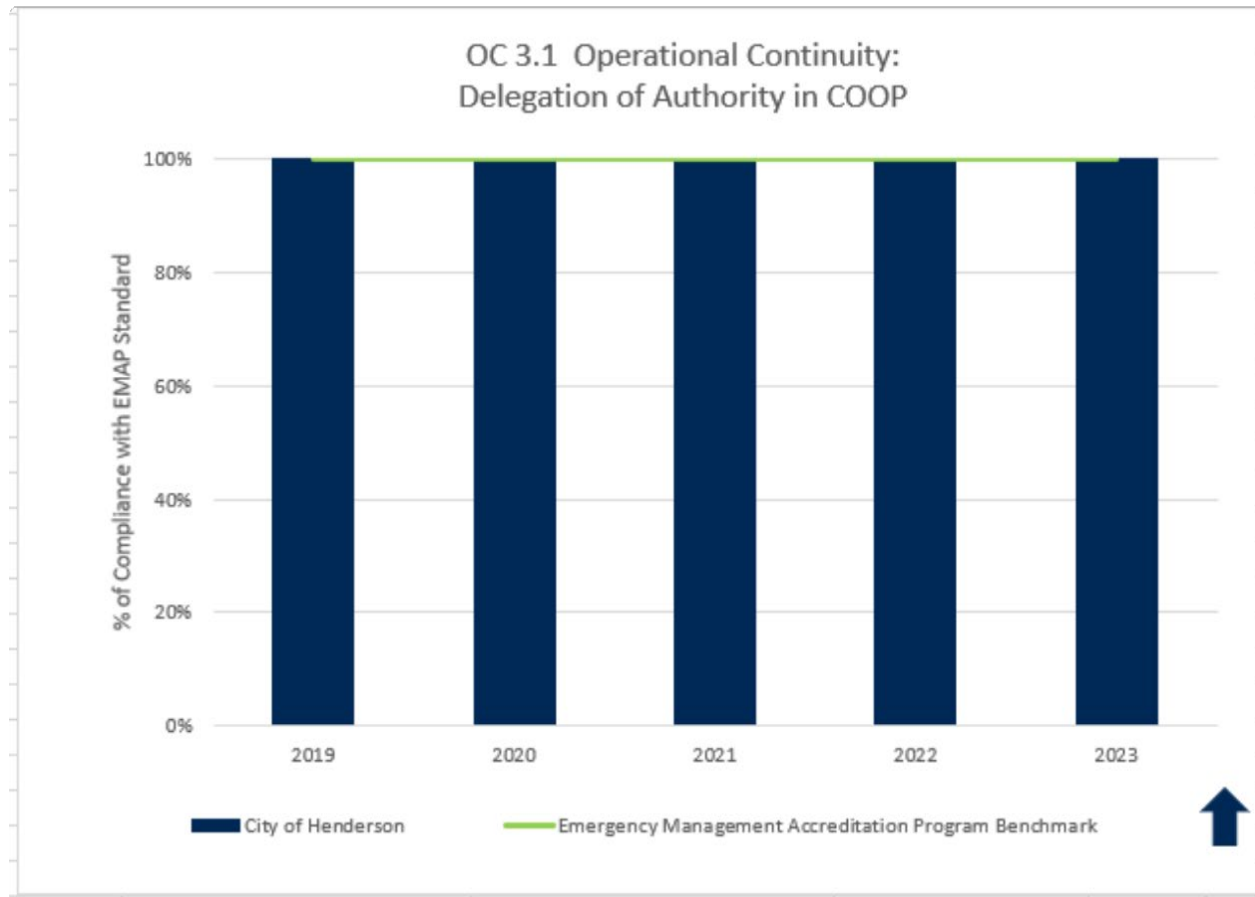
OC 2.2



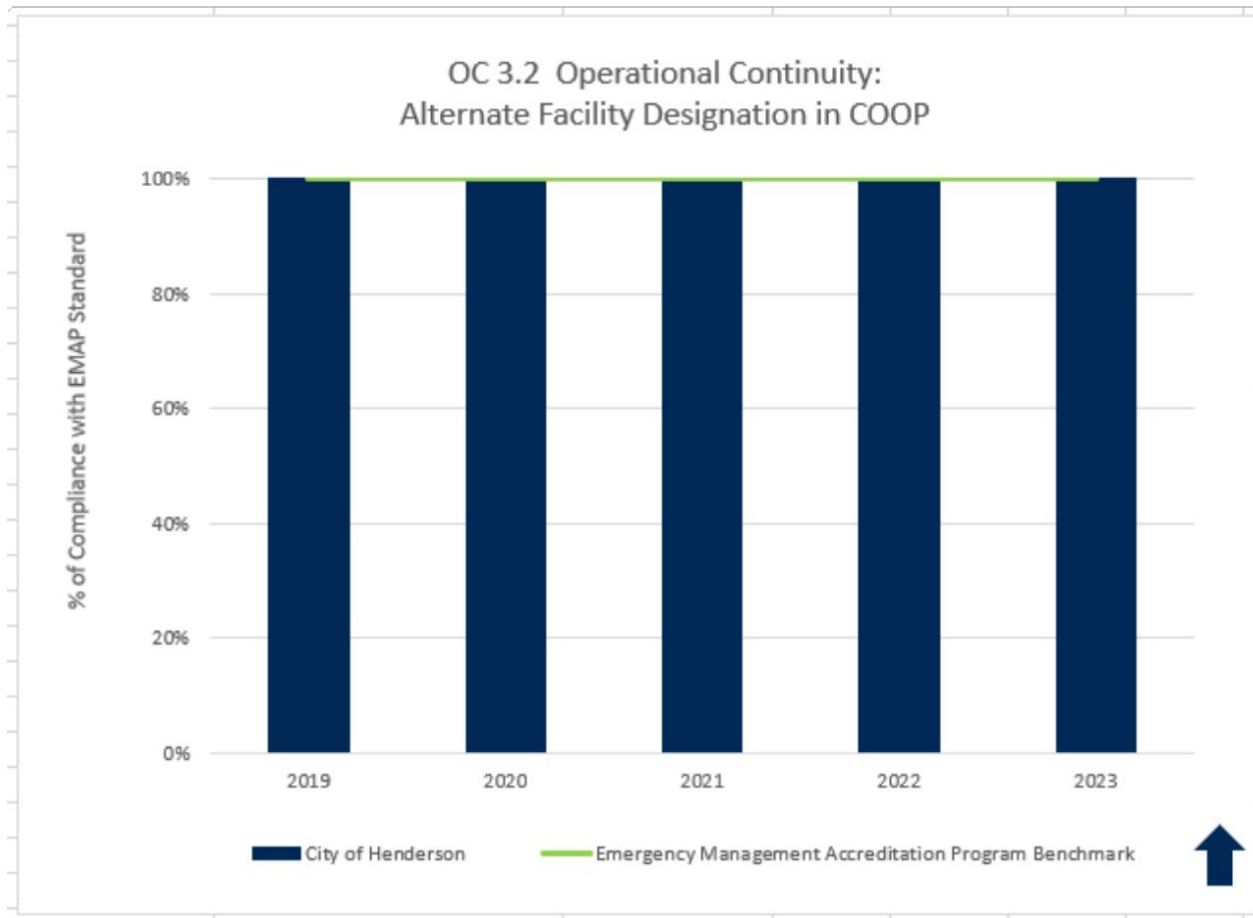
OC 2.3 UPDATE

3 - What are the results for the testing of your continuity of operations plan?

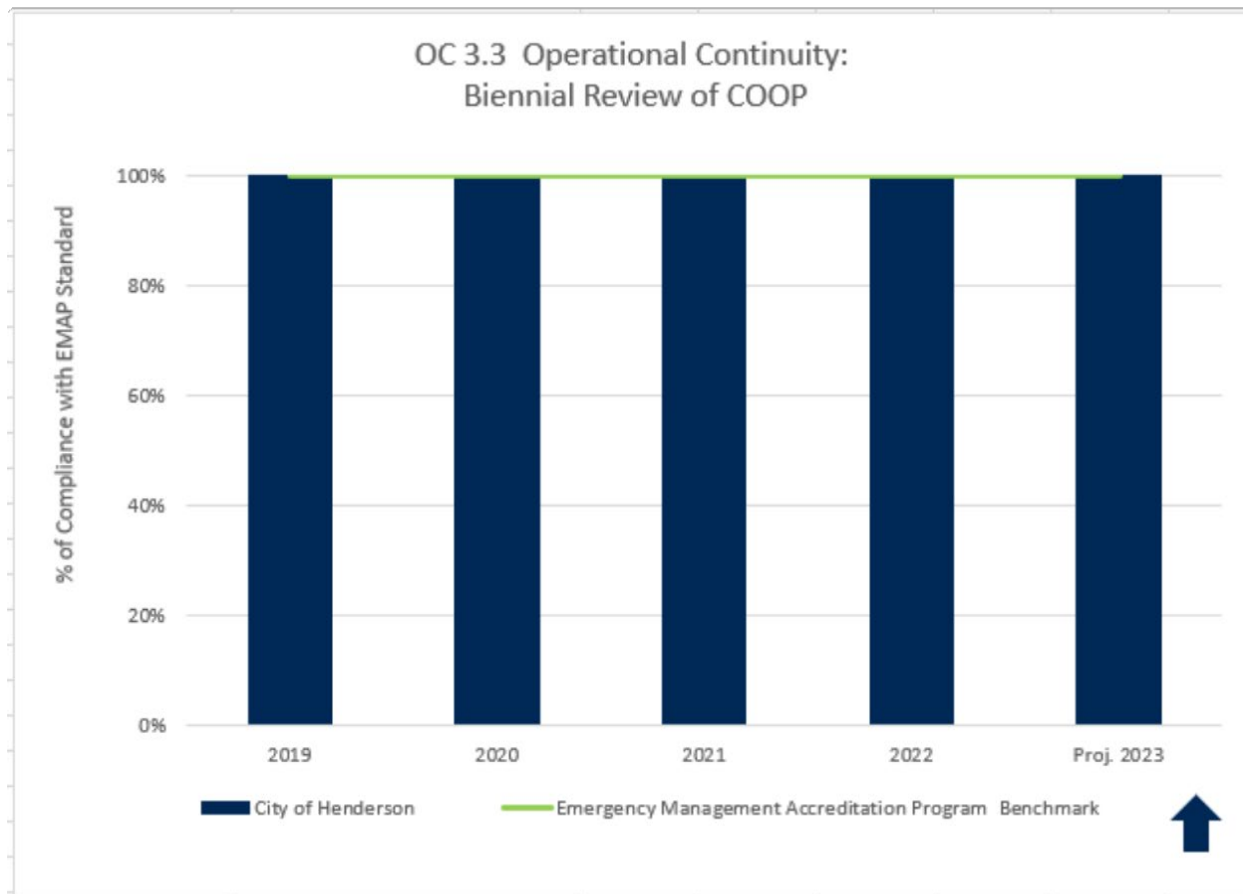
The city's citywide approach to testing the Continuity of Operations Plan (COOP) includes meeting or exceeding Emergency Management Accreditation Program (EMAP) benchmarks and standards. EMAP standards for the COOP include a delegation of authority process and an alternate facility designation process in the event of an emergency. These national standards also require a biennial review of the COOP which is part of the city's standardized cycle of learning, each year refining and improving the plan. The city follows are Homeland Security and EMAP standards, which help ensure resident quality of life after emergency events. *Notes: Government COOP documents are not shared publicly, so comparisons and benchmarks are not available.*



OC 3.1



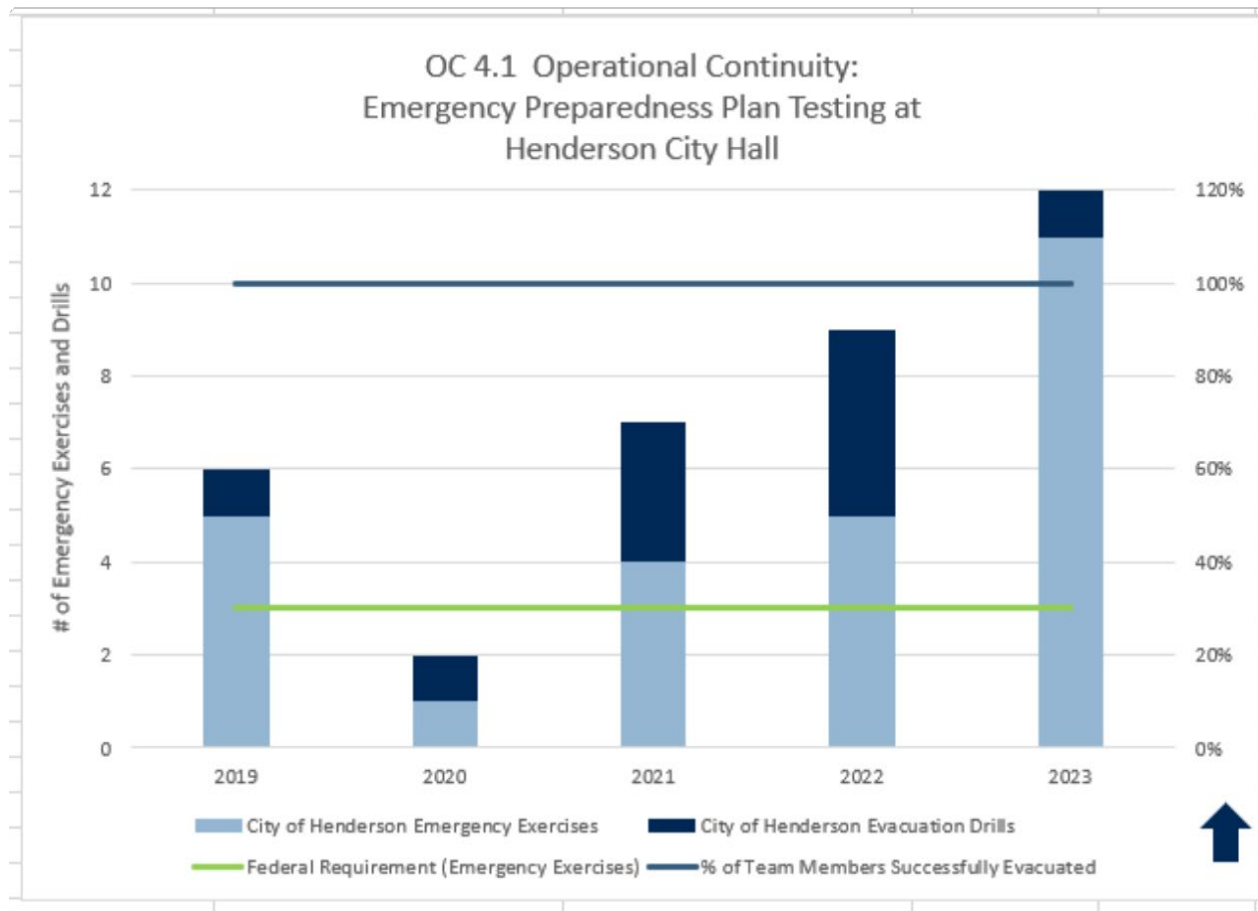
OC 3.2



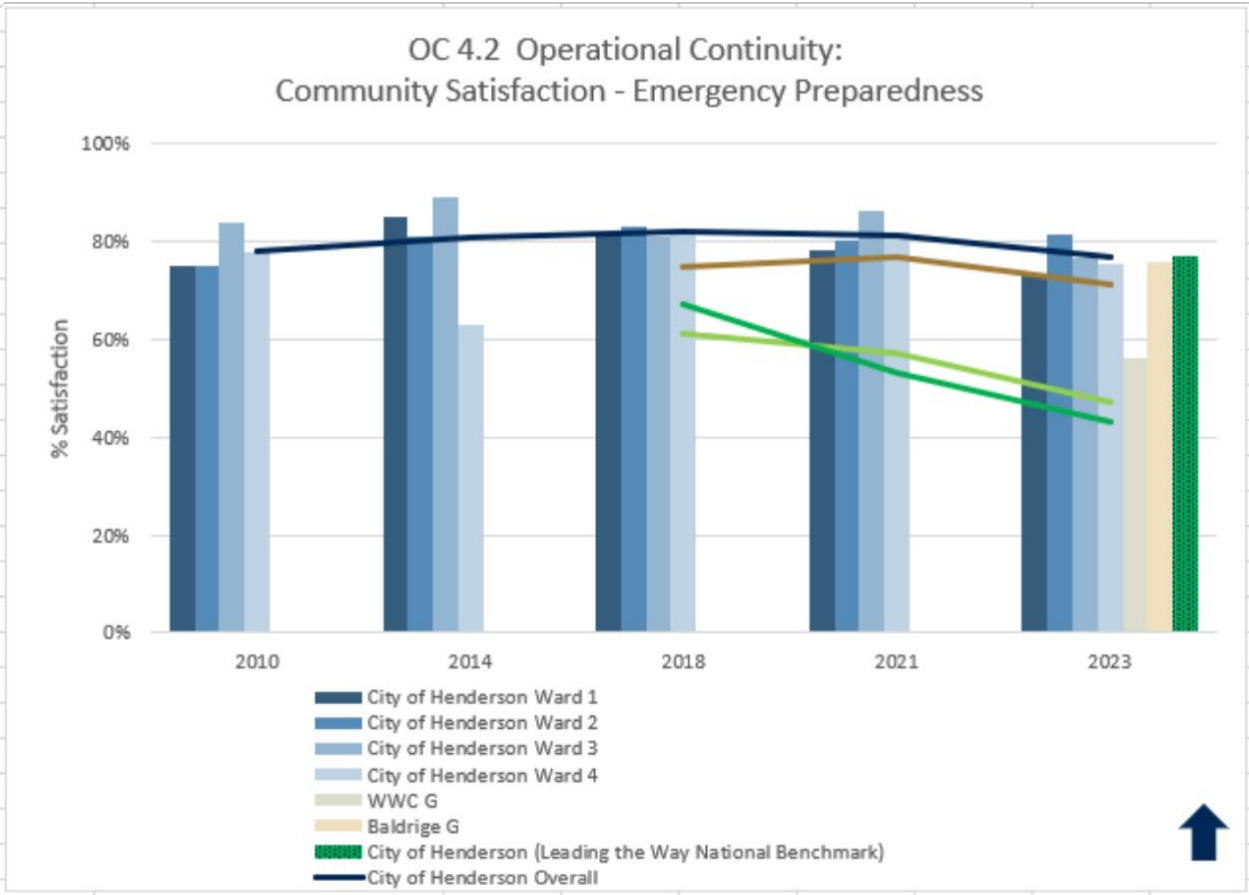
OC 3.3

4 - What are the results for the testing of your emergency preparedness plans (e.g., time to evacuate your facility, emergency response time, recovery time)?

The city conducts systematic and testing of emergency plans and is committed to ongoing preparation of residents and team members through education and exercises. City results for community satisfaction in this area indicate sustained performance, outperforming local, national, and regional benchmarks. *Notes: OC 4.1 - No comparative results are available for Clark County, as they do not conduct county-wide exercises. Due to the real-world response to the pandemic, fewer city exercises and drills were conducted in 2020. OC 4.2 - Regional government benchmark data includes results from valley competitors (municipalities) participating in the survey. The community survey was not conducted in 2020 due to COVID. If benchmarks are not provided, it indicates that the question was not deployed regionally or nationally. The city received ETC's "Leading the Way" recognition, which identified it as being in the top 10% of nationwide results in many of the community survey areas.*



OC 4.1



OC 4.2

OC 4.3 Operational Continuity: Emergency Preparedness Indicators					
Indicators	2019	2020	2021	2022	2023
Evacuation Drill	100%	100%	100%	100%	100%
CPR Training	Yes	Yes	Yes	Yes	Yes
EpiPen Access	100%	100%	100%	100%	100%
Automated External Defibrillator Access at all Locations	100%	100%	100%	100%	100%
Electronic Emergency Alert Notification System	Yes	Yes	Yes	Yes	Yes
Emergency Response Information and Supplies	100%	100%	100%	100%	100%
Active Assailant Training	Yes	Yes	Yes	Yes	Yes
Security Doors	Yes	Yes	Yes	Yes	Yes
Citywide On-Demand and In-Person Emergency Preparedness Training	Yes	Yes	Yes	Yes	Yes
Hazard Communication in Sync with Globally Harmonized System	Yes	Yes	Yes	Yes	Yes
Emergency Exercises	100%	100%	100%	100%	100%
EMAP Standards and Benchmarks	100%	100%	100%	100%	100%
Homeland Security Standards	Yes	Yes	Yes	Yes	Yes
ISO Accreditation Standards	Yes	Yes	Yes	Yes	Yes

OC 4.3

HENDERSON
CITY HALL

WORKFORCE

Workforce

Note: Results presented below should include discrete data for key workforce segments, where available.

1 - Briefly describe your key processes used for the following:

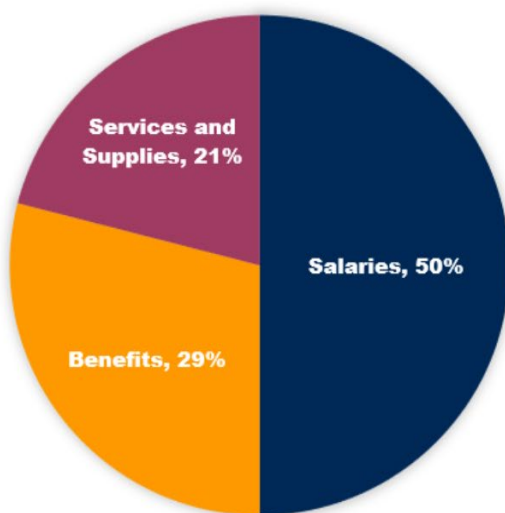
1. workforce engagement,
2. workforce development and job skills training, and
3. ensuring workplace health and safety.

79% of city expenditures are dedicated to team member salaries and benefits (see WF Fig 1). The city invests both financially and culturally in its workforce because the team members are the city's most important asset and a competitive advantage. The city's systematic approach to team member engagement includes all-city meetings, a dedicated culture champion workgroup (see OPS Fig 2), and a variety of ongoing communication mechanisms (see LG Fig 3). The citywide employee engagement survey identifies drivers and results for employee engagement, which are disaggregated and compared to comparisons and benchmarks to gain actionable insights. Citywide and department-specific action plans are then formulated and deployed to impact lower areas of engagement.

City workforce development approaches support individual growth through collaborative creation of plans that support learning and growth goals. The city's integrated performance management system: 1) is linked to strategic priorities; 2) sets clear expectations and deadlines; 3) tracks performance through quarterly and annual feedback; 4) facilitates team member development planning; and 5) rewards and recognizes non-represented team members based on a pay-for-performance model.

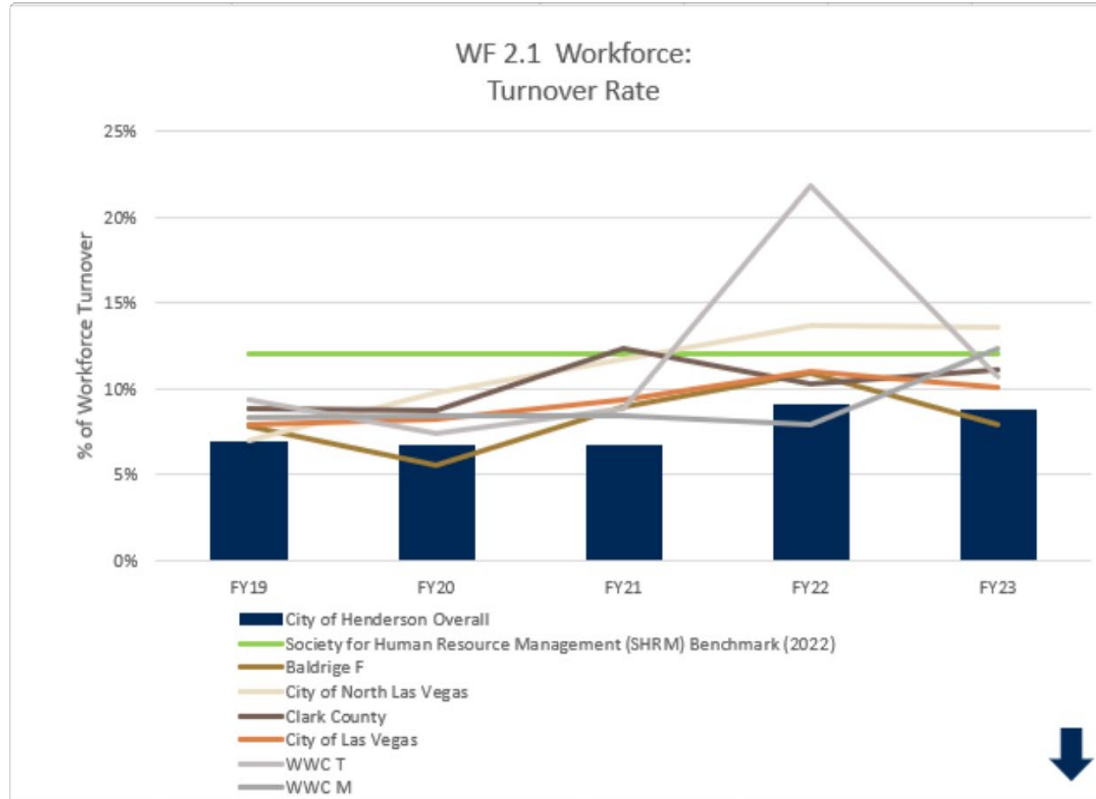
The Employee Health and Wellness Center promotes the overall well-being of employees. The city's Wellness Committee (see Ops Fig 2) supports citywide health initiatives by focusing on six key areas: financial wellness, fulfillment and purpose, mental and emotional health, parenting, physical health (see results for WF 6.1-6.3) and nutrition, and social environment and culture (see results for WF 3.1 - 4.3 and WF 7.1). A collaborative approach to workplace safety is achieved through a centralized safety business unit, city executive safety team, and citywide safety committee (see Ops Fig 2). Safety best practices and performance are monitored by these groups, process improvements are shared, and mitigation approaches are identified.

**WF FIG 1:
City Expenditures - Workforce Investment**

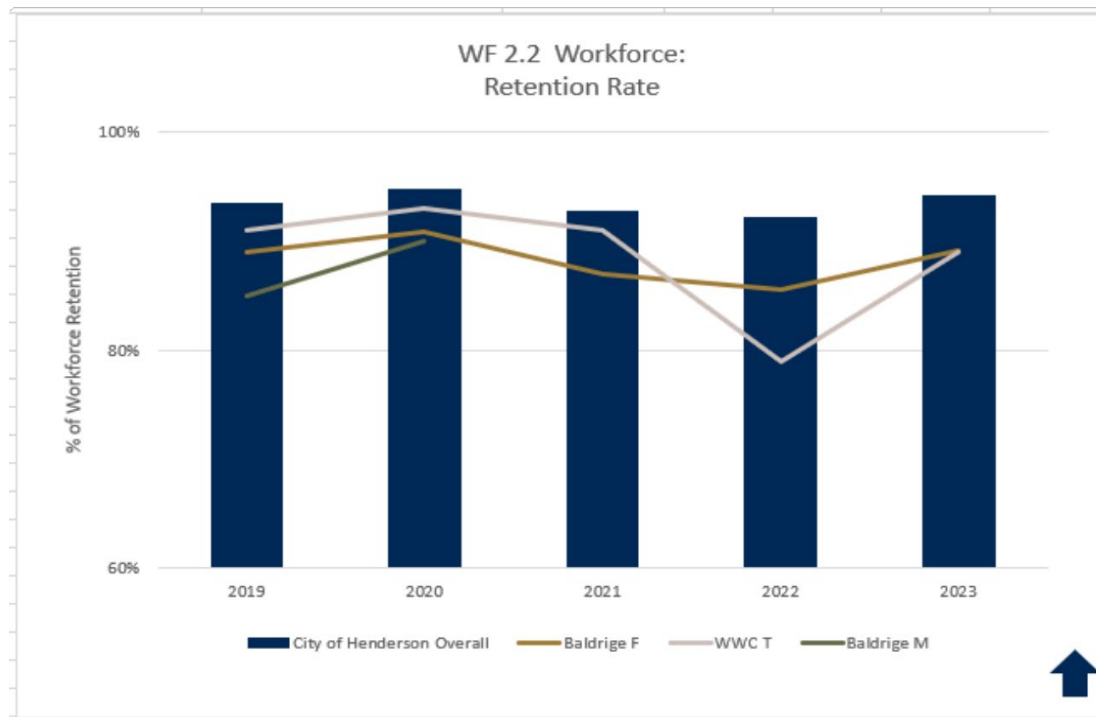


2 - What are your results for turnover, retention, and absenteeism?

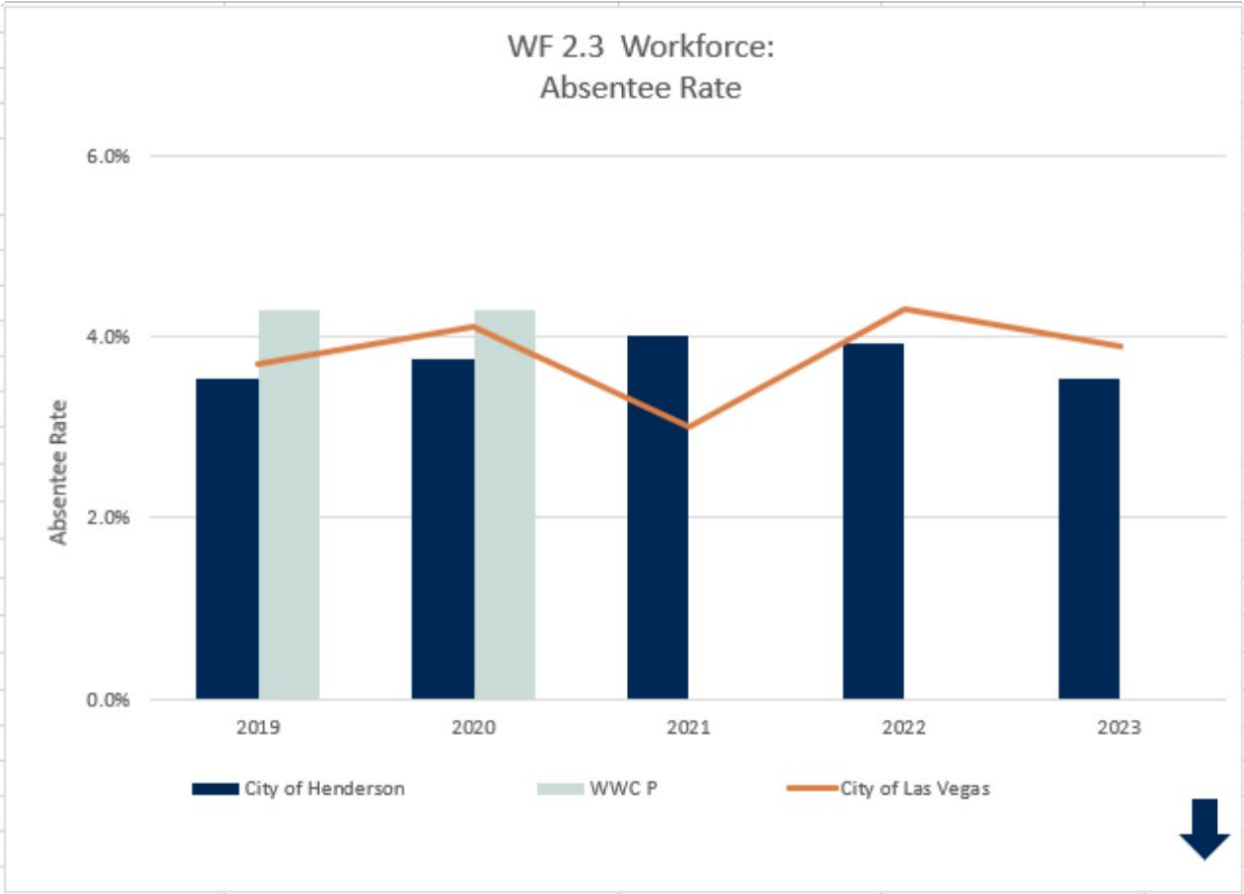
High turnover, retirement, and absenteeism can negatively impact workforce capability and capacity. They can be costly to an organization and potentially impact services through a loss of organizational knowledge. City results indicate sustained results outperforming local competitors, national benchmarks, national best practice cities, and/or best-in-class Baldrige benchmarks. *Notes: WF 2.1 - SHRM benchmarks are issued periodically when there are substantial changes. WF 2.3 – Limited comparisons and benchmarks available as some agencies do not track this measure.*



WF 2.1



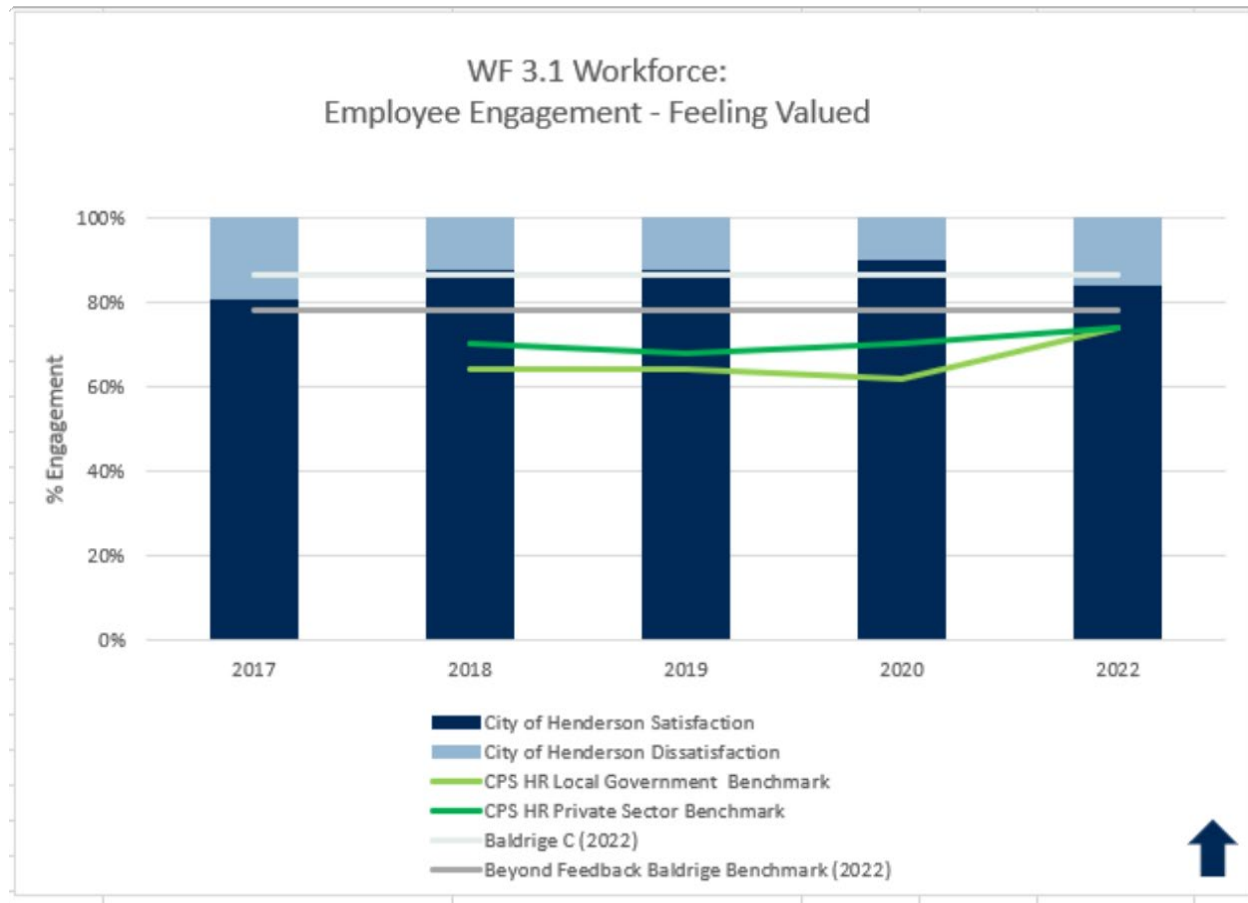
WF 2.2



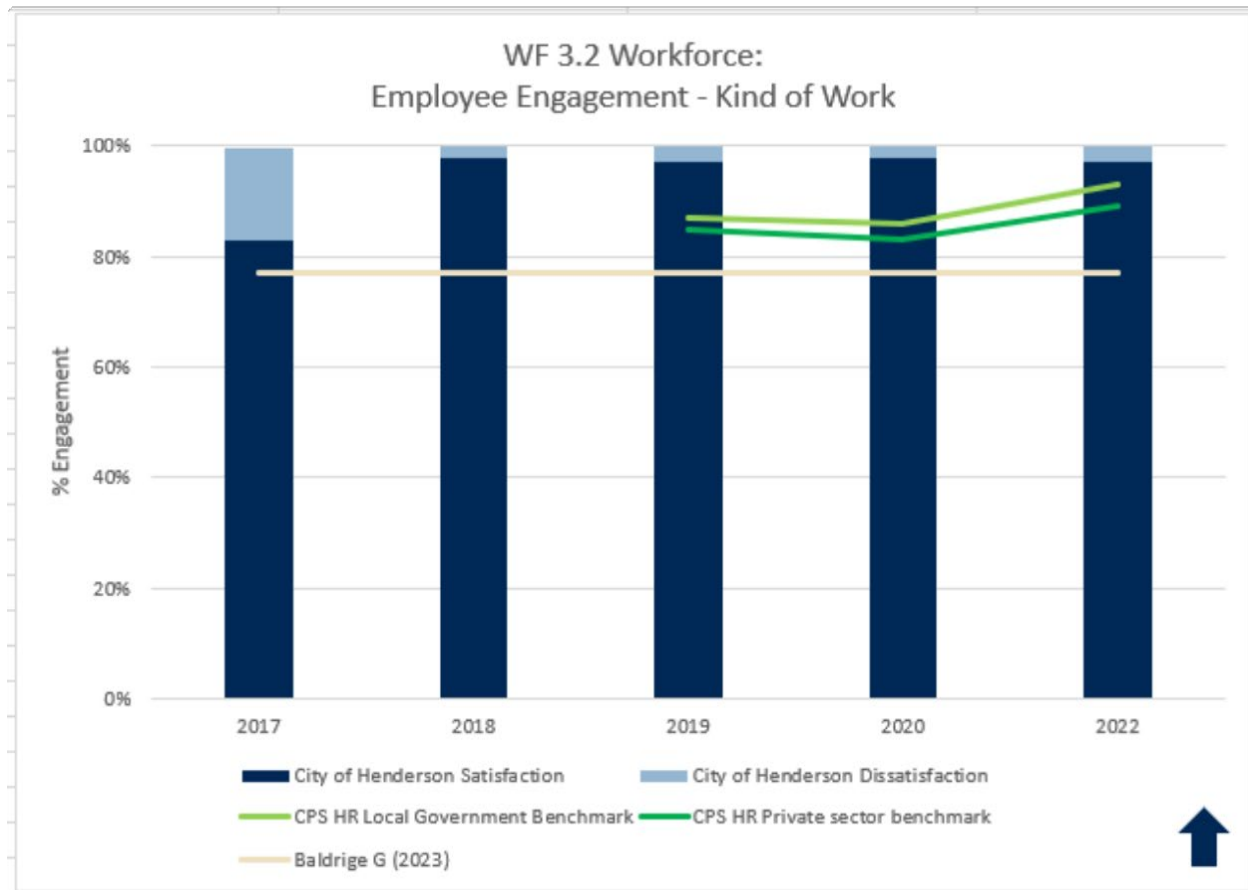
WF 2.3

3 - What are your results for workforce satisfaction and dissatisfaction?

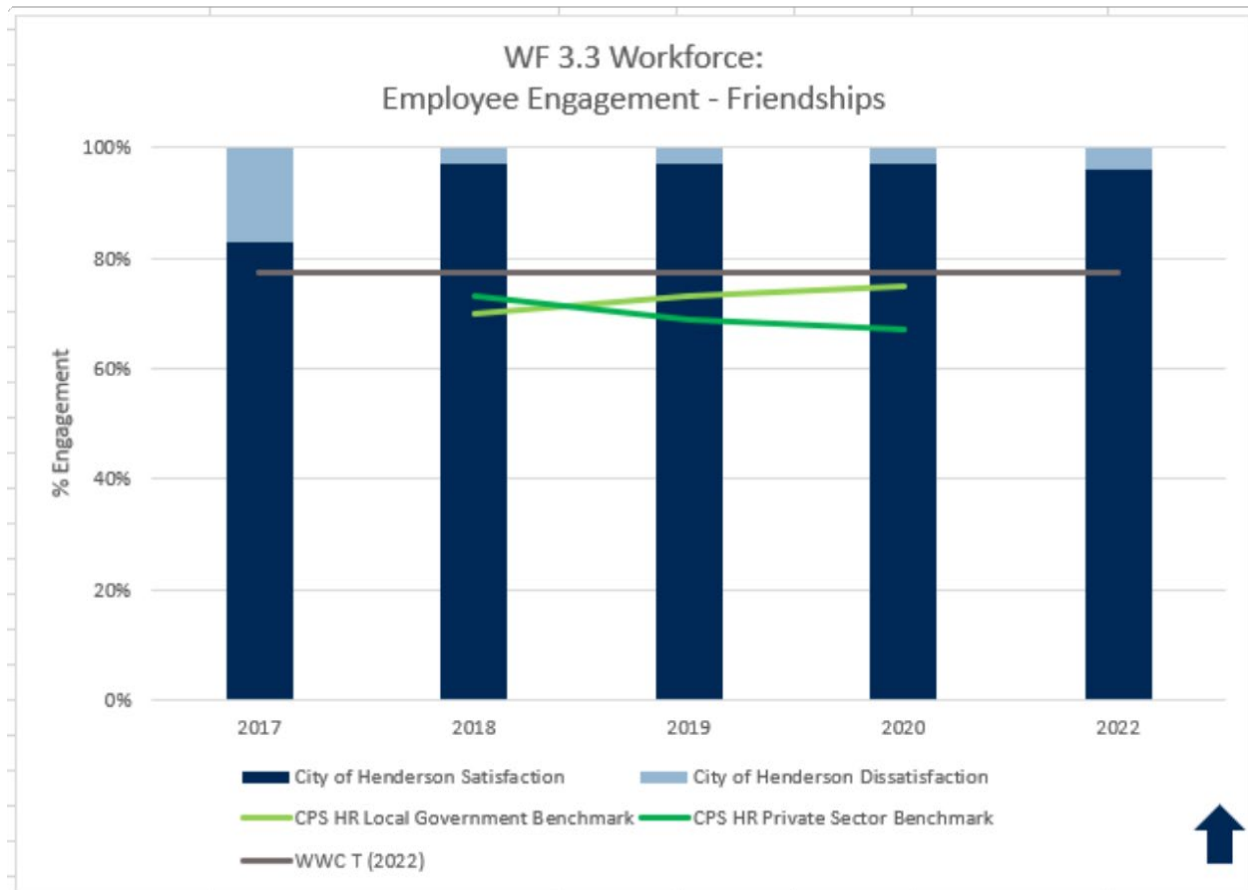
The city's workforce drives the city's mission by providing premier services that enhance resident quality of life. City leaders monitor employee engagement closely and began its engagement survey approach in 2014. Based on Baldrige feedback, in 2017 the city began surveying all team member segments. In 2023, the city launched a systematic process to develop and deploy citywide and departmental action plans based on survey results. Henderson's workforce indicates that it feels valued for the work they do, they like the work they do, and they have good friendships in the workplace. The city's results in all three question areas indicate sustained results outperforming local, regional, national, private sector, and/or best-in-class Baldrige benchmarks. *Notes: The local government benchmark represents results from valley competitors (municipalities) participating in the survey. In 2017, the city only surveyed FT employees so other segmented data not available.*



WF 3.1



WF 3.2



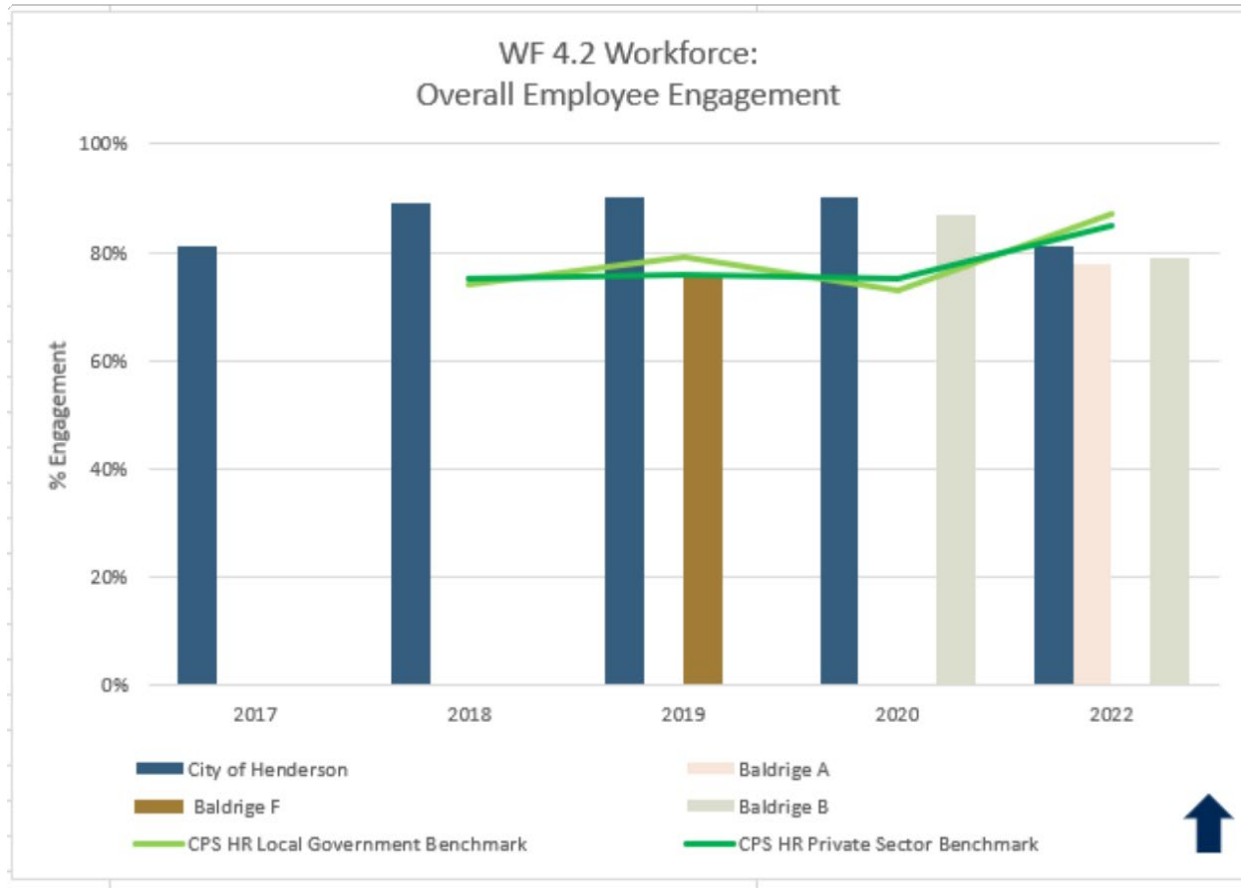
WF 3.3

4 - What are your results for workforce engagement?

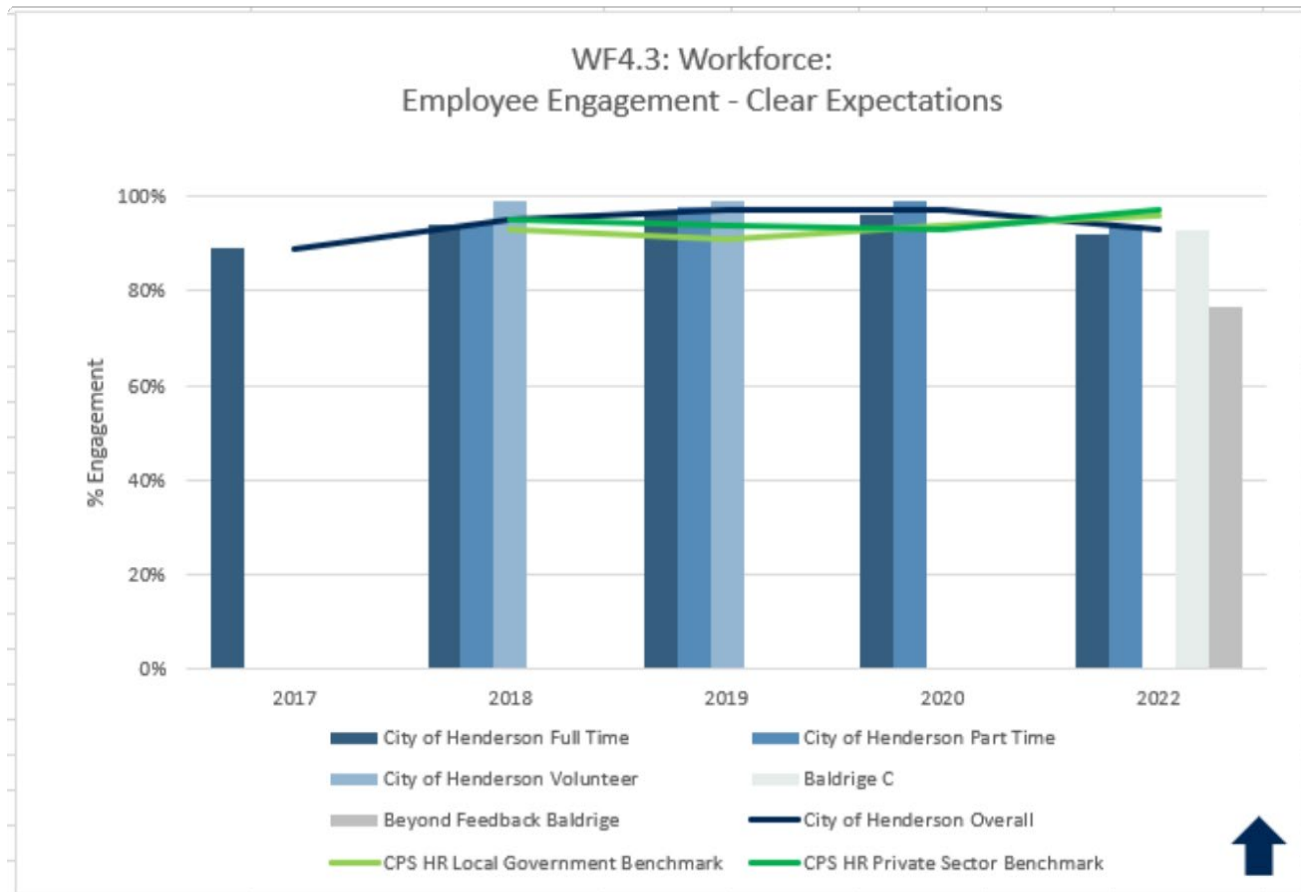
The city's systematic approach to employee engagement includes analysis of survey results to determine engagement drivers. Results presented indicate sustained employee engagement over time, surpassing local, private sector, and/or best-in-class Baldrige benchmarks. Henderson's workforce expresses a strong understanding of job expectations, and results are on par with local and best-in-class Baldrige benchmarks. *Notes: The local government benchmark represents results from valley competitors (municipalities) participating in the survey. 2022's slight downtick in FT results was primarily due to a decrease in one business unit's engagement results. This is being addressed through an executive-level change and department action planning. Not all driver questions were asked nationally, so benchmarks will not be available for all questions.*



WF 4.1



WF 4.2

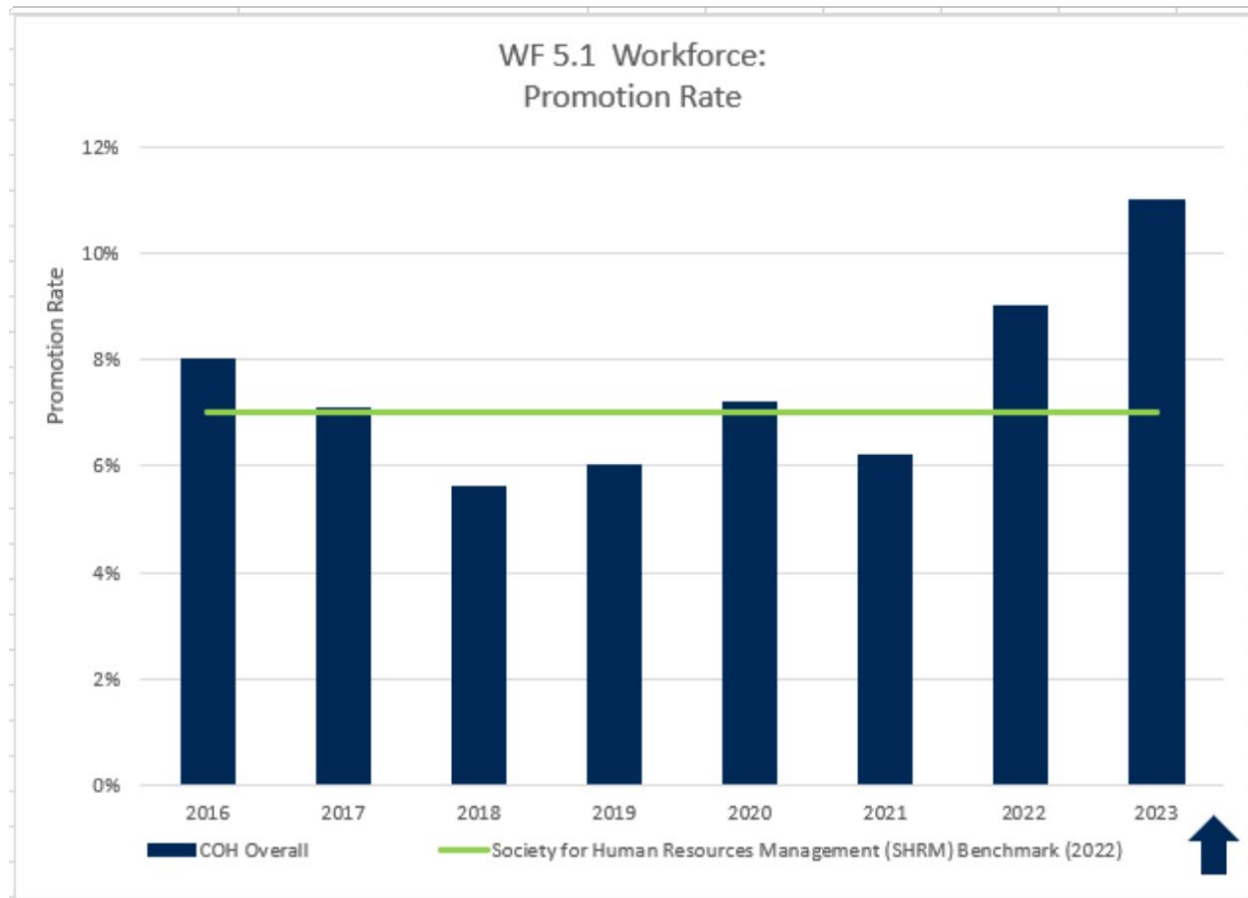


WF 4.3

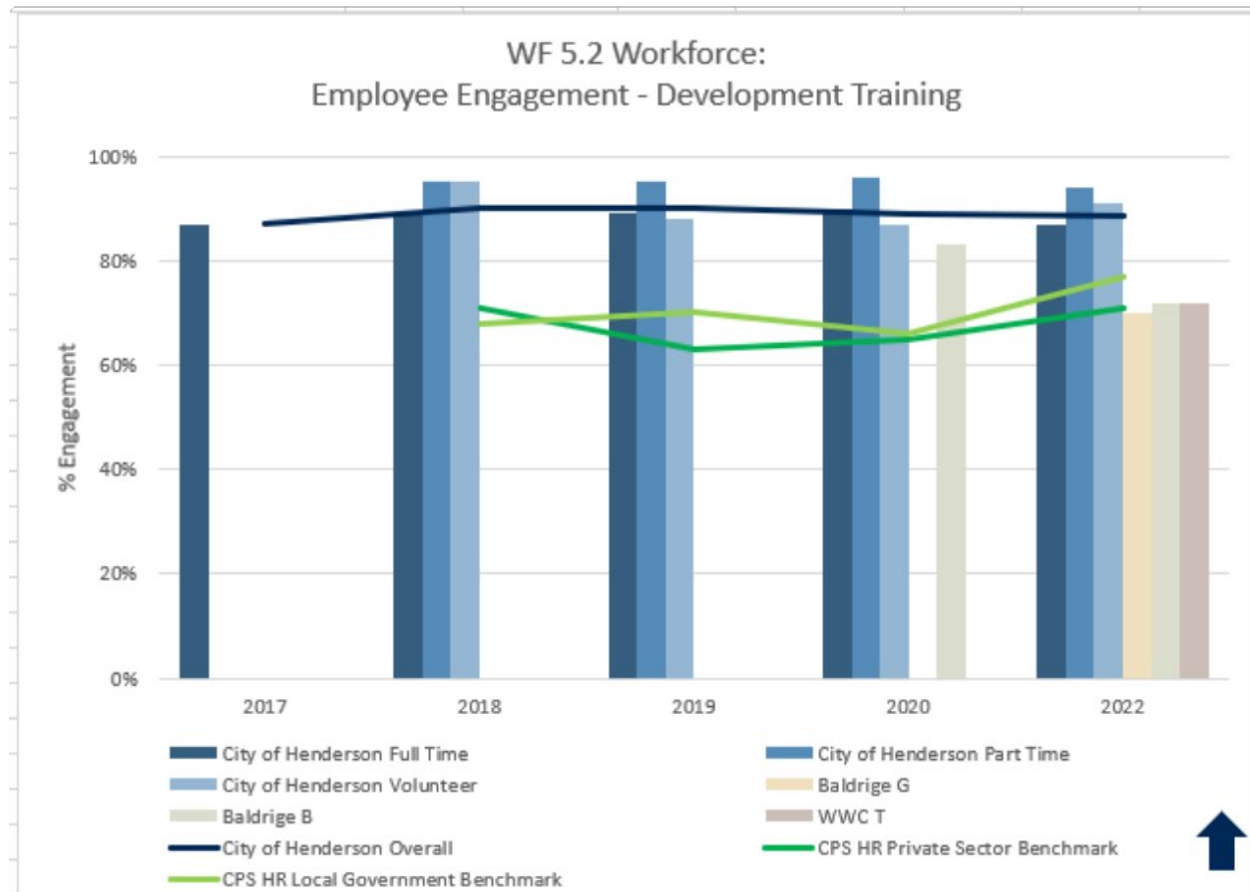
5 - What are your results for workforce and leadership development, including job skills training?

The city's systematic approach to workforce development includes the PLA, development planning integrated into the individual performance evaluation process, and training opportunities that support career growth. By providing leaders with the tools needed to be successful, the city drives the organization's MVVP and positively impacts workforce capability and capacity. Based on Baldrige feedback, the city began surveying part time and volunteer team members in 2018. Results indicate sustained performance that surpasses local competitor, private sector, and national benchmarks.

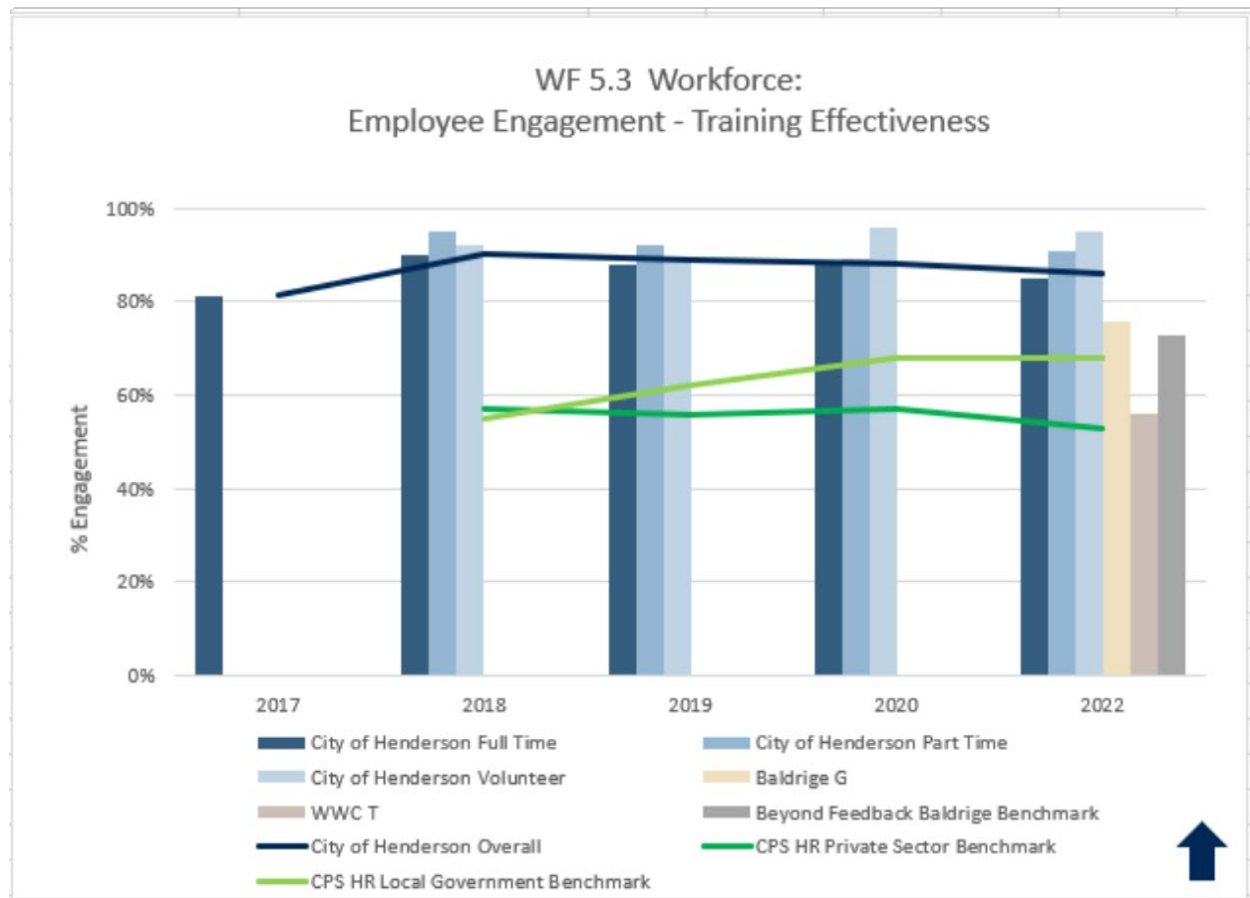
Notes: WF 5.1 -SHRM issues benchmarks on a periodic basis as substantial changes occur. The City's target promotion rate balances a recognition of internal expertise and the need for new ideas and best practices from outside the organization. It is important not to compare results from year to year, as promotions are impact by budget, available opportunities and/or workforce capability and capacity.



WF 5.1



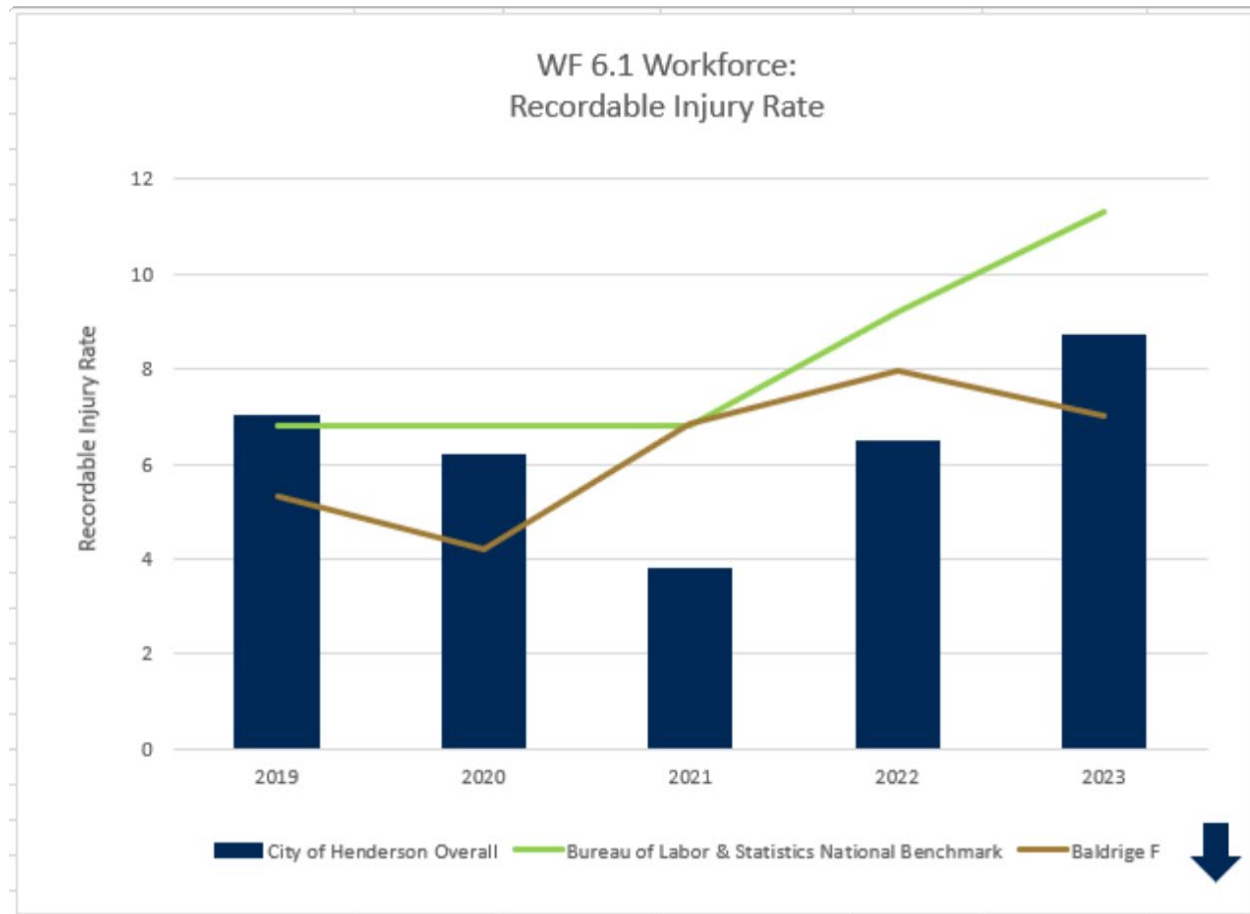
WF 5.2



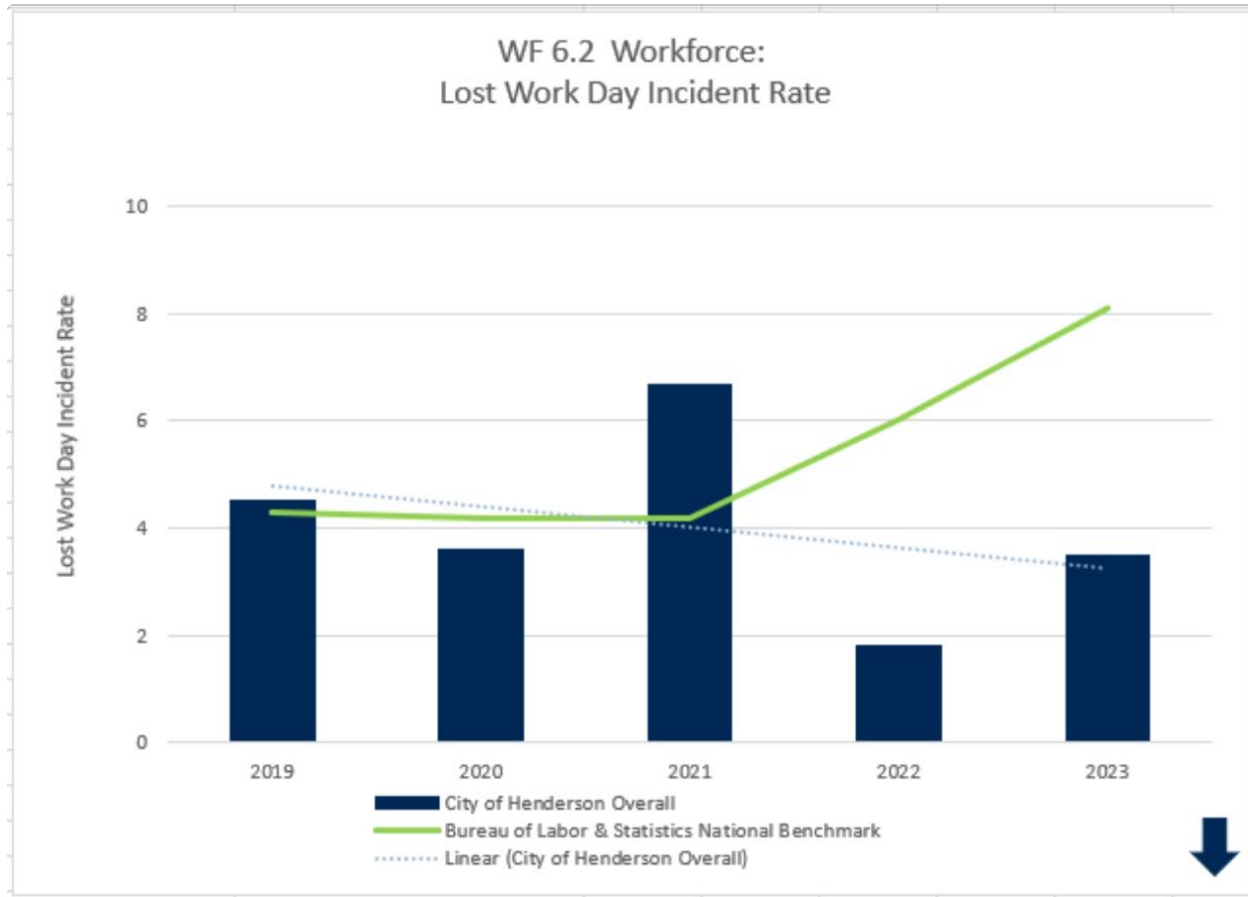
WF 5.3

6 - What are your results for significant safety-related incidents, including Occupational Safety and Health Administration (OSHA) reportable incidents?

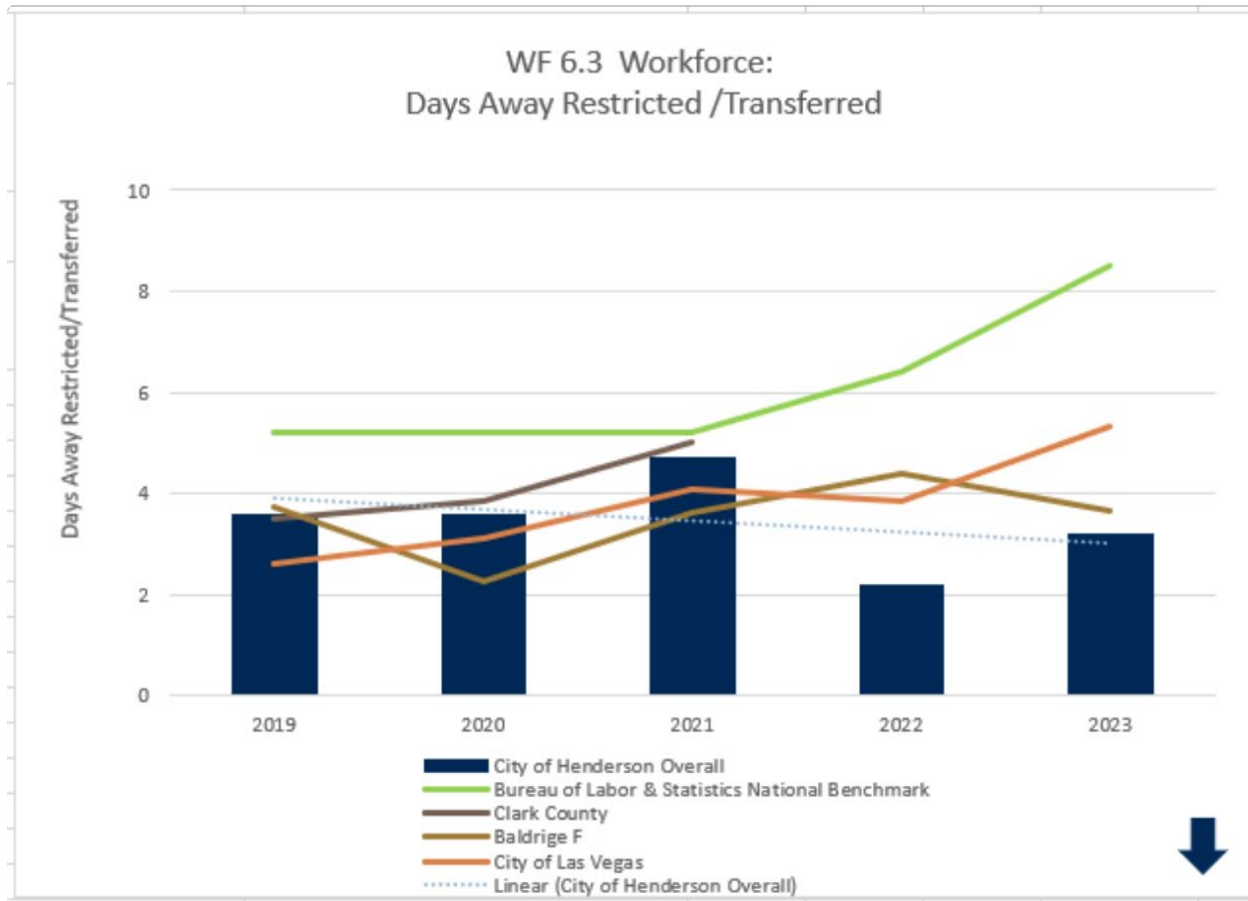
Henderson employees provide premier services that drive the city's mission to enhance the quality of life of residents. The city's systematic approach to ensuring employee safety includes monitoring of safety measures aligned to OSHA standards, a robust safety training program, citywide workgroups (see OPS Fig 2), and annual safety recognitions. Results demonstrate performance surpassing local competitors, national benchmarks, and/or best-in-class Baldrige benchmarks. *Notes: There were increases in both the benchmark and city Police and Fire recordable injuries post-COVID due to related increases in call volumes and incidents.*



WF 6.1



WF 6.2

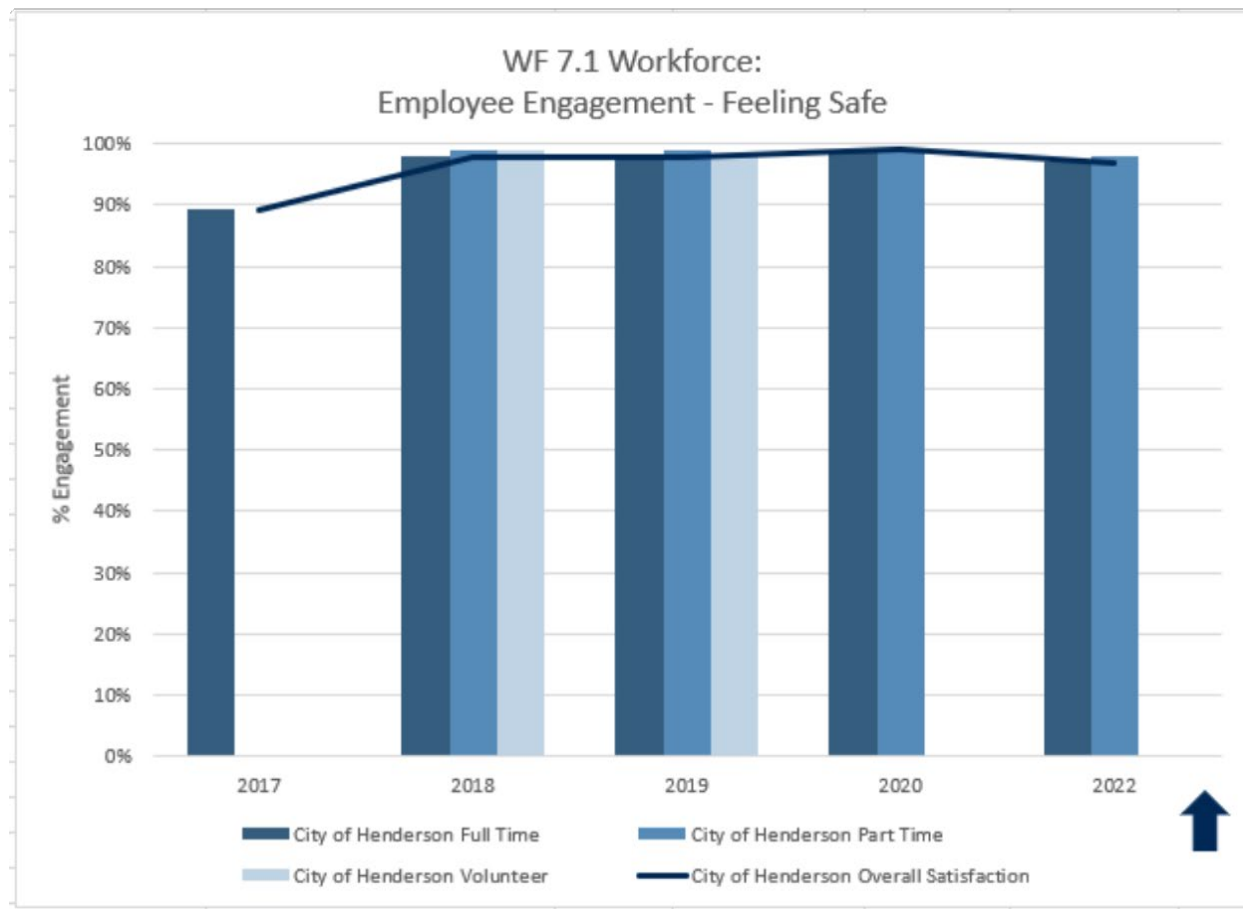


WF 6.3

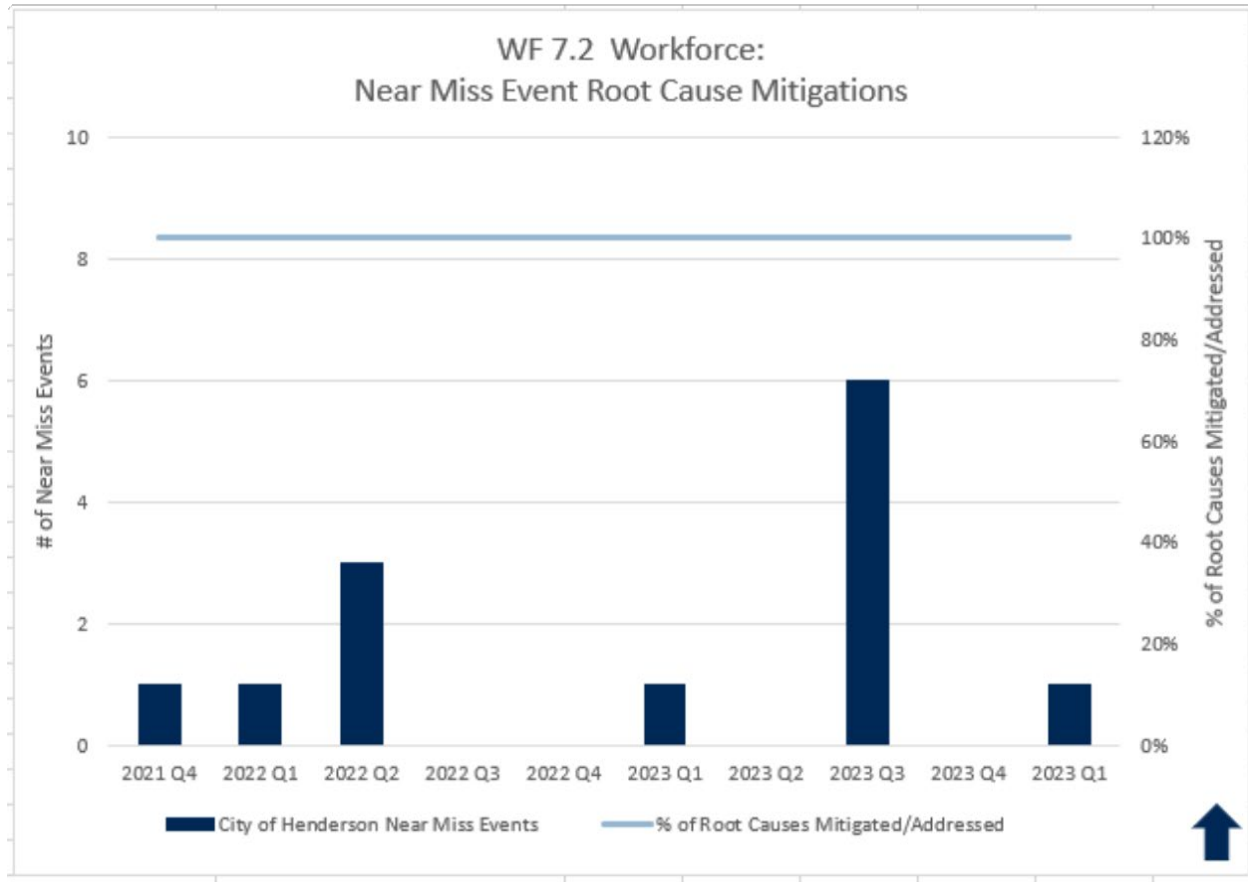
7 - What are your results for additional indicators of workplace health and safety (e.g., results of safety audits, near-miss tracking)?

City employees feel safe in the workplace and encouraged to use safe job procedures. This is an outcome of the city's systematic safety approach that includes near miss investigations and online safety training. The city's results for near miss cause mitigation indicates sustained performance, with all causal factors being mitigated: there are four quarters with zero near miss incidents. The city also demonstrates sustained performance in online safety trainings, outperforming the local competitor. *Notes: WF 7.1 - No benchmarks are available from the survey administrator as this is not a regionally or nationally offered question. Only FT employees were surveyed in 2017. WF 7.2 – Benchmarks and comparisons not applicable, as accident and near miss investigation approaches vary greatly among organizations. WF 7.3 – Safety learning management system was not available from June to August 2023.*

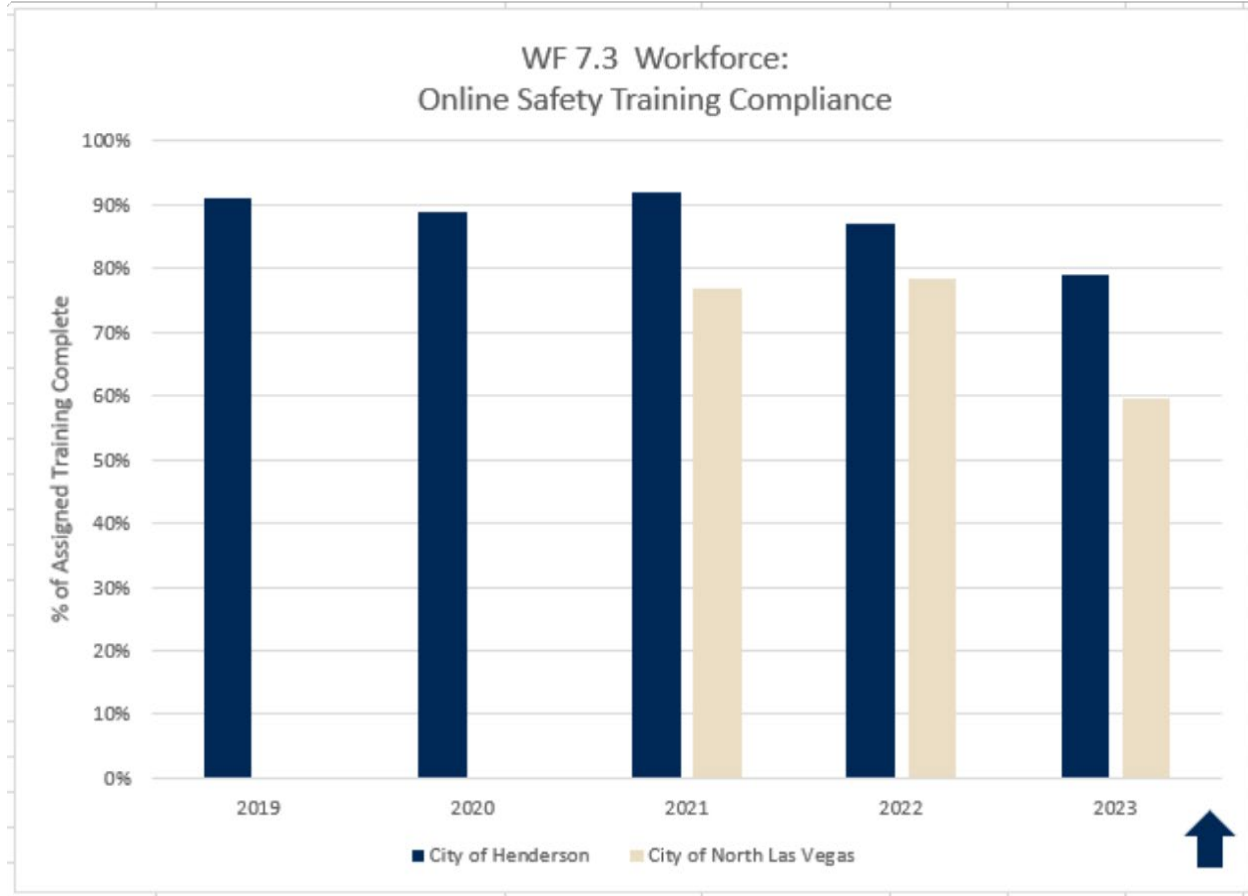
Please also see results for WF 6.1, 6.2, and 6.3.



WF 7.1



WF 7.2



WF 7.3

A photograph of Henderson City Hall, a modern building with a geometric facade and large windows. The building is dark blue, and the text "HENDERSON CITY HALL" is visible on its upper right side. In the foreground, there are concrete steps leading up to the entrance, flanked by two cylindrical trash cans. The sky is a deep blue, and the overall image has a monochromatic blue tint.

HENDERSON
CITY HALL

CUSTOMERS AND MARKETS

Customers and Markets

1 - Briefly describe your key processes used for the following:

1. customer listening,
2. customer engagement, and
3. customer support.

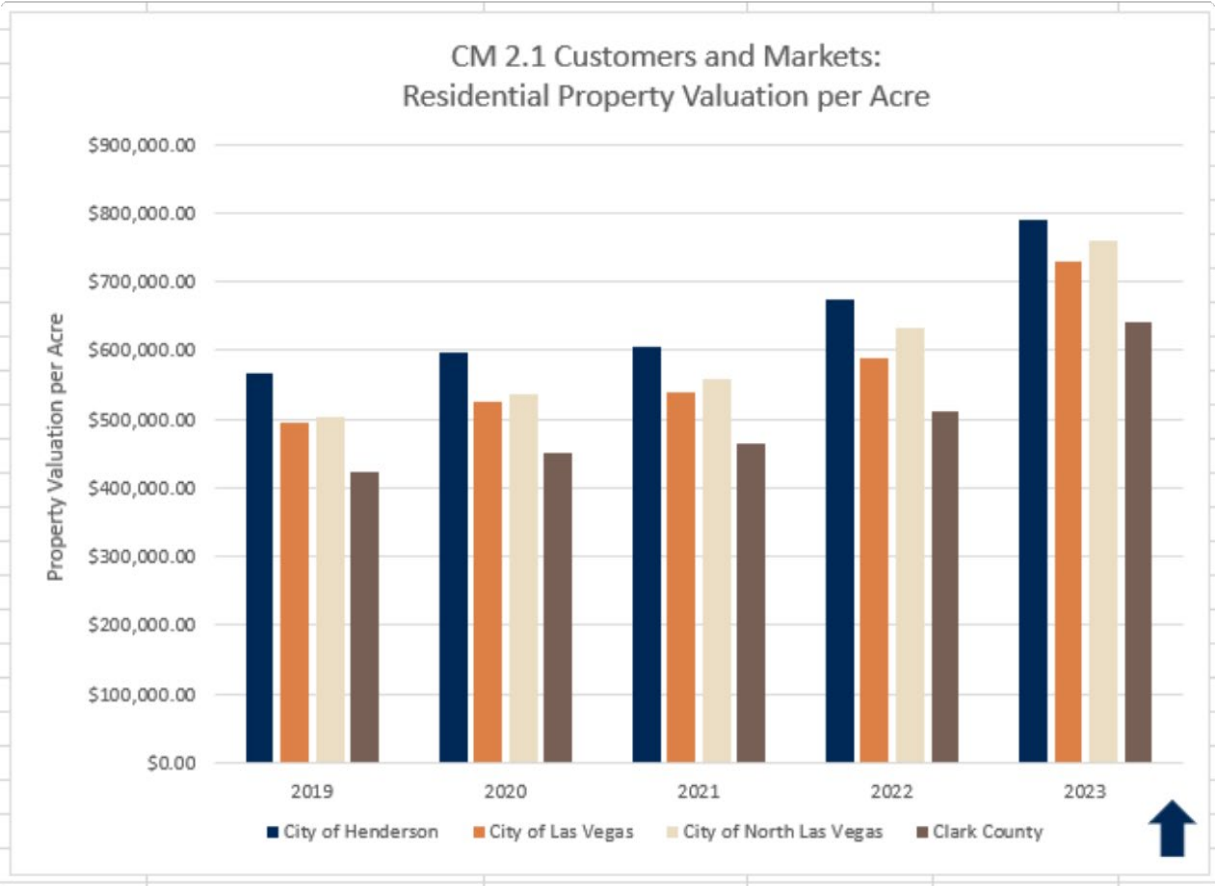
The city obtains actionable feedback on the quality of its service and support and determines resident requirements through its communication avenues (see LG Fig 3). The city's Customer Service Strategist communicates the city's PREMIER customer service approach, facilitates a citywide workgroup (see OPS Fig 2), and monitors and reports customer service performance including customer complaints (see results for CM 4.1). Based on Baldrige feedback, the city modified its processes for measuring and monitoring customer dissatisfaction which are now gathered via Contact Henderson and customer comment cards. Customer service program approaches also include working with process owners (departments) and the customer service workgroup to ensure that issues are responded to within two business days and identifying mitigation strategies for any trending dissatisfaction issues.

The organization's primary method used to determine customer satisfaction and engagement is the community assessment survey. The survey is administered by a national, independent consultant that solicits statistically valid resident opinions across the city's key communities. Respondents provide feedback on their satisfaction with quality of life and city services and provide their requirements for services. Results from the surveys are disaggregated, analyzed, benchmarked against communities, and then distributed both internally and externally.

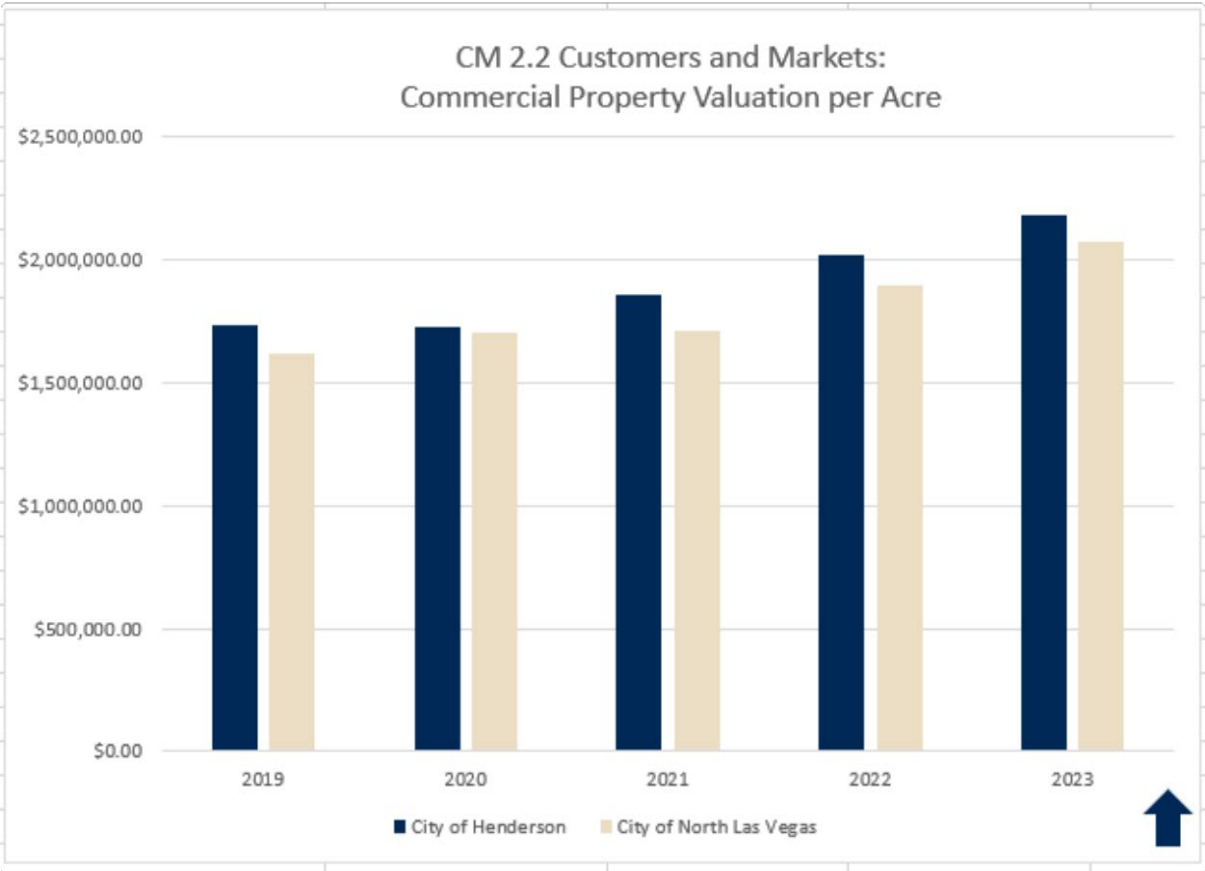
Citywide avenues enabling residents to engage with the city and obtain support include face-to-face contact, phone, email, website, social media, mobile application, and software such as RecTrac, DocuSign, and the city's customer relationship management system Contact Henderson. For almost all services, customers have the option to interact in person or online.

2 - What are your results for market size and market share, by business unit or product/service, as appropriate?

Property valuation is an indicator of planning effectiveness and revenue market share and has a direct impact on city revenue collection via property taxes. The city periodically evaluates land annexation opportunities against potential negative impacts to resident quality of life. Effective and systematic land annexation approaches have a direct impact on property valuation, and results surpass local competitors. *Note: Only local competitor comparisons are appropriate due to economic differences between regions. CM 2.2 – Las Vegas and Clark County commercial valuation not included as those jurisdictions include large casino properties and are not a valid comparison.*



CM 2.1



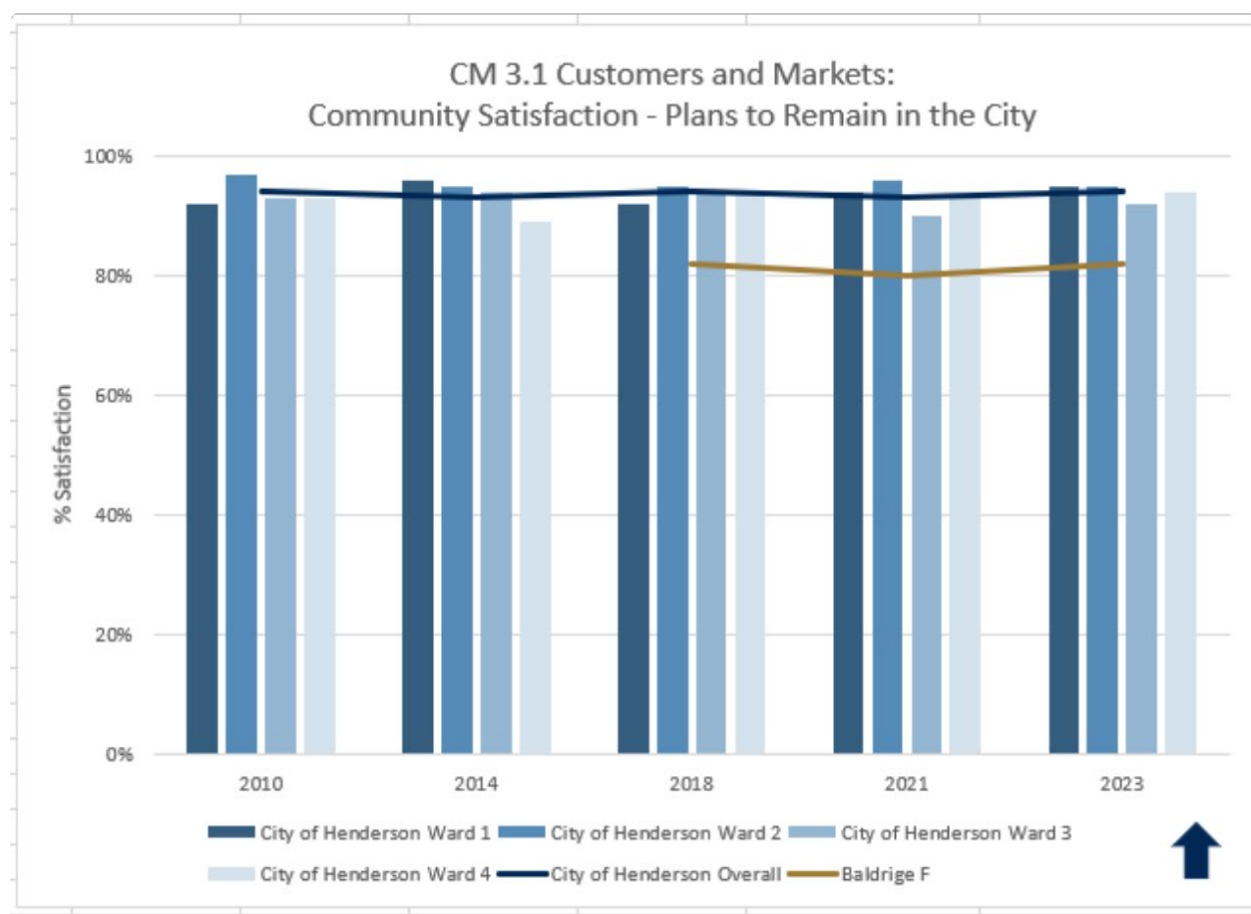
CM 2.2

3 - What are your results for your customer loyalty, including likelihood to recommend your organization, by key customer segments?

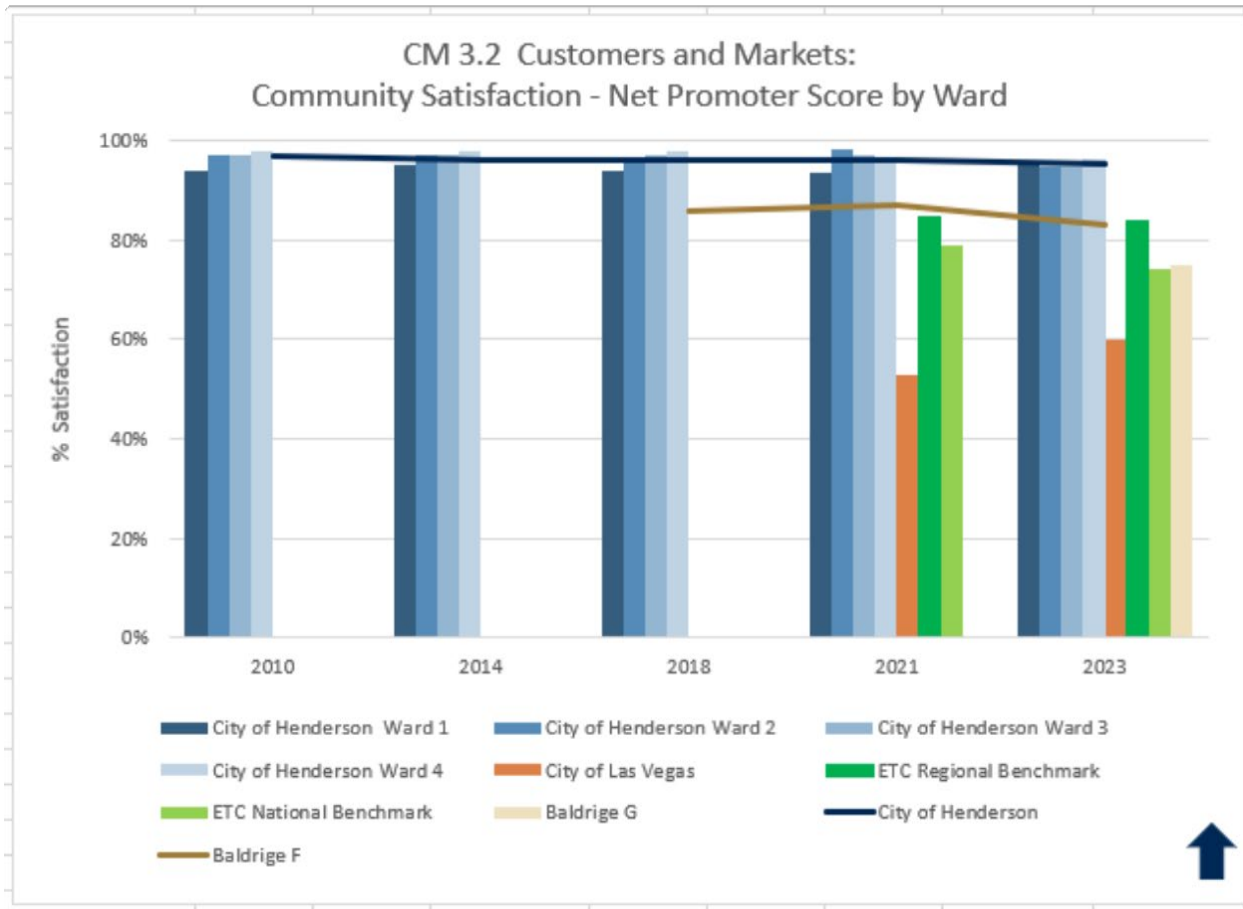
Note: For health care organizations, as appropriate: Include your results for Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) or CAHPS scores.

Over the past 5 years Henderson has grown slowly and steadily, reflecting thoughtful planning efforts by the city. Local competitor results indicate large population fluctuations which could impact their resident quality of life. Loyal customers are likely to tell a friend about Henderson's high quality of life and will be long-term residents. The city demonstrates sustained results in these areas, outperforming local, regional, national, and/or best-in-class Baldrige benchmarks.

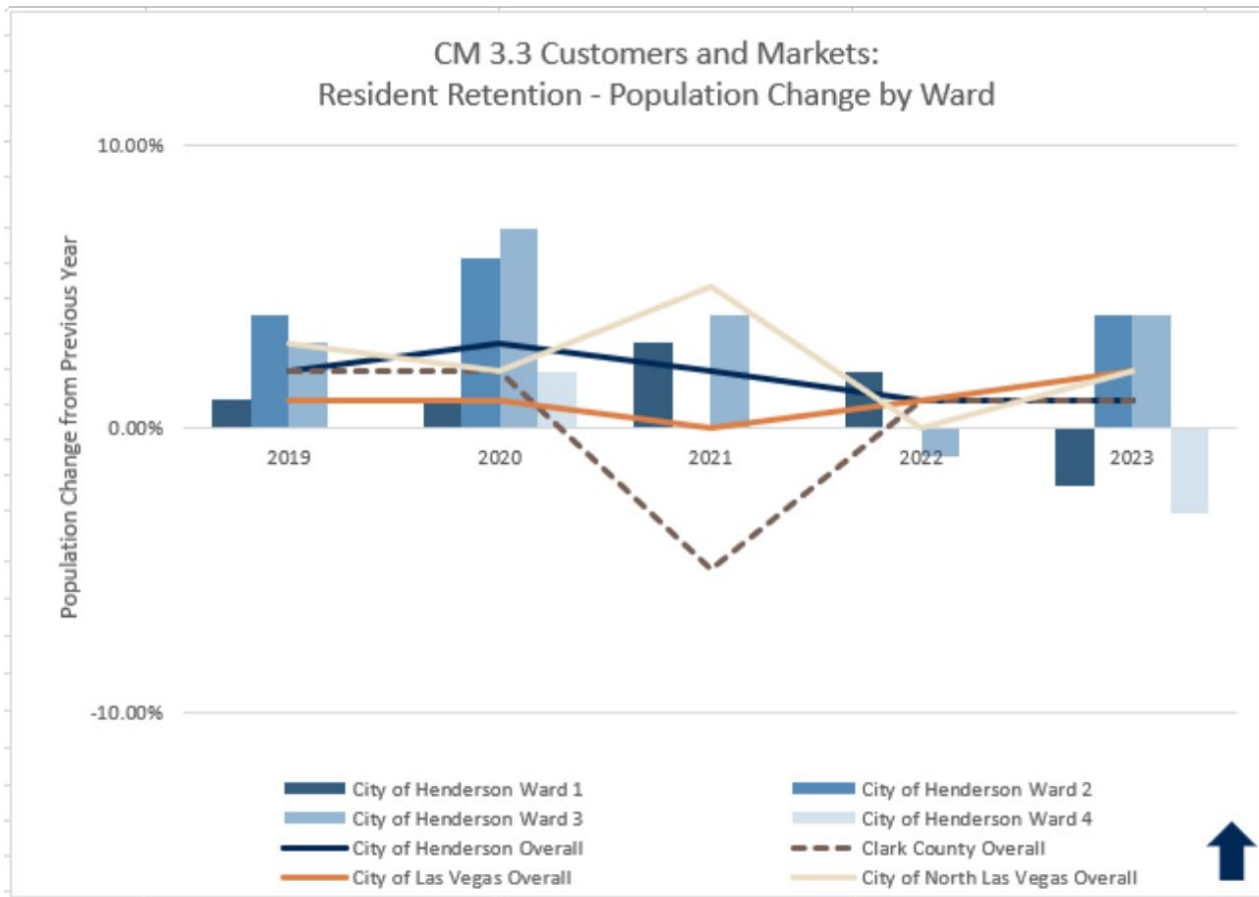
Notes: 3.1 - Custom question so no ETC benchmark available. 3.2 - The local/regional government benchmark represents results from valley competitors (municipalities) participating in the survey. As part of ongoing improvement, in 2021 the cadence of surveys changed from every four years to every two years. 3.3 - In 2022/2023 there appears to be decreases in some wards but the overall population of the city grew, indicating that residents stayed within the city but moved to a different ward.



CM 3.1



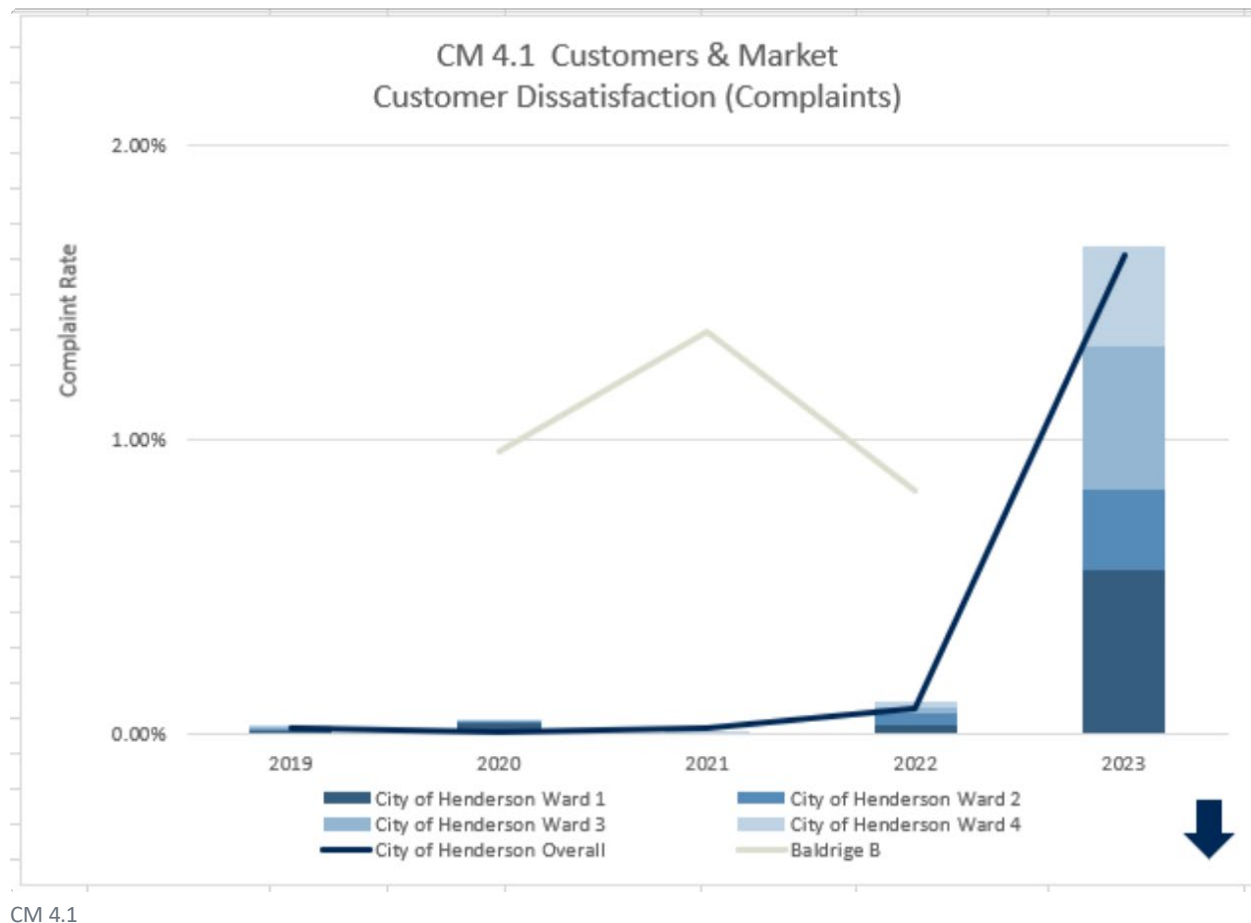
CM 3.2



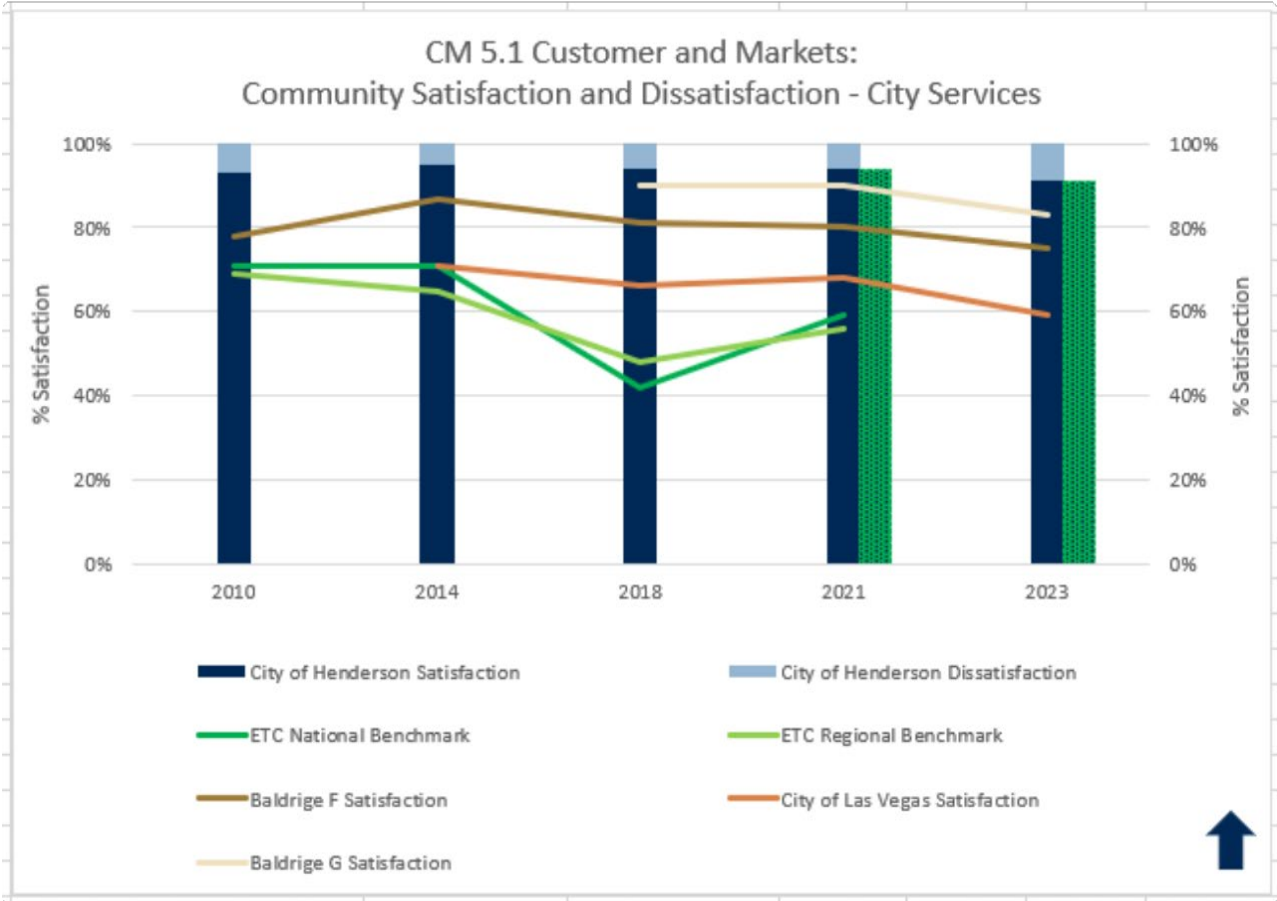
CM 3.3

4 - What are your results for customer complaints, by key customer segments, if available?

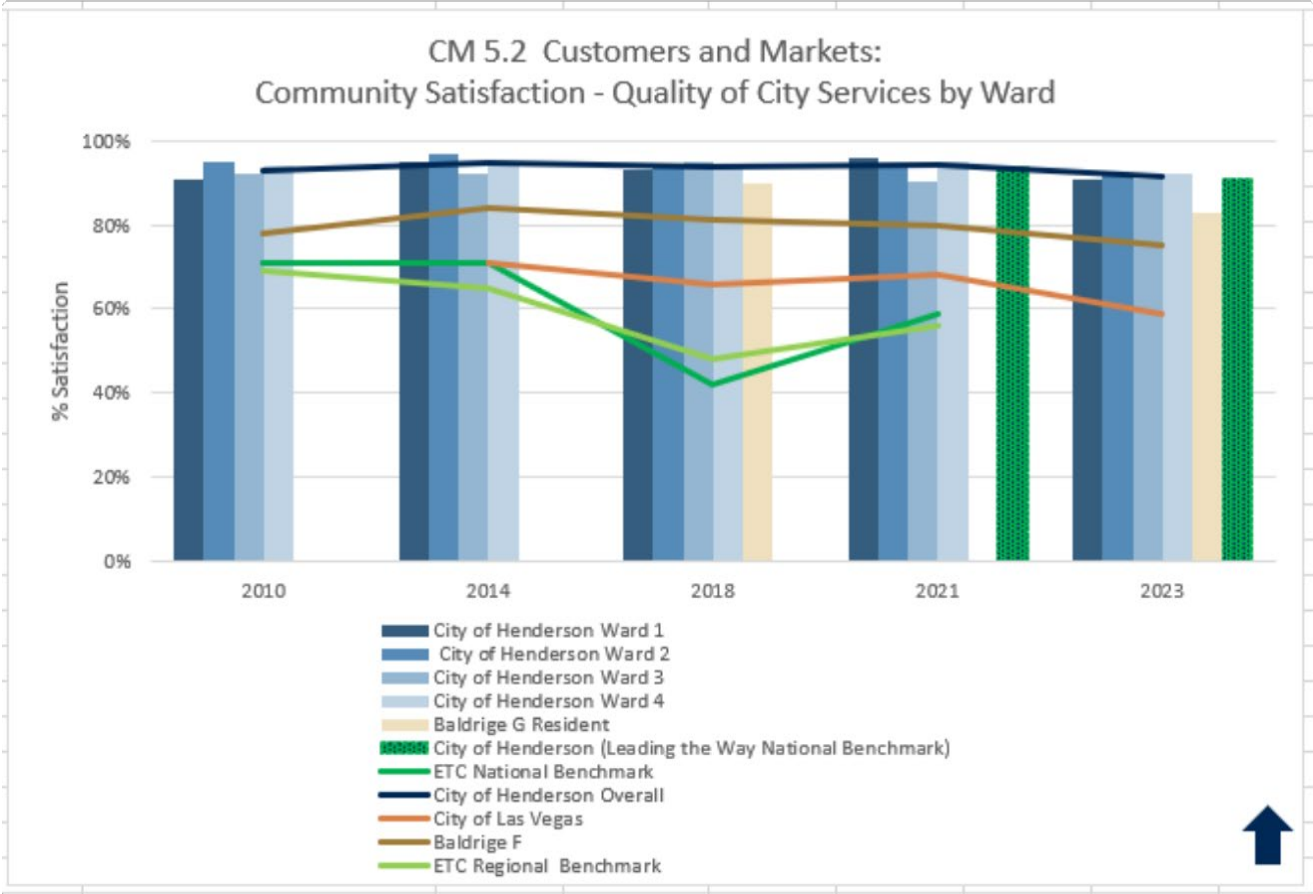
In alignment with its value of “Excellence” and key product of High Performing Public Service, the city’s systematic and integrated PREMIER customer service approach includes a citywide customer service committee (see OPS Fig 2), standardized training and KPIs, and a diverse array of customer feedback avenues (see LG Fig 3). The city has a high volume of customer cases and comment cards, but only a 1.57% complaint/dissatisfaction rate. City results surpass the best-in-class Baldrige benchmark. *Note: 2023 results indicate an intentional uptick that is based on Baldrige feedback: the city’s new approach to collecting customer data from multiple sources is a process improvement.*

**5 - What are your results for customer satisfaction and dissatisfaction, by key customer segments?**

The quality of services the city provides directly impacts resident quality of life, and the city's results indicate sustained performance that surpasses all benchmarks and comparisons. *Notes: The regional government benchmark data includes results from valley competitors (municipalities) participating in the survey. The city received ETC’s “Leading the Way” recognition, which identified it as receiving the nation’s top customer satisfaction score for quality of life for mid-to-large size cities, and in the top 10% of nationwide results in many of the community survey areas. As part of ongoing improvement, in 2021 the cadence of surveys changed from every four years to every two years.*



CM 5.1



CM 5.2

A photograph of Henderson City Hall, a modern building with a geometric facade and large windows. The building is shown from a low angle, looking up. The sky is a deep blue. In the foreground, there are concrete steps leading up to the building. Two cylindrical trash cans are visible near the entrance. The overall image has a blue tint.

HENDERSON
CITY HALL

COMMUNITY ENGAGEMENT

Community Engagement

1 - Briefly describe your key processes for community engagement and societal contributions. Be sure to include your processes for the following:

- 1. listening and engaging with your key communities, and
- 2. supporting your key communities.

Community outreach and engagement is a key process for the city. Community engagement is handled via a systematic, citywide approach that has five components handled by specialized business units: Government and Public Affairs handles resident engagement with the City Council, the City Clerk’s Office handles community engagement with legislative and elections processes, the Communications Department handles social media and citywide communications avenues, Human Resources administers volunteer engagement opportunities, and Parks and Recreation handles community and cultural events like parades and art installations (see CE Fig 1). The city's listening and engagement mechanisms (see results for LG 4.3) include a community survey, Contact Henderson customer relationship management system, records requests (see results for CE 2.2), and social media (see results for CE 2.1).

The city’s key products are the strategic outcome areas (or priorities) through which it provides community support. These areas are based on resident identification of their focus areas and requirements, and directly contribute to societal well-being and the city’s mission of enhancing the quality of life. The city also considers and incorporates societal benefit into its daily operations via affordable water and sewer services (see results for CE 3.1), support of equality and inclusivity (see results for CE 3.1), water consumption reduction programs (see results for OPS 3.3), and e-signing processes (see results for CE 3.3).

CE FIG 1: Community Engagement Avenues



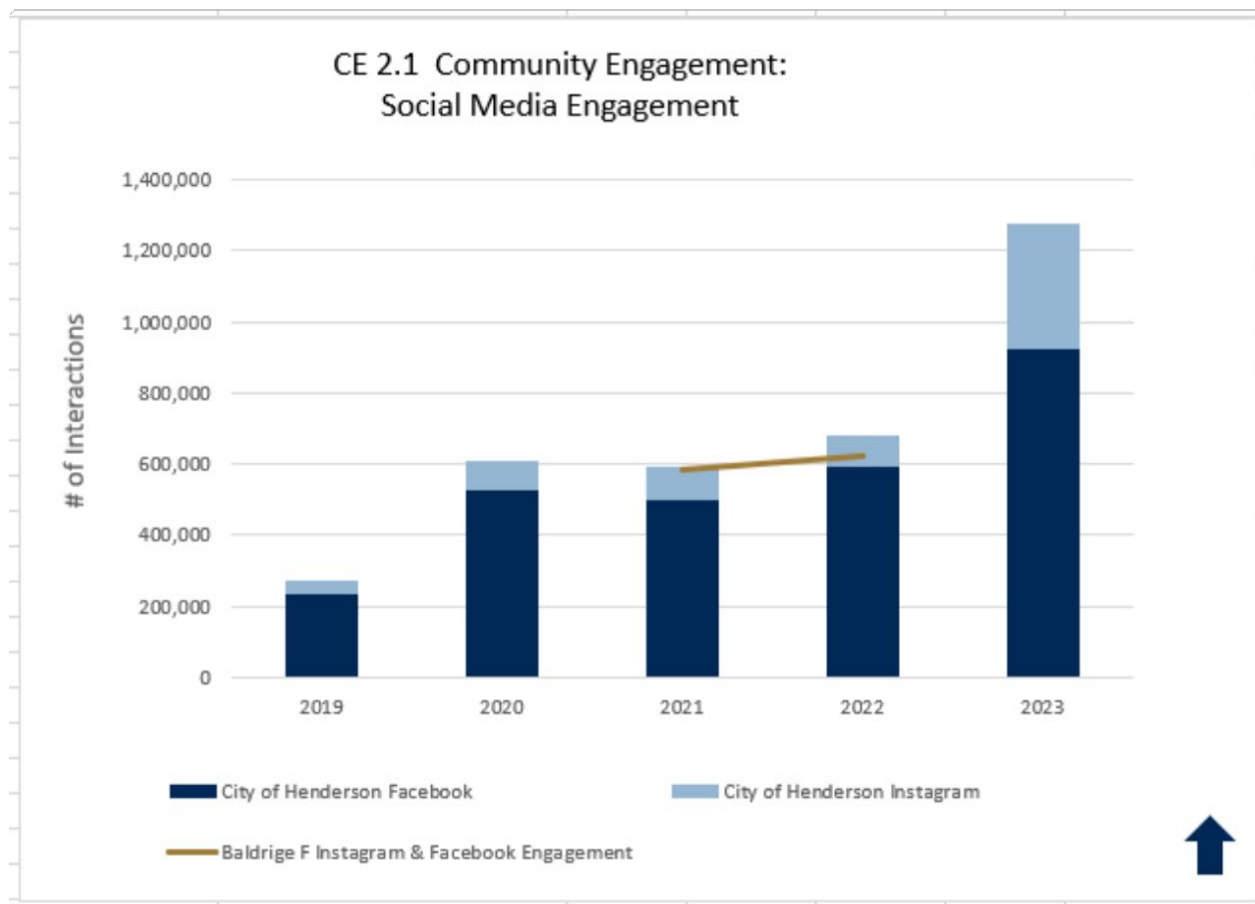
CE FIG 1

2 - What are your results for engaging and building relationships with your key communities? Be sure to include results for the following:

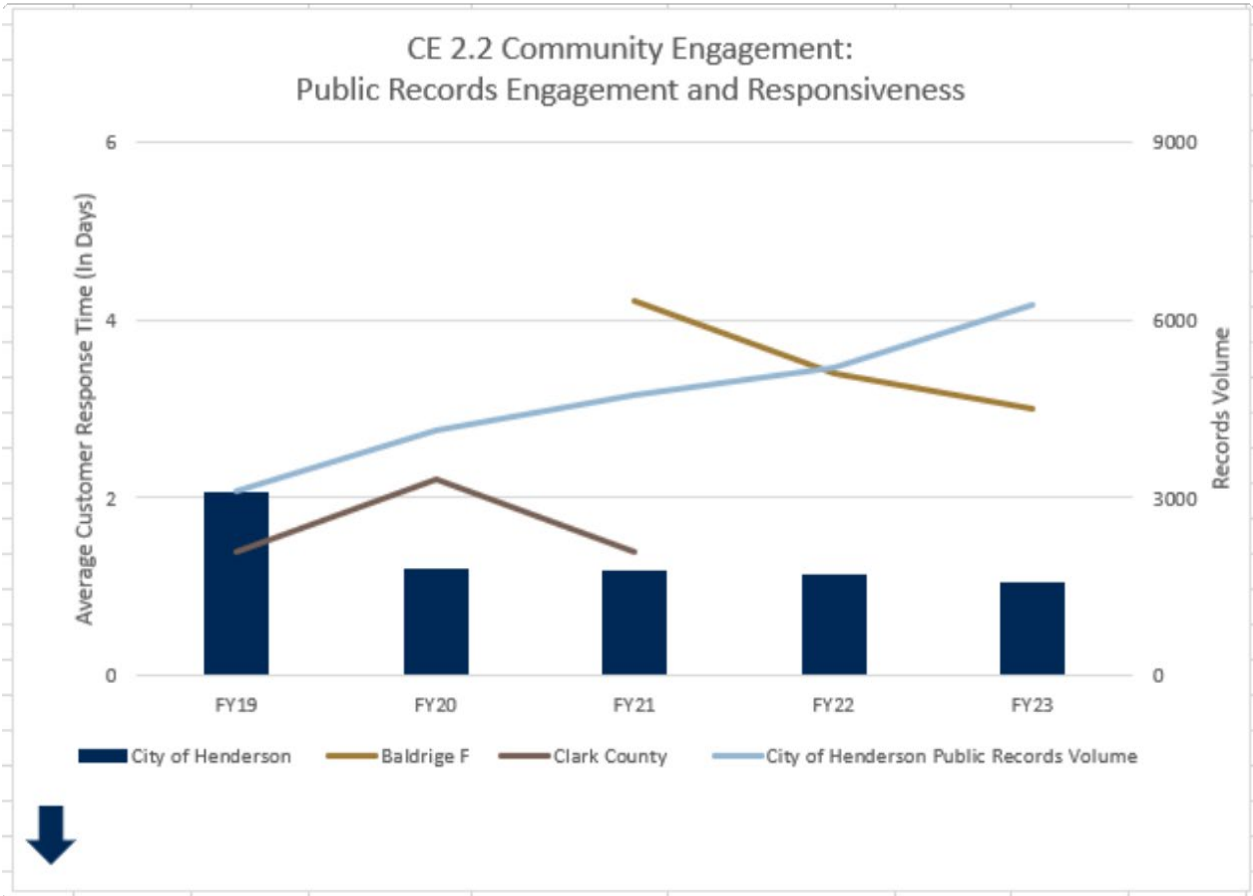
- 1. the number and type of engagements,**
- 2. the frequency of each engagement type (how often the engagement happens), and**
- 3. the length of time of engagements.**

Providing easily accessible information and records relative to city operations supports transparency, community engagement, and resident quality of life. Dedicated teams facilitate systematic, citywide approaches focused on engaging residents in the business of government (See CE Fig 1). City results indicate sustained performance surpassing local competitor, regional, and/or best-in-class Baldrige benchmarks. *Notes: social media # of interactions are defined as total likes, shares, impressions, follows, and saves.*

Please also see results for CM 3.1 and 3.2.



CE 2.1



CE 2.2

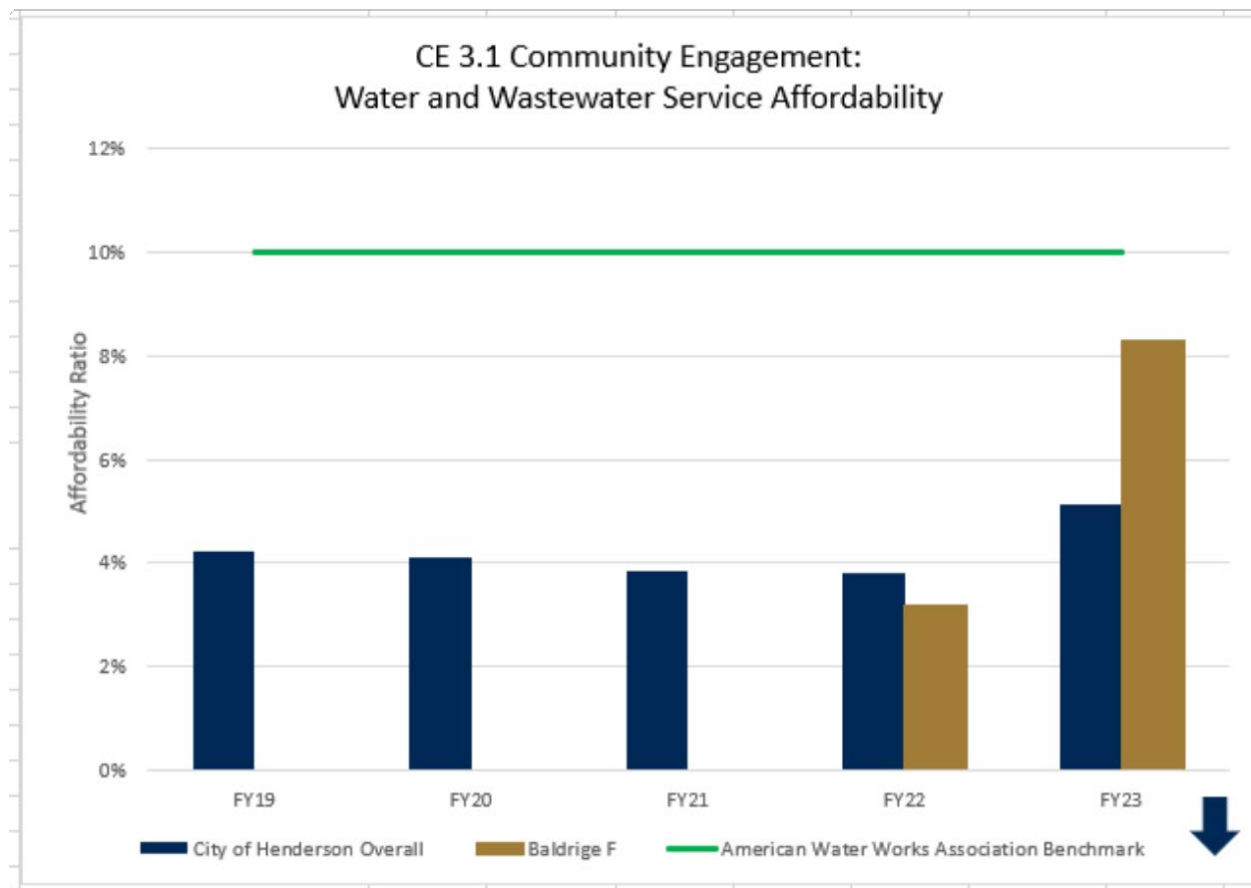
3 - What are your results for societal contributions?

Note: See below for some examples of societal contributions:

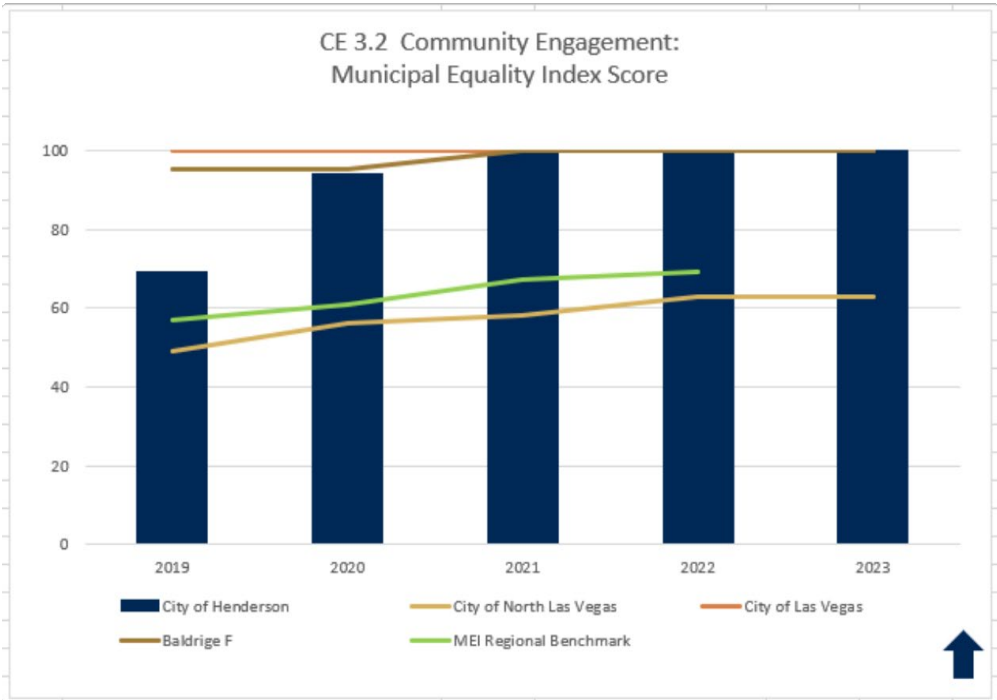
- reduced energy consumption
- use of renewable energy resources and recycled water
- reduction of your carbon footprint
- waste reduction and utilization
- alternative approaches to conserving resources (e.g., increased virtual meetings)
- global use of enlightened labor practices; and
- donations of goods or services to promote housing, community health, and food security.

The affordability ratio assesses water and sewer pricing, and a ratio of 10% or less is considered good. City leaders monitor and adjust rates while considering revenue needed to sustain service levels. The city's results demonstrate sustained performance, keeping rates below than the national and best-in-class Baldrige benchmarks while continuing to provide premier water services. *Please also see results for OPS 3.3.*

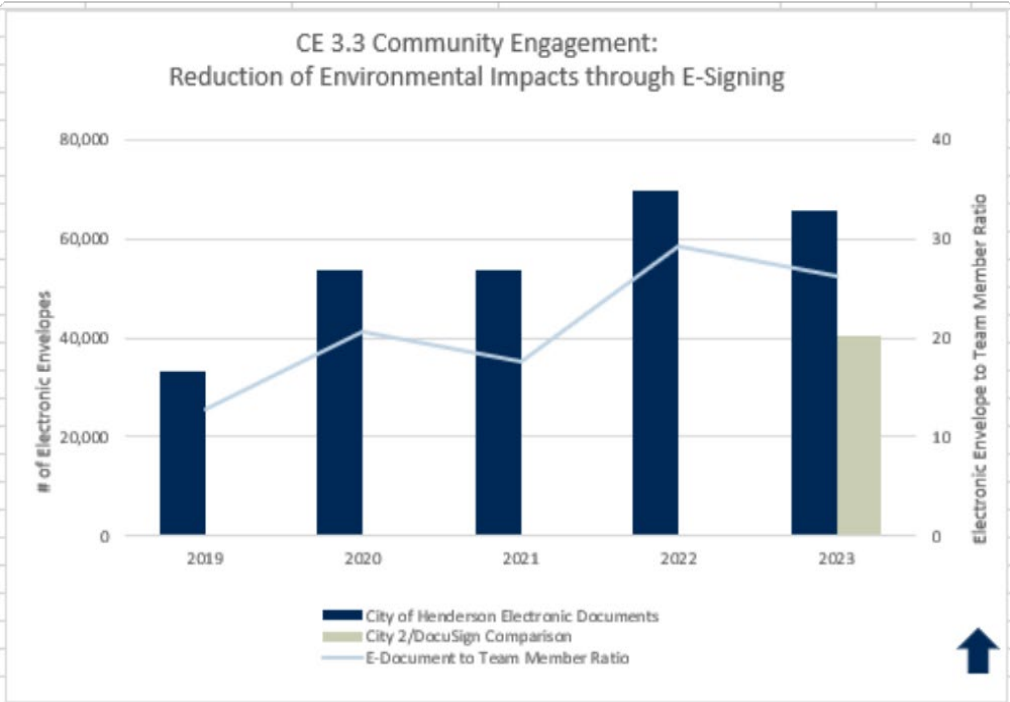
The city's systematic approach to equality includes voluntary participation in the national MEI, a Diversity Equity and Inclusion Coalition, and citywide policies that support equality for all. City results indicate sustained improvement and performance that surpasses local competitors and national benchmarks. The city launched its e-signing pilot project in 2017, and city results indicate sustained performance that surpasses the DocuSign city government comparison. E-signing benefits society through decreased carbon emissions, water usage, and waste.



CE 3.1



CE 3.2



HENDERSON
CITY HALL

FINANCE

Finance

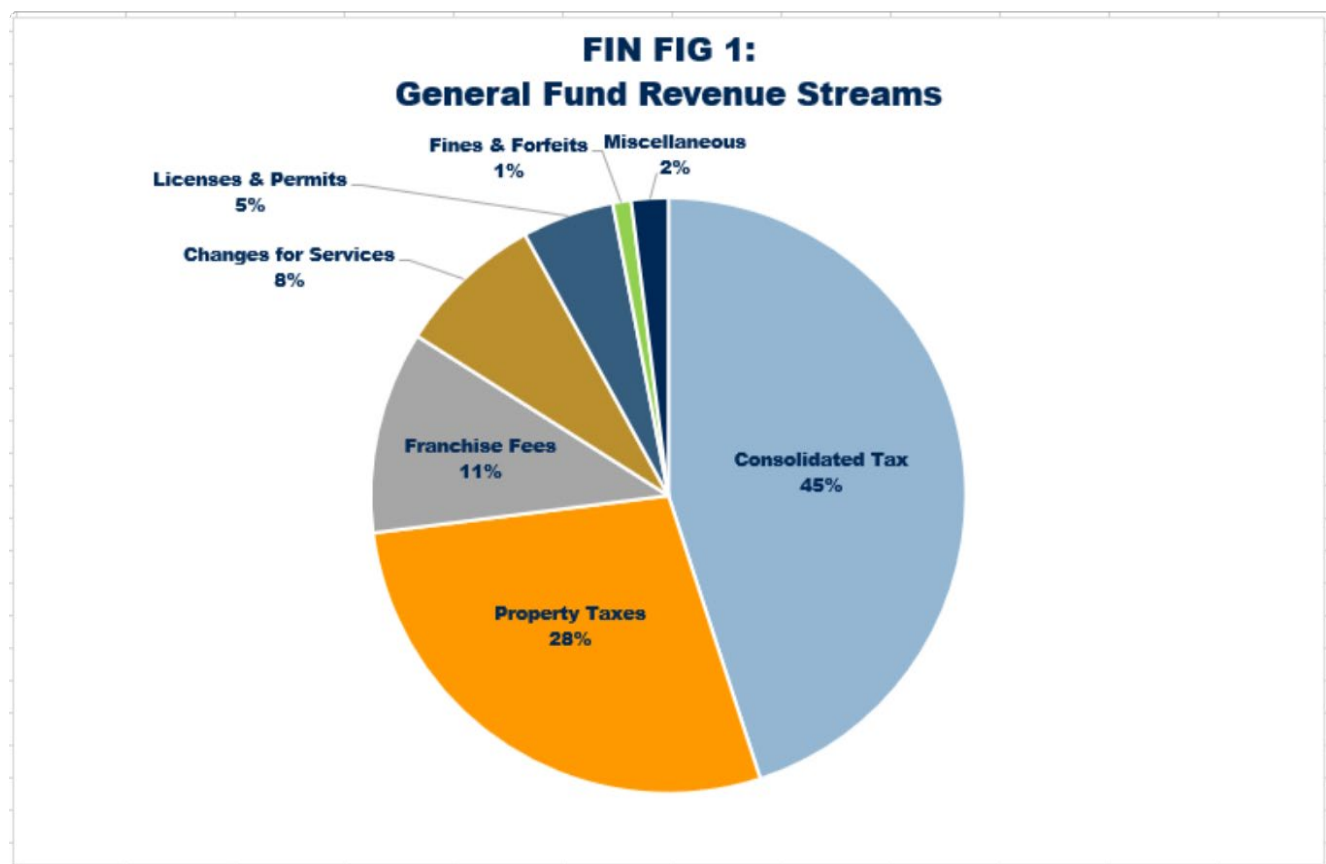
1 - Briefly describe your key processes used for managing your organization's finances to ensure the following:

1. financial viability, and
2. access to capital during disruptions.

Economic vitality is a key process and a strategic priority. The city manages its finances via a dedicated business unit that administers systematic and citywide processes that include budgeting, financial stabilization, and bond issuance. Robust metrics, targets, projections, and comparisons (where applicable) are monitored at the department and citywide level to ensure that city funds are managed effectively and efficiently. Financial management policies are distributed citywide, and city staff ensures that legal, regulatory, and best practice financial standards for government are met. The city has received several best practice financial recognitions (over multiple years) including the Government Finance Officer's Association Distinguished Budget Presentation Award and a Certificate of Achievement for Financial Reporting (see Results Chart for LG 4.3). The city's sound financial approaches are evidenced by its Aa1 bond rating (see results for Fin 2.1).

The city's primary revenue source for general fund departments is Consolidated Tax (or C-Tax). Other sources of revenue include property taxes, grants, charges for services and franchise fees (see FIN Fig 1). By diversifying revenue streams and utilizing best practice financial management approaches (including C-Tax projections), the city minimizes risk.

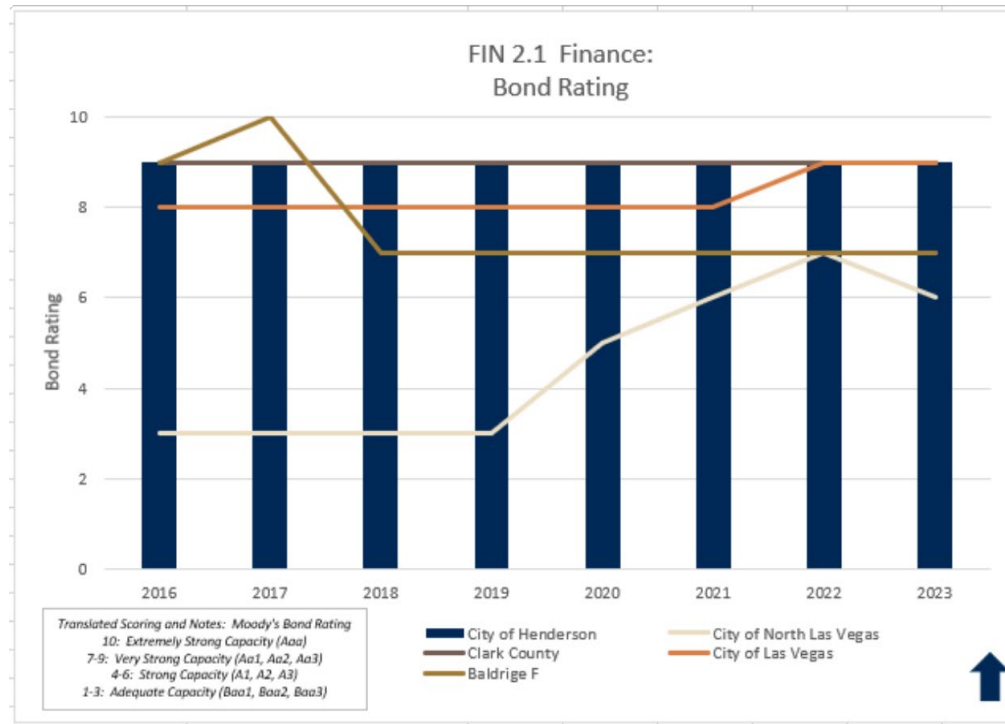
The city's financial stabilization fund (see results for FIN 2.2) insulates the city's budget from economic downturns and large fluxes in revenues. Also known as the city's "rainy day" fund, it can be used to cover budget shortages during times like the 2020 COVID pandemic. The city's financial management policies outline that the financial stabilization fund will maintain a balance of 8.3% of general fund revenue, and the city consistently and collaboratively monitors this metric to ensure it meets this requirement.



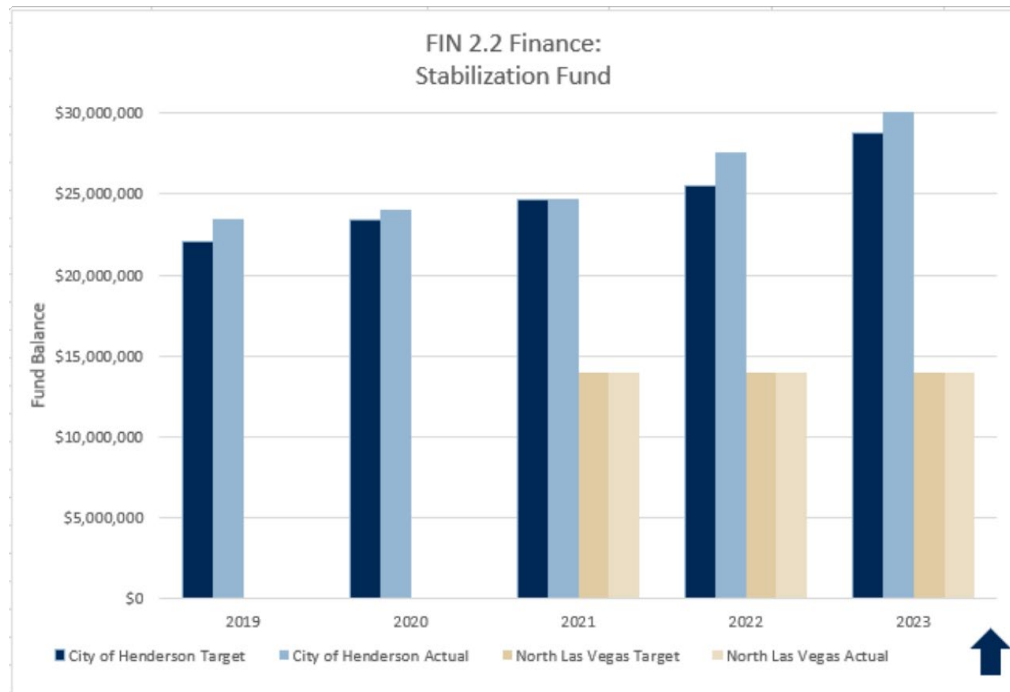
FIN FIG 1

2 - What are your results for financial viability (e.g., liquidity, days cash on hand/reserves, credit or bond rating)?

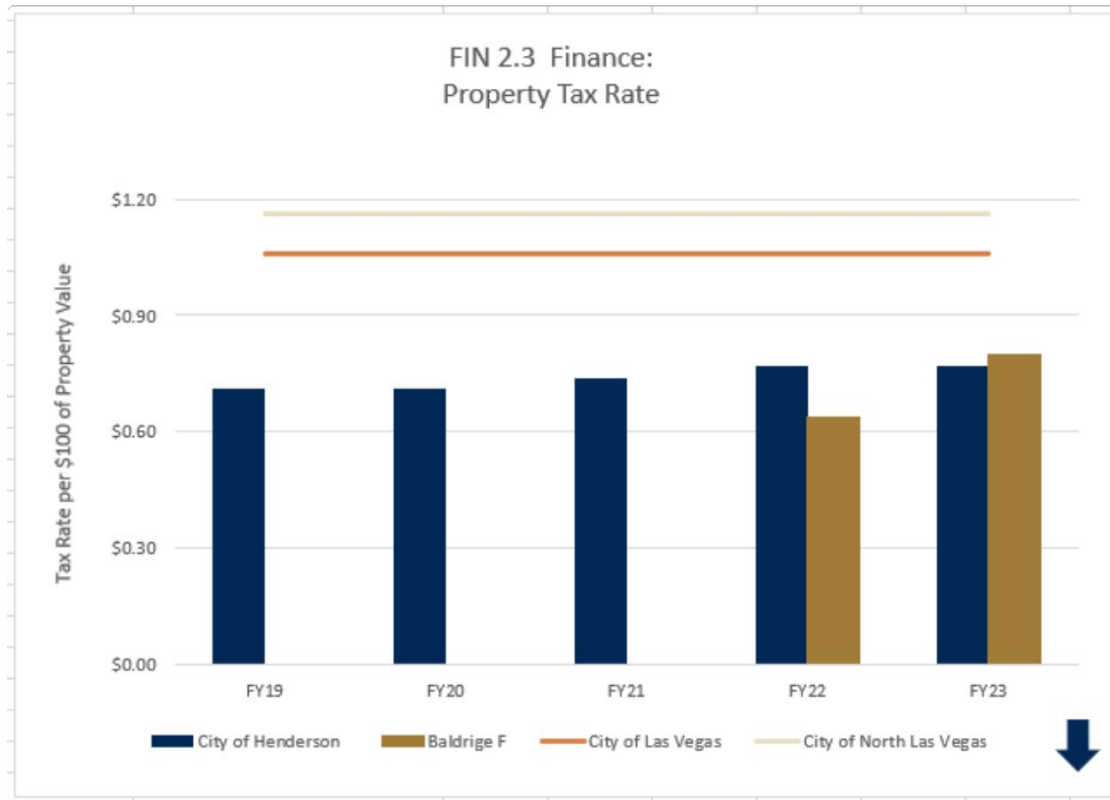
Bond rating is a measure of organizational credit worthiness. The city's bond rating of Aa1 demonstrates it has a very strong capacity to meet financial commitments and is financially sound. The city has also established a systematic, best practice stabilization fund approach that shields the city from economic downturns. Henderson's focus on financial viability enables the city to consistently offer the lowest property tax rate (see results for FIN 2.3) in the valley, with results demonstrating sustained performance that surpasses local competitors and best-in-class Baldrige benchmarks.



FIN 2.1



FIN 2.2

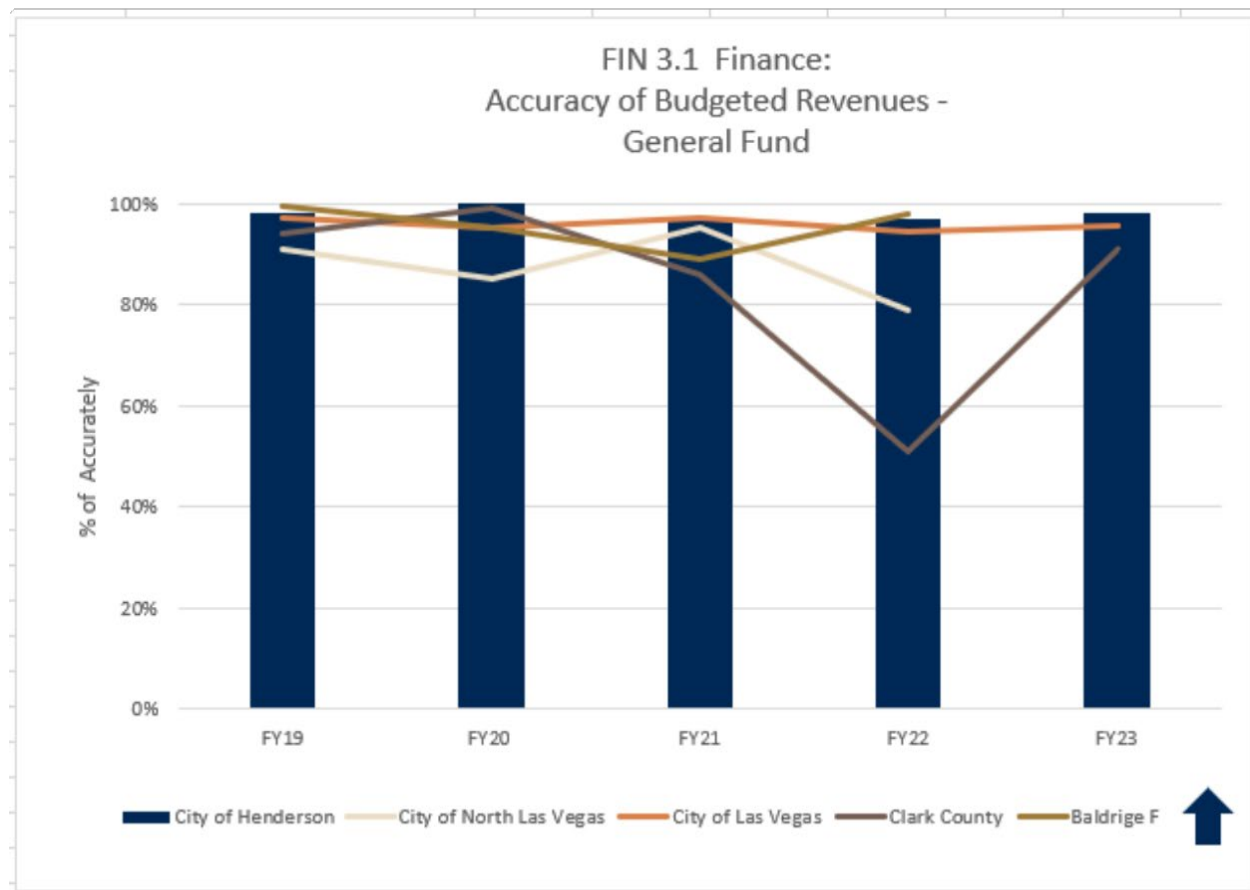


FIN 2.3

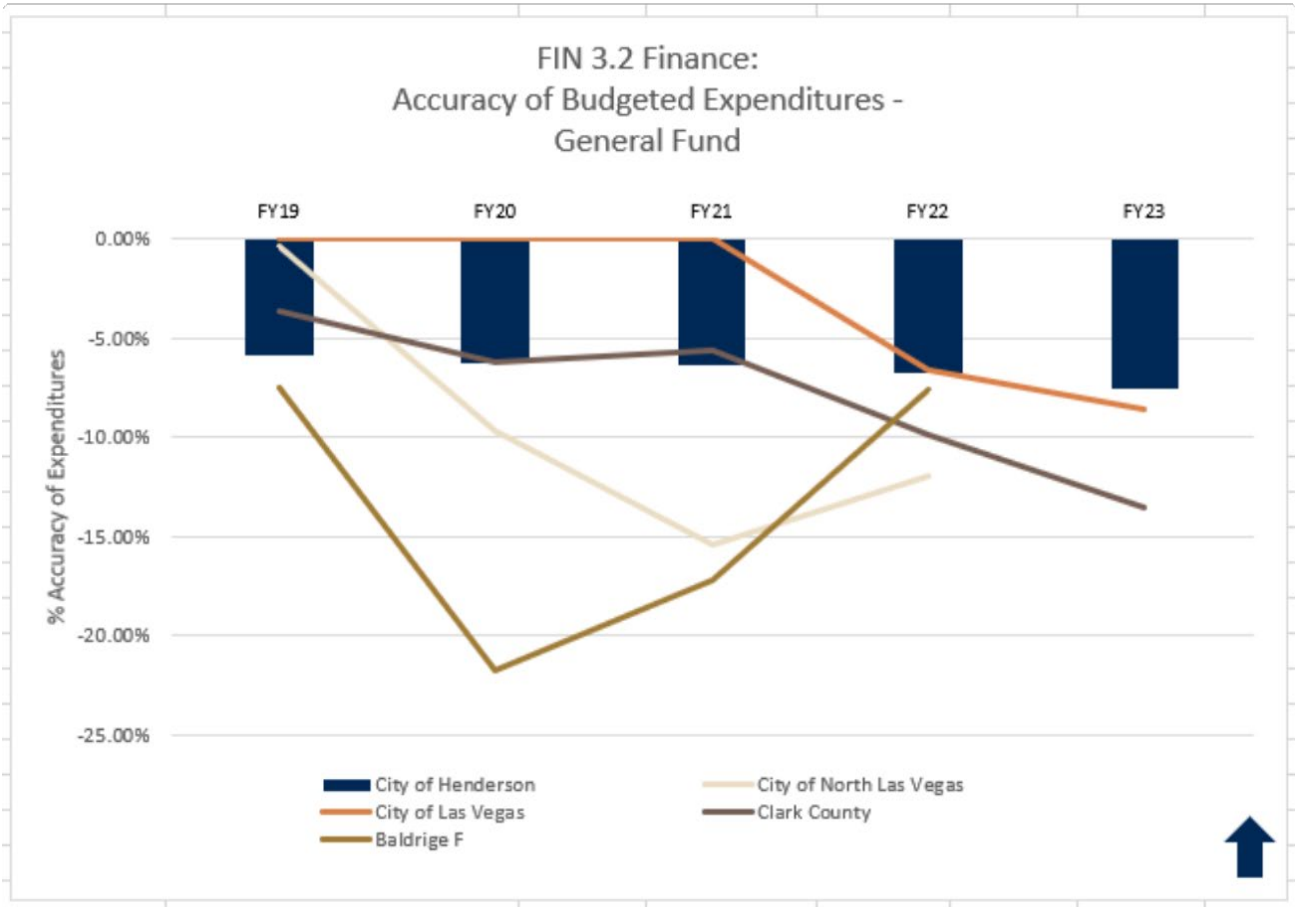
3 - What are your results for financial performance (e.g., revenues, operating margin, performance to budget) by organization units, as appropriate?

Budgeted revenue is an estimate of what is expected to be generated from taxes and fees during the coming fiscal year and is an indicator of financial performance, while budgeted expenditures project spending for the coming year. To effectively manage the budget, it is important to not under or overestimate projected revenues or expenditures. The city demonstrates sustained performance in forecasting revenues and expenditures (with minimal fluctuation) that surpasses local competitors and the best-in-class Baldrige benchmark.

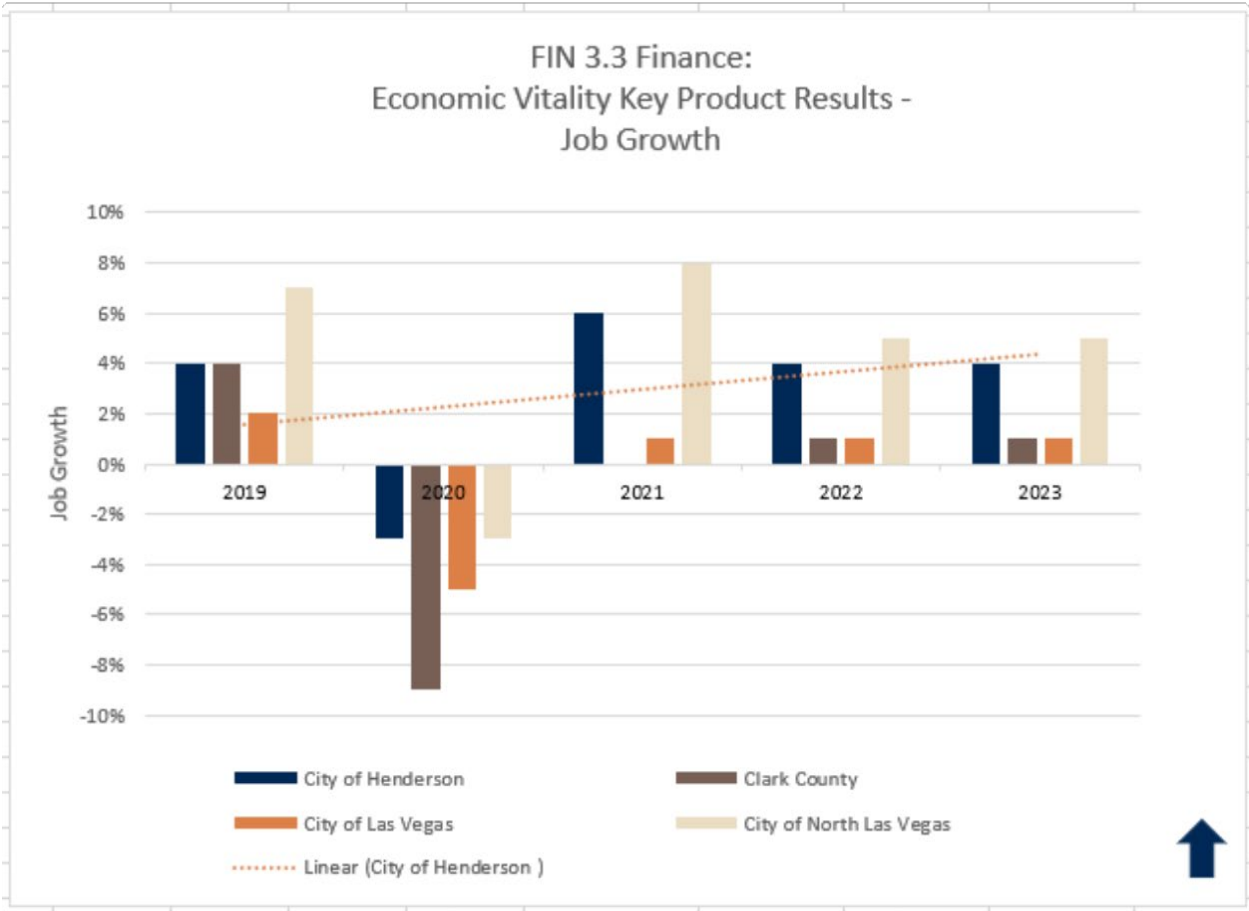
In alignment and support of the city's strategic priority and key product of Economic Vitality, Henderson's systematic approach to job growth includes a dedicated economic development team that focuses on business attraction for target industries important to the city. Thoughtful, sustained job growth (with no large fluctuations) is key, and the city demonstrates sustained performance with results outperforming local competitors.



FIN 3.1



FIN 3.2



FIN 3.3

A photograph of Henderson City Hall, a modern building with a geometric facade and large glass windows. The building is shown from a low angle, emphasizing its height. The sky is overcast. The text "HENDERSON CITY HALL" is visible on the upper right portion of the building's facade.

HENDERSON
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GLOSSARY

Glossary of Terms and Acronyms

1 - Provide brief definitions of terms and acronyms used in your responses to the criteria questions. The glossary should be pasted into the text box. Glossaries larger than 20000 characters will need to be uploaded as an image. A maximum of three images is permitted. If uploading an image of your glossary, please enter "n/a" in the text box to activate the image upload icon.

Note: Acceptable examples of a glossary entry are:

PES: Performance Evaluation System

SPP: strategic planning process

Glossary

AWWA	American Water Works Association
Baldrige A through M	National Baldrige Award Winner Benchmark Data
Beyond Feedback	Independent Consultant administering Employee Engagement Surveys for Several National Baldrige Award-Winning Organizations
BLS	Bureau of Labor Statistics
CALEA	Commission on Accreditation for Law Enforcement
CI&I	Continuous Improvement & Innovation
Competitive Solicitation	A statutory requirement to publicly announce and solicit competitive bids for contracts
Consortium O	Benchmark City (90% or Better Quality of Life) Data
Contact Henderson	The City's customer relationship management system
CPS HR	Independent Consultant Administering the City Employee Engagement Survey
EMAP	Emergency Management Accreditation Program
ETC	Independent Consultant Administering the City Community Survey
Full-Service City	A municipality that directly provides a full suite of services that include police, fire, and water
HIP	Henderson Innovation Program that solicits suggestions and ideas from team members
Joinder Bid	A government contract that other entities can "piggyback"/utilize to take advantage of pricing
KPI	Key Performance Indicator
Leading the Way	Recognition of Benchmark (Top 10% Nationwide) Results in the Community Survey
Maximo	The City's asset management system
MOA	Major opportunity areas used to focus initiatives and action items within the Strategic Plan
Municipal Equality Index (MEI)	The global index assessing inclusivity, administered by the Human Rights Campaign
MVVP	Organizational Mission, Vision, Values, and Priorities
National Performance Consortium	A group of municipalities (WWC Winners and Cities with a 90% or greater quality of life) sharing best practices quarterly
NGEM	Nevada Government E-Marketplace
OnBase	The City's agenda management system
Open Data Portal	The external website where the city shares data and performance information with the public
Operations Review Meetings	Monthly meetings to share innovations and review key process KPIs
Path to Premier/P2P	The City's integrated leadership system
PeopleSoft	The City's financial management system
Premier Leadership Academy	The City's leadership development program
RecTrac	The City's recreation program registration system
SharePoint	The City's intranet (also known as "CityNet")
SHRM	Society for Human Resources Management
SNWA	Southern Nevada Water Authority
Socrata	The City's organizational performance management system where data and results are shared
Strategic Action Items	Steps within the strategic initiatives (also known as "action plans")
Strategic Initiatives	Projects within the Strategic Plan
Strategic Priorities	The City's key outcome areas (also known as its key products)
Wards	The City's geographic areas that represent key communities or key customer segments
WWC	What Works Cities
WWC G, M, P, S, and T	Benchmark City (National What Works Cities-Certified) Data

A photograph of Henderson City Hall at dusk, with a blue color overlay. The building features a modern design with a grid-like facade and large windows. A set of concrete stairs leads up to the entrance, flanked by two cylindrical trash bins. The text "HENDERSON CITY HALL" is visible on the upper right portion of the building.

HENDERSON
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APPLICATION SUPPLEMENT

City of Henderson 2024 National Baldrige Application Supplement

Overview

The 2024 Baldrige application package contains the City of Henderson's organizational profile, key process descriptions, and performance results for the eight Baldrige Criteria performance dimensions. The responses illustrate the city's organizational **approaches**. This application supplement presents additional information to demonstrate organizational **deployment, learning** (evaluation and improvement), and **integration** (or relevance) of the city's defined approaches for leadership and governance, strategic and workforce planning, service design and delivery, continuity of operations, workforce engagement, customer engagement, community engagement, and financial viability.

Leadership and Governance

Leadership and Governance Framework: The city's leadership and governance framework is fully deployed to all workforce and customer segments via the Henderson City Charter that is accessible on a variety of platforms including the internet and the city's internal SharePoint site. Leadership and governance approaches are periodically evaluated and, in 2023, an innovative "Governance Policy and Protocol" was created to further clarify the governance framework and the roles of the City Council, the City Manager, and the Executive Team. This new policy is based on best practice and is rather unique in government. Collaboratively developed by the City Council and City Manager, it includes a code of conduct and an accountability approach. Henderson's leadership and governance system is aligned to its values of "integrity" and "collaboration" and supports its strategic outcome area of "high performing public service" by providing further definition of the governance framework.

Leadership System: The Path to Premier (P2P) leadership system (ORG PRO Fig 9) is deployed across all departments via citywide communication avenues, citywide P2P ambassadors, a dedicated internal site with tools, and citywide training mechanisms that include the Premier Leadership Academy and New Employee Orientation. The P2P was initially deployed in 2014 and has been evaluated and refined over time. The system was enhanced based on Baldrige feedback to identify the city's unique, innovative approaches captured in a step-by-step, integrated system that improves performance and focuses on results. The Path to Premier leadership system is aligned to the city's strategic outcome area of "high performing public service".

Workforce and Customer Communication: Henderson's workforce and customer communication approaches are deployed across all workforce and key customer segments. The process is systematic, with information easily accessible through a variety of platforms to effectively engage all audiences and communicate key decisions. All communication avenues (LG Fig 3) are two-way. These methods have been improved over time, with additional elements being added to ensure effectiveness and reach; for example, social media channels and web offerings have been added as needs have been identified. The innovative City Manager's Video was added in 2017 for senior leaders to share timely information with all segments of the workforce. City workforce and customer communication processes are aligned to its value of "collaboration" by incorporating and utilizing feedback to improve approaches. Additionally, these approaches align to the city's strategic opportunities and strengths of "close knit and engaged community" and "engaged workforce" (ORG PRO Fig 8).

Leadership and Governance (continued)

Succession and Development Planning: Workforce succession and development planning approaches are deployed across all city departments and workforce segments, and are available to current leaders, those being considered for future promotions (identified by their manager), and individuals who would like to promote and move up in the organization (self-identified). Approaches are systematic and repeated: Premier Leadership Academy (PLA) occurs twice a year, development planning takes place annually (at a minimum), and the manager/supervisor series occurs on an ongoing basis with classes being offered throughout the year. PLA has been continuously evaluated and improved over time by incorporating feedback from participants; for example, mastermind “subgroups” were added so that team member can form collaborative, ongoing relationships that continue after academy completion. PLA is an innovative approach that is unique to government: the academy is taught in-house and features city facility tours and assigned leadership mentors from the organization. Employee development approaches were evaluated and, when considering new performance management software, identified as a key element to include. The city’s approach to development planning is innovative as the plan is collaboratively created by the supervisor and the team member. The City of Henderson approach to succession planning and development is aligned to organizational needs, supporting its strategic outcome of “high performing public service” and addressing its strategic challenge of “workforce capability and capacity impacts due to upcoming retirements” (ORG PRO Fig 8).

Governance Accountability: Henderson’s governance accountability approaches are systematic and feature regular and repeated citywide meetings (such as operations review meetings), trainings (such as Ethics Training), and communication (LG Fig 3). Processes are deployed across all segments of the workforce and supported by standardized, citywide policies and procedures that are tracked and evaluated periodically. For example, complaint processes were evaluated and improved by creating and deploying a citywide complaint policy and telephone hotline. The Internal Audit Process was improved by increasing the size of the oversight committee and adding a member of the community. Governance accountability aligns to the city’s value of “integrity” and its strategic outcome of “high performing public service”.

Safe and Harassment-Free Workplace: The city’s approach is fully deployed across all departments and work units via citywide committees and workgroups (city safety committee diversity equity and inclusion coalition, etc.), dedicated business units (City Safety Team, City Attorney’s Office, Human Resource Department), and citywide policies and plans. City approaches for a safe and harassment-free workplace have been evaluated and improved over time based on employee input (via the engagement survey) and performance tracking; for example, a confidential hotline to report perceived ethical or legal violations was implemented in 2017. Additionally, a citywide Ethics Policy and training were added to ensure that the City Council, senior leaders, executive team, and all segments of the workforce are aware of ethical obligations. City safety approaches have been improved over time, with an innovative “Employee Wellness Center” being opened in 2023. The center is innovative and unique in government, providing medical and mental health services free of charge to city employees. A safe and harassment-free workplace is aligned to the city’s strategic advantage of “engaged workforce” (ORG PRO Fig 8) and its value of “excellence”.

Strategic and Workforce Planning

Strategic Planning, Deployment, and Execution

The City of Henderson's strategic planning key process is a citywide approach deployed across all departments and work units and supported by collaborative priority teams focused on strategic outcome areas. This key process has been evaluated and improved over time, with innovative components such as biennial strategic summits, integration with the community survey, incorporation of resident input, and a robust communication plan (LG Fig 3) being created and implemented. This key process is closely aligned to all four city values: driven, integrity, collaboration, and excellence: focusing on accountability and driving results by identifying specific action items and assigned parties, demonstrating integrity through transparent monitoring and reporting, leveraging collaborative workgroups from all business units to ensure harmonization of approaches, and supporting excellence by identifying key performance indicators for all action items to measure success and help ensure the high quality of life the city's residents have come to expect.

Workforce Planning

Workforce planning approaches are standardized across all business units via systematic and repeated processes that are captured in standard operating procedures and communicated to all workforce segment via SharePoint, Microsoft Teams, and a variety of other avenues. Two primary elements of workforce planning are the citywide budget process and cross-departmental operations review meetings: the budget process occurs annually, and operations review meetings occur monthly. The Budget Committee is a collaborative workgroup comprised of the City Manager and three Assistant City Managers, who represent every department at the city. Workforce planning approaches have been evaluated and improved over time: for example, in 2015 monthly operations review meetings were launched to track performance against targets and set the stage for budget requests and workforce planning. Additionally, the city began tracking and projecting workforce retirements to better forecast needs and impacts. The workforce planning key process is aligned to its strategic advantage of an "engaged workforce" (ORG PRO Fig 8), as well as addressing its strategic challenge area of "workforce capability and capacity impacts due to workforce retirements".

Service Design and Delivery

The city's design and delivery approach mirrors the steps in its Path to Premier System (ORG PRO Fig 9). It is consistently and systematically used across all departments via standardized feedback mechanisms (citizen survey, workgroups, etc.), citywide key processes (budget process, etc.), collaborative workgroups (P2P Ambassadors), citywide training (PLA, etc.) and ongoing performance (operations review) meetings. Processes have been evaluated and improved over time with the operations review meetings being added in 2015 to monitor the success of key process service design and delivery. Henderson's service design and delivery key approaches are aligned to the organization's vision "To Be America's Premier Community" by focusing on ever-improving results and performance. Additionally, this key process supports the city's outcome area of "high performing public service" and focuses on addressing its strategic threat of "serve delivery challenges as a result of population growth" (ORG PRO Fig 8).

Continuity of Operations

Henderson's continuity of operations approaches are deployed across all departments and work units via citywide workgroups, citywide planning documents and exercises, and dedicated business units who ensure adherence to national standards and legal and regulatory requirements. City approaches to ensure continuity of operations have been evaluated and improved over time: for example, in 2022 the city implemented its state-of-the art, innovative Emergency Operations Center (EOC). This EOC features state of the art technology, follows Homeland Security guidelines, and harmonizes activities across all local partnering government agencies. Henderson's continuity of operations key process is aligned to the city's mission to enhance quality of life by ensuring that the city can recover from disasters and disruptions and mitigate community and resident impacts.

Workforce Engagement

The city's systematic approach to workforce engagement includes deployment of approaches across all city departments through robust communication mechanisms (LG Fig 3), the culture champion workgroup, dedicated business units that coordinate citywide approaches and communications, and department action planning teams. The workforce engagement key process has been periodically evaluated and improved several times, including the 2014 addition of a citywide engagement survey that was improved in 2016 to address Baldrige feedback and include all workforce segments and in 2023 to add a systematic and innovative action planning approach. This unique and first of its kind action planning approach includes citywide and department level action plans based on data and driven by collaborative workgroups. Henderson's workforce engagement approach is aligned to its strategic advantage of "engaged workforce" (ORG PRO Fig 8).

Customer Engagement

Henderson's systematic and well-deployed approach to customer engagement is utilized by all city departments and includes two-way communication mechanisms (LG Fig 3), a PREMIER Customer Service program (an innovative, citywide approach adopted from private industry but not yet found in any other government agency), a collaborative citywide customer service workgroup, and a wide variety of support and access platforms. Customer engagement processes are consistently evaluated via performance monitoring that includes customer feedback and have been improved over time. In 2016, comment cards were added to provide direct feedback on face-to-face services. In 2023 the comment card process was improved to address Baldrige feedback, launching a process to input comment cards into the Contact Henderson system to centralize input and analysis of customer data. This innovative enhancement allows for direct lines of communication between the customer and the department and ensures timely tracking and resolution of issues. Other innovative enhancements include the 2015 addition of DocuSign technology for electronic forms completion and processing, a dedicated Customer Service Strategist position for performance tracking and analysis, and citywide customer service training for all workforce segments (implemented in 2023). The customer engagement key process is aligned with the city's mission to enhance resident quality of life, its strategic outcome area of "high performing public service", and its strategic advantage of "high customer satisfaction" (ORG PRO Fig 8).

Community Engagement

Community engagement processes are consistently and systematically deployed across the city to all key communities (or wards) handled by five specialized business units who focus on specific customer target audiences: council and community engagement, legislative and elections engagement, social media and citywide communications, community volunteer engagement, and cultural event engagement. Community engagement processes have been evaluated and improved over time based on resident feedback, with dedicated business units like a social media team and volunteer coordinator being added to support engagement. An innovative enhancement was added in 2021 with the launch of the city's volunteer engagement website where "applicants" can get information on open volunteer opportunities as well as submit their application. Council Conversations and Morning Meetups are additional examples innovation, where members of the public can meet face-to-face with their City Council representative at city facilities across all wards, obtain information on city projects and plans, ask questions, and provide direct feedback. Henderson's community engagement approaches are aligned with its strategic outcome area of "high performing public service", supports its mission of enhancing quality of life, and leverages and maximizes its strategic opportunity of a "close knit and engaged community" (ORG PRO Fig 8).

Financial Viability

Financial viability processes are systematically deployed across the organization by a specialized, centralized business unit that creates and administers citywide financial policies, communication, procedures, training, and tools. Financial approaches are evaluated periodically and have been improved over time to include incorporation of best practice GFOA approaches. Additionally, the city has implemented several enhancements considered innovative in government: a cost recovery approach for the Parks and Recreation department, financial stabilization policies and procedures that identify standard and automatic amounts that are transferred into stabilization accounts, and the city's award-winning Comprehensive Annual Budget Report (CABR) document that includes department pages outlining core services, funding sources, and key performance indicators for each business unit. The city's financial viability key process is aligned with the city's strategic challenge area of "maintaining positive financial trends through economic fluctuations" (ORG PRO Fig 8), which is a priority for all organizations in today's business climate. Financial viability is also aligned to the city's strategic outcome area of "economic vitality".