



CITY OF HENDERSON

STREAMLINING STRATEGIC PLANNING TO DRIVE PERFORMANCE

QUICK FACTS

Industry

Public sector – state and local governments

Budget

US\$547,879,667

Employees

2,000

Location

Henderson, Nevada

Web Site

www.cityofhenderson.com

SAP® Solutions and Services

Improving enterprise performance with the SAP® BusinessObjects™ Strategy Management application

Key Challenges

- Reduce preparation time for operational reviews and strategic plan creation
- Establish a uniform process to monitor progress on strategic plans
- Cascade responsibility for plans by aligning and tracking daily tasks
- Empower employees to make more-informed, timely decisions
- Standardize and automate progress reporting

Implementation Best Practices

- Established effective performance processes and clarified mission, vision, and values before deploying software
- Gained the support of upper management
- Rolled out incrementally by department
- Made department-level plans part of daily operations
- Connected resource allocations with performance management to boost participation

Financial and Strategic Benefits

- Reduced time required to prepare for operational reviews
- Integrated performance management into strategic planning and decision-making processes for a holistic approach

Why SAP Was Selected

- Intuitive design for business users – not just IT
- Flexibility to customize look and feel
- Support for fast, automated paper-report generation
- Allowance of incremental rollout
- Integration with existing non-SAP environment

Low Total Cost of Ownership

- Rapid implementation across 9 departments in 18 months
- Integration leveraging existing solutions
- Configuration by business users without expensive customization

Operational Benefits

- Provided managers with faster, easier access to detailed data and reports
- Enabled alignment of performance objectives with actions to achieve long-term goals
- Streamlined permit-issuing management
- Promoted accountability for service delivery
- Improved development and monitoring of milestones for priority initiatives
- Standardized departmental reporting and operational review preparation activities
- Linked departmental business plans to daily operations of government

The City of Henderson is the second-largest city in Nevada, with about 260,000 residents and a full-service local government.

To streamline planning and align daily tasks with overarching goals, the city turned to the SAP® BusinessObjects™ Strategy Management application. The software helps the city spend more time improving operational performance and determining the best way to allocate resources while devoting less time to planning and reviews.

“We now require a fraction of the time previously spent preparing for operational review meetings and have significantly increased the amount of time we devote to improving operational performance.”

Bristol Ellington, Assistant City Manager, City of Henderson

A Vision for Holistic Performance Management

Part of the Las Vegas Valley, the City of Henderson is the second-largest city in Nevada, with over 260,000 residents, 20 operational departments, more than 2,000 employees, and a full-service local government. The city needed an efficient way to streamline long- and short-term strategic planning and align daily employee tasks with overarching goals. “Our departments were leveraging spreadsheets for planning activities and operational reviews, so there was no accountability or assignment of actions for employees,” states Bristol Ellington, assistant city manager at the City of Henderson. “We also needed easier access to operational data to monitor progress on plans, identify areas for improvement, and determine the best way to allocate resources to execute on our strategic plans.”

Enabling the Vision with Strategy Management Software

The city turned to the SAP® BusinessObjects™ Strategy Management application. “We chose the SAP application because it’s designed for business users, we could roll it out incrementally within a non-SAP environment, and we could quickly customize the user interface and generate paper reports,” states Ellington. The software offers comprehensive strategy management functionality to help all employees

put their daily responsibilities into a greater strategic context and report on progress.

Implementation for the first nine participating departments spanned 18 months and is referred to by the City of Henderson as the Strategic Tracking and Reporting System, or STARS. In addition to securing support from upper management, critical success factors included:

- Establishing effective performance management processes first – starting with vision, mission, and values
- Implementing by department on a voluntary basis
- Connecting resource allocation with performance management to drive participation

Realizing the Benefits of Holistic Performance Management

Supported by the application, the city government created a process to develop strategic initiatives and monitor specific key performance indicators and milestones related to them, resulting in increased accountability at each step. Business users at all levels can quickly access what they need, including standardized formats for quarterly reporting and business plans, without IT assistance.

With less time spent on preparation, the city has more time to focus on improving operational performance. For example, the city’s building and fire safety department uses the software’s in-depth report-

ing functions to drive better management of its permit-issuing process. Business users can track the time taken to complete the process, chart how these times measure up against service-level agreements (SLAs), and showcase SLAs to management.

The software further supports the City of Henderson’s long-standing commitment to performance measurement. For several years, the city has received the International City and County Management Association Certificate of Distinction for its integration of performance measurement into strategic planning and decision-making processes. The award also recognizes the promotion of accountability for service delivery by city personnel.

Looking ahead, the City of Henderson plans to roll out STARS to more departments. It intends to use dashboard and reporting functionality within SAP BusinessObjects Strategy Management to make relevant citizen surveys, demographics, economic indicator information, and benchmarking data available to all users. By providing consistent information to all departments, the city expects to improve processes for performance planning and responding to citizen requests.

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