

City of Las Vegas

Strategic Plan Priorities – Key Performance Indicators

2007 – 2008

Priority VI:

Provide an open government which allows access, participation, and respectful communication.



Submitted at City Council

10/26/07 Jem

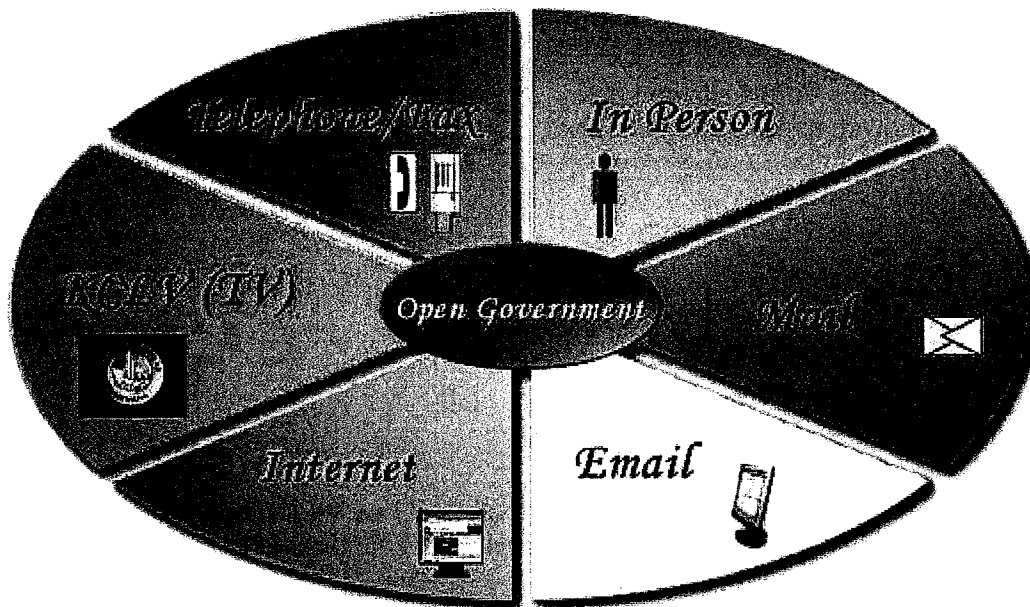
Priority VI

Provide an open government which allows access, participation, and respectful communication

The city has a focus of promoting open government, which entails making elected officials more accessible and processes more open; leveraging citizen participation in public policy decision-making; increasing transparency and accountability; and making government more open and aligned to its constituency.

This goal is being accomplished by utilizing a host of transformational tools to allow businesses and the general public to communicate and access city services in more effective and efficient ways than ever before. Government's role is changing at an incredible pace. Technological improvements offer opportunities to enhance our lives and make our city better. As a result, the city of Las Vegas is using technology to respond to the demands of its citizens and businesses in order to make access, participation and communication with its services efficient, responsible and open.

These technologies include KCLV, cable channel 2, the city's new, award-winning Internet site, and automated telephone systems, all of which allow the city to communicate and deliver city services in a more customer-friendly and service-oriented manner.



OPEN GOVERNMENT SERVICES DELIVERY OPPORTUNITIES

Key Performance Indicators

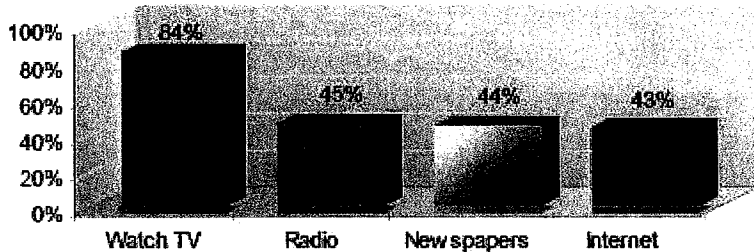
All departments in the city are engaged in meeting the council-directed priority of open government. In particular, the Office of Communications, the departments of Information Technologies, Human Resources, Neighborhood Services and Leisure Services, in conjunction with the City Managers Office, have identified specific Key Performance Indicators (KPIs) to assist in this endeavor. The data gathered and contained in this report has helped these internal business units evaluate where resources are best allocated and how services will be impacted in meeting this priority. As a result, data was compiled for the following Key Performance Indicators:

- KCLV local market penetration
- KCLV viewer satisfaction
- Completed citizen survey addressing communication and open government
- Percent of cultural, ethnic, and language-diverse citizens accessing KCLV and the city's web site
- Adoption of online services
- Customer Relationship Management (CRM) program call resolution trending analysis

In an effort to improve our overall effectiveness in all levels of communication with the public, including how we reach across cultural, ethnic and language barriers, the city has conducted a comprehensive citizen survey. A summary of these results may be found with in this report as well as in a summary attached at the end.

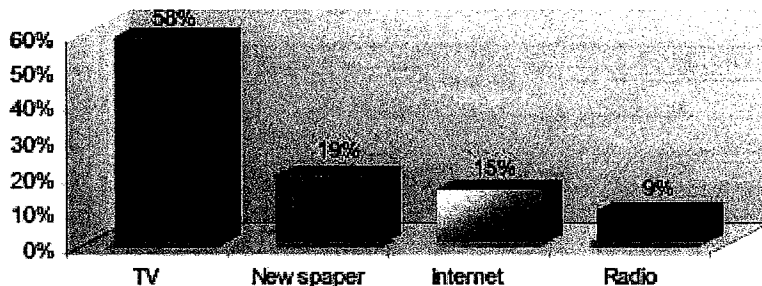
Definition: Key Performance Indicators, also known as KPI or Key Success Indicators (KSI), help an organization define and measure progress toward organizational goals. Key Performance Indicators are quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organization.

Based on a November 2007 Las Vegas citizen survey, most residents get their news by television, followed closely by radio, newspapers and the Internet.



Citizens access news and information from these sources

This chart shows that by far, the primary source for information of Las Vegas residents is by television. The city's KCLV television station on cable channel 2, provides local government access information and other programming 24 hours a day, 7 days a week.



Preferred source of news and information for citizens

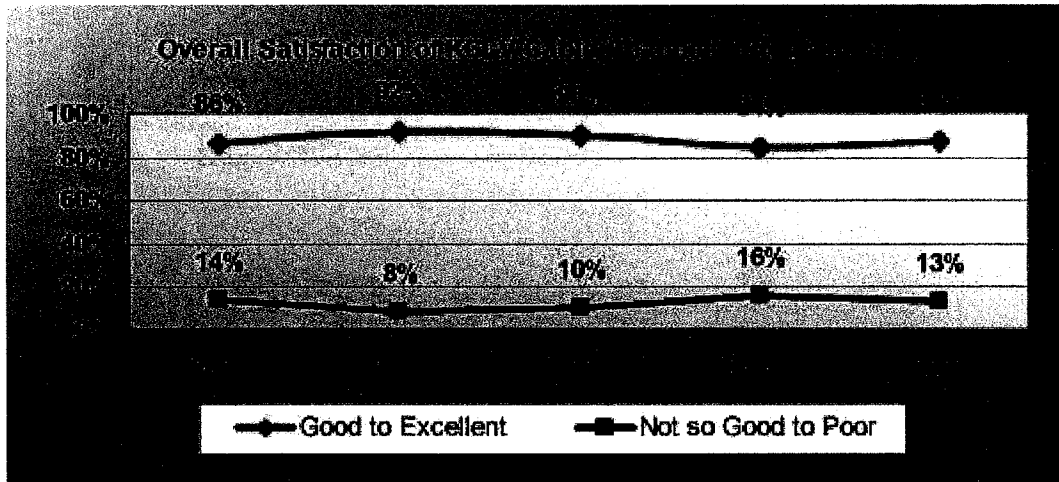
Key Performance Indicator 1

KCLV Viewer Satisfaction

KCLV operates 24 hours a day, seven days a week. The staff of KCLV produces a number of original shows including *City Scene*, *Access City Council*, and *Town Hall* featuring live calls to Mayor Oscar B. Goodman. The station is supported entirely by cable fees, not tax dollars.

Each year, a random survey consisting of about 500 Las Vegas residents who subscribe to Cox cable is conducted over the telephone. This survey helps us understand how we are doing at KCLV.

Of those surveyed who watch KCLV, about 90% over the past five years say the programming is good, very good, or excellent.



Did you know?

KCLV-produced TV programs include *City Beat*, *Las Vegas City Scene*, *Las Vegas Town Hall*, *Flood Channel*, *City Council* and *Planning Commission* meetings.

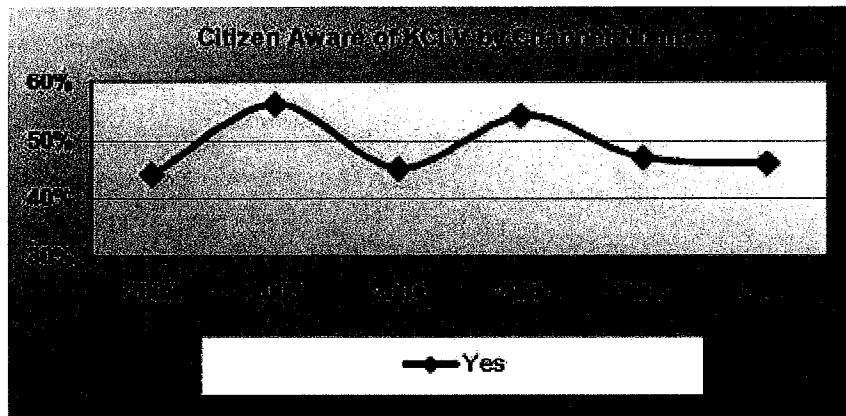
Additional local partnered programming includes *LVMPD Briefing Room*, *Eye on Nellis*, *Water Ways*, *Community Calendar*, *NASA SCI Files*, *Earth Revealed*, *Small Business 2000*, *You're the Chef*, *Power of Place*, *Exploring the World of Music*, *On the Move*, *Connie Martinson*, *Navy/Marine News*, *Project Gimme Shelter*, *SHAMU TV*, *In2Film*, *Classic Arts*, *Health Matters*, *Health and Home*, *Unseen Life on Earth*, *Water Ways*, *Education News*, *City Cinema*

Key Performance Indicator 2

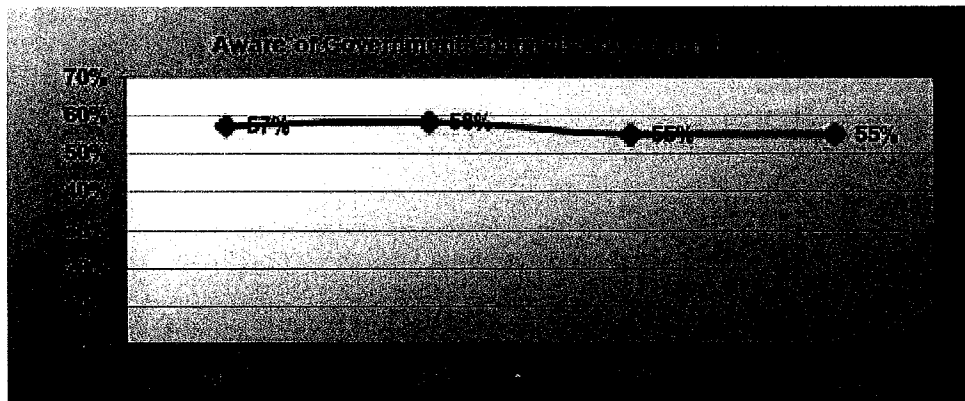
KCLV Local Market Penetration

It is important to understand that government access television's purpose is very different from commercial TV. Unlike commercial television, whose primary goal is to generate a profit, government access television's primary purpose is to provide a means of open and accountable government. This is accomplished by informing citizens about their government, offering them an opportunity to be involved in governmental decisions, and providing easy access to their elected officials, public meetings, and community activities.

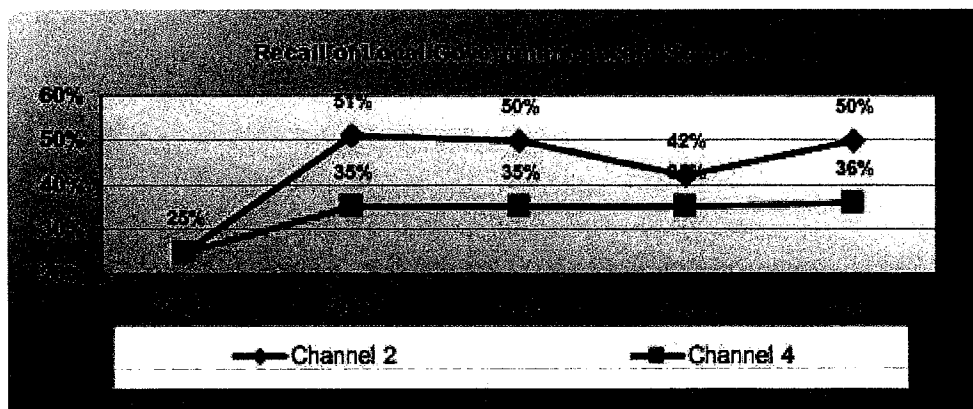
In 2007, 47% of citizens are aware of KCLV by channel number.



Of those citizens that are aware of KCLV by channel number, 55% watch KCLV on a regular basis.



Peer comparison of recall of local government access stations



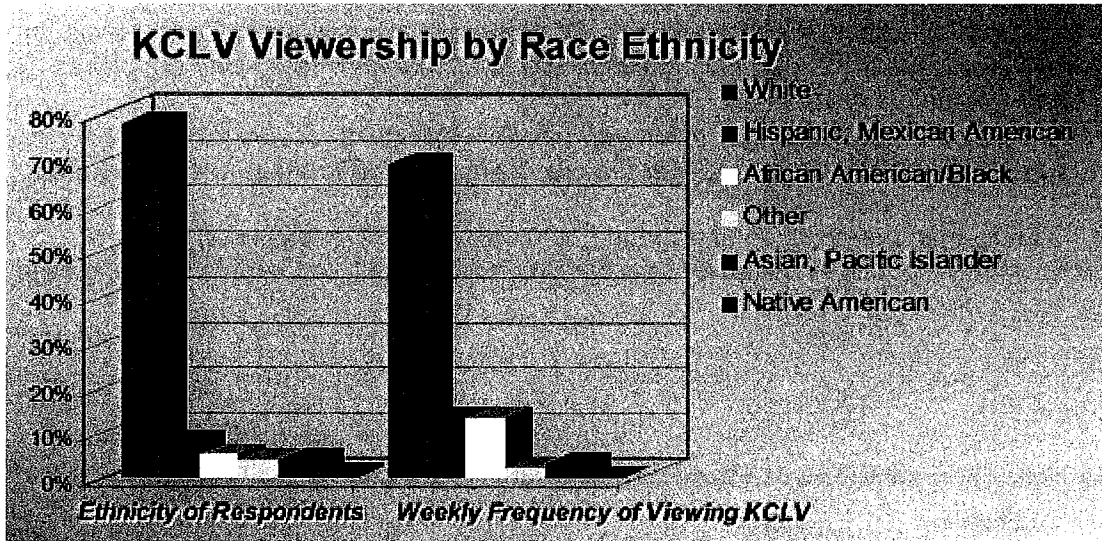
Key Performance Indicator 3

Improving Diversity, and the Percentage of Cultural, Ethnic and Language Diverse Citizens Accessing KCLV and the City's Web Site

It is important to the city that citizens of diverse cultures, languages and ethnicity have access to, and utilize, city services.

The difference in percentages between non-English languages spoken at home and race/ethnicity varies from the viewership of KCLV by less than three percent.

Viewership by Race/Ethnicity



The total percentage of viewers surveyed by language compared with total percentage of language variation watching KCLV showed that there was no significant difference.

Similarly, race/ethnicity variation among respondents was found to be in agreement with KCLV viewership.

Diversity

As the city of Las Vegas continues to develop into a "World Class City," City Manager Doug Selby, with the support of the City Council, is leading three initiatives to ensure continuous improvements. One of those initiatives is to embrace and celebrate diversity. Understanding that the city serves a diverse audience, we are making a concerted effort to reach out to our community.

- The City's Web site is translated into 12 different languages
- Online Traffic School is offered in multiple languages
- KCLV programming is offered in multiple languages
- A diversity training program for city employees has been implemented this year, with openly transparent and successful results

The city regularly surveys its citizenry to better understand their diverse makeup so we may improve open government, communication, and public participation opportunities

Key Performance Indicator 4

Open Government and Communication Citizen Survey

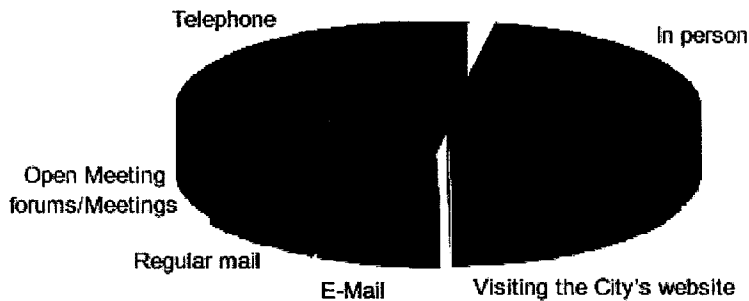
The city conducted an annual survey in November of 2007 to gain a more thorough understanding of our effectiveness in communicating with the public. We have found that viewership of KCLV, usage of the city's web site, and overall communication with citizens does indeed reach across diverse ethnicities and languages.

Questions that were asked were simple and direct. We asked things like:

- Have you interacted with the city of Las Vegas? *Six out of ten citizens had.*
- Are you satisfied with those interactions? *Of those who communicated with the city most recently, 24% gave the city a "very good" rating, while another 45% rated the city as "good." 13% had a negative impression.*
- How can we better provide information you need? *Most citizens were pleased or had no comment, while others suggested that the city could respond more quickly to inquiries.*

The survey has added to our ability to understand our overall effectiveness in all levels of communication with the public — including how we reach across cultural, ethnic and language barriers.

Primary method for communication between citizens and the City of Las Vegas



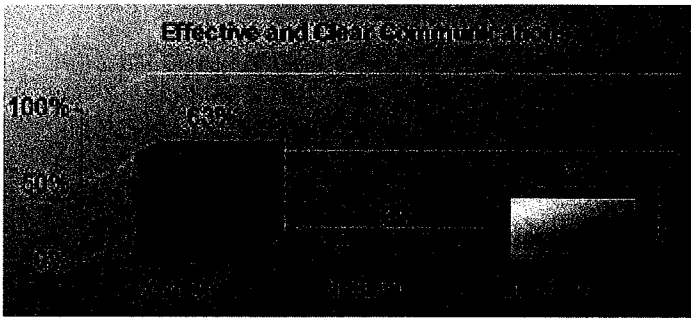
Telephone	36%
In person	28%
Visiting the City's website	19%
E-Mail	8%
Regular mail	7%
Open Meeting forums/Meetings	2%

Citizens preferred method of communication with the City of Las Vegas



Telephone	41%
In person	22%
E-Mail	15%
Visiting the City's website	11%
Regular mail	5%
Varies/Depends on situation	5%

A few other measures from our communication survey....

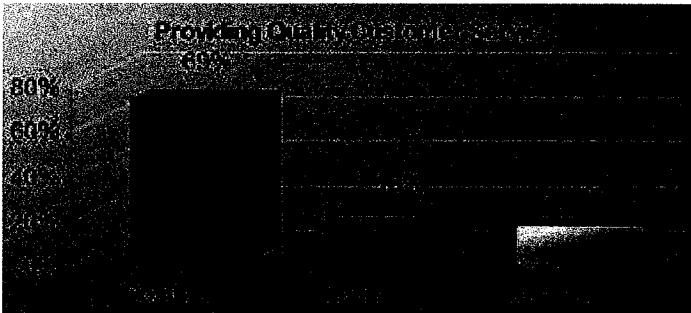


Citizens rate our communication clear and effective by Nearly 2 to 1.

A few customer comments:

"I like to know what's going on with the city".

"Must hear what the citizens say."

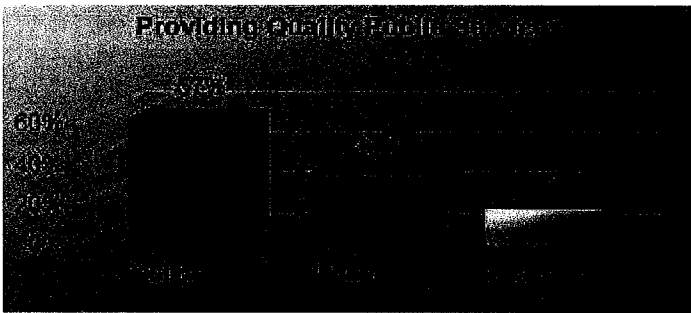


Over two thirds of our customers now agree that we Provide quality customer service.

"Make it easier to speak to someone over the phone."

"I think they do an excellent job".

"Be more responsive."



Our goal is to bring this measure's positive rating Above 60% by continuing to expand the number of public services online.

"More things available on line."

"I don't see any room for improvement."

Here we disagree. There is always room for improvement.

Did you know: The city redesigned its web site in the summer of 2005. In 2006, the city's web site won a *Best of the Web* award from the Center for Digital Government, earning fourth place nationwide out of more than 300 cities. Always striving for continual improvement, in 2007 the city's web site earned third place in the same nationwide competition.

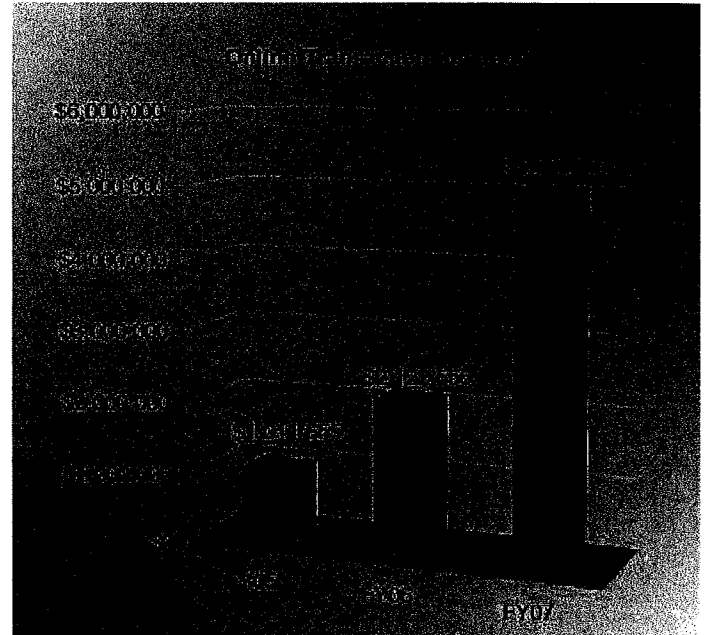
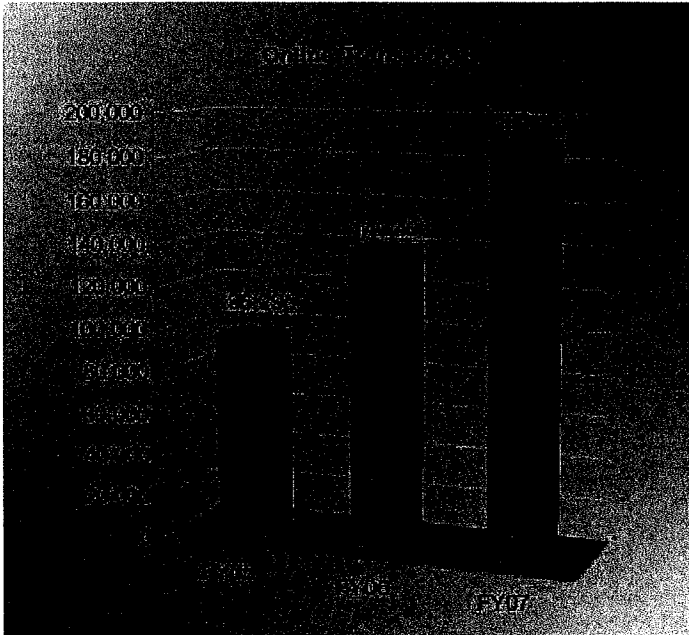
A more in depth summary of the Open Government and Communication survey may be found in the appendix section of this report. The complete survey is available upon request.

Key Performance Indicator 5

Online Services Adoption

The city has recognized and acted on opportunities to deliver services through the Internet and through automated telephone systems. In the past, many city services required citizens to come to a city facility during business hours in order to conduct transactions such as attending traffic school, scheduling a building inspection, or looking for a lost pet at an animal shelter. Providing these services online or through automated telephone systems, as well as in person, adds convenience, lowers costs, improves quality and expands accessibility to services to 24 hours a day, 7 days a week.

There has been a 97% increase in usage of interactive online tools to conduct city business during the past two fiscal years, while revenue collected online has risen 401% over the same time.



These transactions consist of sewer and parking citation payments, traffic school attendance, scheduling building inspections, as well as numerous customer service requests and complaint inquiries. During a period in which there was a 97% increase in actual transactions, there was a 401% increase in revenue collected from online services.

Citizen Internet access and their access to City's web site

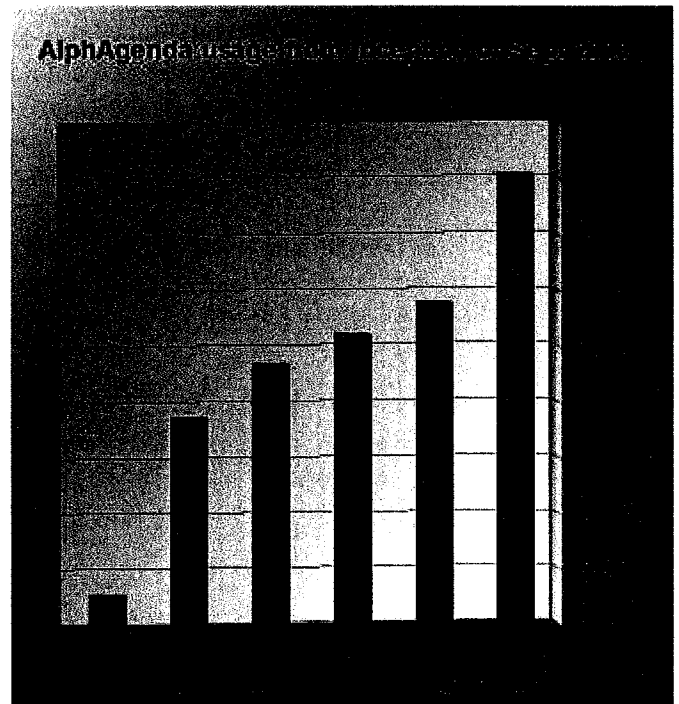
- 80% of City Citizens have Internet access at home
- 40% of City citizens have Internet access at work
- Of all internet users surveyed, half have visited the City's web site
- 9 of 10 visitors found what they were looking for on the city's web site

From our recent citizen communication survey, 80% of all families have Internet access. Of those, one half have visited the City's web site. Nine out of ten were able to find what they were looking for.

The design of the web site was based on usability best practices and employing the revolutionary approach of emphasizing citywide functionality while de-emphasizing individual departmental.

From the city's web site, one may:

Apply for
Jobs Business License
Check Status of
Building Permit Business License Service Request Development Application Inspections Plan Reviews
Find
Meetings & Agendas My Councilperson or Ward My Neighborhood Association Pets (Missing or Adoptable) Search parks by features or near address
Pay
Sewer Bill Parking Ticket Business License Fees (coming soon)
Register or Subscribe
Activities or Classes Traffic School City Newsletters
Request Help with
Animal Control Business Licensing Childcare Licensing Neighborhood Problems Parking Enforcement Sewer Billing Street or Sewer Services Traffic Control Traffic Signals, Signs, Lighting & Pavement Markings
Schedule
Inspections (for building permits)
Watch
KCLV Channel 2 TV Live KCLV on Demand City Meetings/Alpha Agenda Traffic Cams
Other Applications
Interactive Maps Chat Live with an Operator Election History



What is AlphaAgenda?

In 2006, the city deployed the AlphaAgenda application, which manages the agenda process and allows video streaming of Council and Planning Commission Meetings on the Internet. The city was the first in the state to achieve this milestone. This integrated application allows the public to "tune in" to a Council or Planning Commission Meeting at their convenience. It complies with the Council's Strategic Priority promoting an open and accessible government. The public is now able to access supporting documentation, obtain voting records and view video clips regarding agenda items online.

Six ways online initiatives have enhanced the delivery of city service:

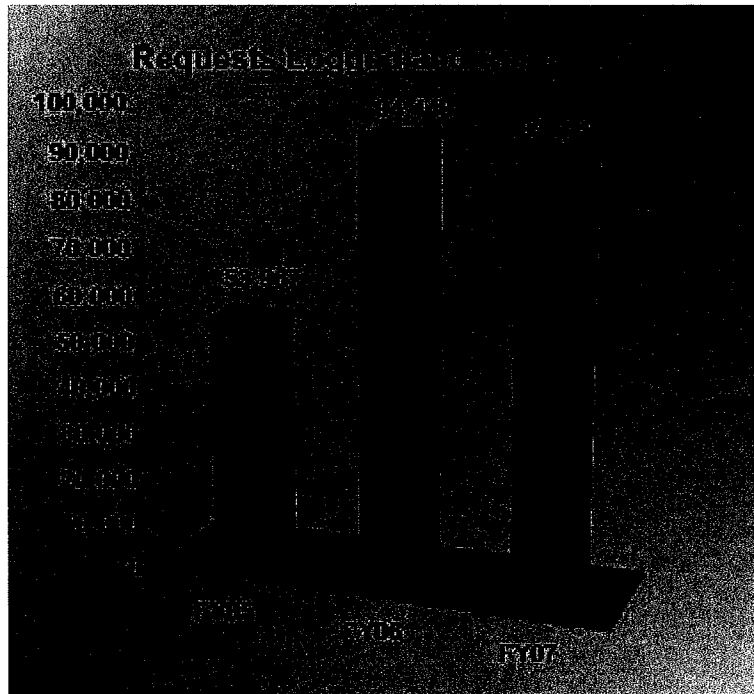
- Provide information in one easy-to-access location;
- Simplify and streamline reporting requirements;
- Reduce the number of forms;
- Make transactions (paying fees, obtaining permits) easier;
- Help businesses understand what regulations apply to them; and
- Allow transactions to be processed in a more cost effective manner

Key Performance Indicator 6

Citizen Relationship Management (CRM) Program Call Resolution Trend Analysis

The city's Citizen Relationship Management (CRM) tool is an application used by the city to manage tracking and resolving citizen requests for services or by responding to their complaints. Since FY2006, the city has been able to analyze the citizens CRM information to target problem areas and be more proactive rather than reactive to requests for service. As the city's population grows, these kinds of tools help to identify where best to deploy city resources as shown in the slight decline of requests logged in FY 2007. Our CRM procedures are often used to automate what were previously manual processes, which allows city staff to gain access to information quickly and accurately and therefore provide services more efficiently.

From fiscal year 2005 to fiscal year 2006, usage of the city's CRM to resolve citizen calls for service rose 75%, then declined slightly due to effective analysis and forecasting of where and what kind of service requests the city was receiving.



This reflects all types of customer service requests, including online, telephone, email, and in person.

Did you know: There are over 60 different types of calls for which the system keeps track. Some of the types of complaints or requests for service that the city's CRM manages are calls for graffiti removal, code violations, and applications for business licenses and rezoning.

Validation

Communicating with citizens of the 21st Century, using 21st Century methodologies.

This concept is at the heart of the city's goal to provide a more open government. For more than eight years now, the City Council has directed city staff to create an environment in which citizens do not merely have access to information and services—but also communicate freely with the city. This two-way communication, or dialogue with the citizens, is reflected in the Strategic Plan as Council Priority 6: to provide an open government which allows access, participation and respectful communication.

The city of Las Vegas has been a leader citizen communication, using the latest technologies. From government access television programming, complete with live call-in shows such as *Las Vegas Town Hall*, to an easy-to-navigate web site, residents and tourists can quickly find out what's happening at the city from virtually anywhere.

Citizens can peruse council agendas and look at council meeting videos on the city's web site, or schedule building inspections and sign up for leisure classes using our automated phone system.

For efforts like these, the city has won numerous awards. In 2006, our web site was named one of the top four government sites in the nation by the Center for Digital Government. Then in 2007, it was named one of the top three web sites in the nation.

Our e-newsletter, *Net News*, took second place in a national competition by the City-County Communications and Marketing Association.

And the city's TV station, KCLV Channel 2, has won dozens of first place national and regional awards, including being named *the best government access channel in the nation* by the Beacon Foundation (3CMA).

The city of Las Vegas is committed to constant and unending improvement in providing an open government that allows access, participation and respectful communication for all.

2006-2007 Awards and Recognitions

From 2007

The Office of Communications and Department of Information Technologies were involved in a number of top honors in 2007. They included the **World Leadership Awards in London, England**, where the city won in the categories of **Transport (Transportation) and Leisure and Sport**. The city also was named the **American City of the Year**, edging out competition from the United States, Canada, and Central and South America. Communications Director David Rigglesman was the main presenter for the city's programs at the competition.

In addition, other awards in 2007 included the **city's web site being named one of the top three city sites by the Center for Digital Government**, our **annual report won a first place award from the City-County Communications and Marketing Association (3CMA)**, and **KCLV Channel 2 won no less than 11 national and regional awards--including six first place honors**.

In 2007, the **City Team employee newsletter won a third place award from the National Association of Government Communicators (NAGC)** and also captured a **second place honor from the City-County Communications and Marketing Association (3CMA)**.

From 2006

- **Introduction into the Nevada Broadcasters Hall of Fame:**
 - Nancy Byrne
 - Charles Hosmer-McGraw
 - David Rigglesman
 - Shari Singer
- **Southern Nevada Human Resources Association:**
 - First place, Best Diversity Practices for Local Government
- **Center for Digital Government**
 - Fourth best city web site nationwide (with IT) 2006
- **City-County Communications and Marketing Association (3CMA) Award**
 - First Place Savvy Award for Promotional Video, *The Remote*
 - Silver Circle Award for *Net News* Electronic Newsletter (with IT)
- **Cable Access Guild Beacon Awards**
 - First Place for best storytelling, *D-Day Hero*
 - First Place for best talk show, *Las Vegas Town Hall*
- **Public Relations Society of America**
 - Tri-State Pinnacle Award of Merit for the city of Las Vegas web site
- **National Association of Telecommunications Officers and Advisors (NATOA)**
 - NATOA National, second place, for Public Service Announcement, *Black History Month*
 - NATOA National, third place for Community Event Coverage, *Fallen Officer*
 - NATOA, Honorable Mention for Special Audience Segment, *Ten-Point Plan*
 - NATOA Regional, First Place for documentary, *Fallen Officer*
 - NATOA, Regional, Second Place for Public Service Announcement, *Black History Month*
 - NATOA Regional, Second Place for documentary, *D-Day Hero*
 - NATOA Regional, Third Place for overall KCLV station excellence

Summary of Open Government/Communication Survey

- 1. The sample for the survey was exceptionally consistent with known demographic estimates of the Las Vegas population--** in terms of gender; age group; and ethnicity. Other variables, such as length of residence in Las Vegas; the type of household, size of household, parental status, and languages spoken in the household, were consistent with our previous recent studies (over the past four years) for the City's television station, KCLV. All this suggests that this was a very "representative" survey of the Las Vegas city population-- including a randomization of the household member interviewed (the one 18 or over who last celebrated a birthday.)
- 2. Based on their experiences and impressions, the majority of Las Vegas residents have a positive (good or very good) evaluation of the quality of public services provided by the city for its citizens (57% and an average 3.5 rating on the 1-to-5 "evaluation" scale.)** There also appears to a direct correlation between the evaluation of public services and "overall effectiveness" in serving the citizens of the city; as well as "providing courteous staff who are readily available to assist citizens." In other words, residents appear to equate "effectiveness" (and good quality public services) with courteous, available staff. We think it is significant that the "net" evaluation of the city's overall public services is positive-- in that in many surveys regarding public institutions, there has been a generally "negative"--orientation. For example, the many recent national polls evaluating the performance of both the president and Congress have tracked decidedly "negative" for some time.
- 3. Overall communications with citizens are also evaluated positively-- but not as strong as courteous/available staff.** In fact, less than one half (43%) consider the city's communications with citizens to be good or very good. The same is true regarding the "promotion of open government policies" (only 41% positive). There also appears to be a correlation between these two ideas-- communications and open government policies. Importantly, those who have had some form of communication with the city recently are more likely to be "polarized" in their evaluations than are those who have not (these folks tend to be essentially "neutral" in their evaluation.)
- 4. The lowest evaluated service qualities of the city were fair "dispute resolution" and the "timeliness" of quickly correcting problems.** As a result of these findings, it is clear that available and courteous staff are perceived to be "effective;" while the speed and fairness of disputes or problems receive more mixed reviews. The city's communication and open government policies are viewed positively, but certainly have "room to grow" and improve. Among those who perceive the city to be "poor" or "very poor" in overall effectiveness (only 15% of all respondents); the principal complaints revolve around education-- "not enough money for teachers;" or the lack of responsiveness to the growth and crime; as well as perceived "favoritism" toward the casinos. Some simply refer to "a lot talk and no action."
- 5. Six of ten survey respondents have had some form of communication with the city. The most used method is also the most preferred (among those who have not communicated with the city)-- telephone (four of ten.)** About the same proportions of citizens have had "in-person" contact with the city (28%) as would prefer this method of contact (22%). About one of four have communicated with the city electronically (visiting the web site or using email.) The same pattern holds true for those who have not yet had any contact with the city. However, email is preferred slightly over web site surfing. It is clear that regular mail is the least used and preferred method of communication with the city. Are Las Vegas citizens aware that they can conduct business with the city on its web site? Nearly one-half (45%) are not aware-- including a majority of those who have not yet communicated directly with the city; and newer residents.

6. Consistent with the positive evaluation of the city's public services and general effectiveness in serving the public, **those who have recently been in communication with the city gave an even higher overall "rating" (3.7 on the same 1-to-5 evaluation scale) to the experience.** Why? No doubt, largely a result of a courteous and helpful staff person (3.8 on the same scale). Nearly as strong are the ratings for "knowledgeable staff" (3.6) and those who communicated to the citizen "effectively and clearly" (3.6). The information needed or sought was provided in a timely manner; and citizens considered the services they sought to be easily accessible (3.6 for both dimensions.) The only area of evaluation for which there was as much "poor" or "very poor" scores (19%) as "very good" scores (17%), is the area of receiving the "proper service on the first try." This was especially true among those who primarily communicate with the city by telephone. The most common criticism of those who rated their most recent contact with the city as "poor," said that the information they sought was not provided in a timely manner (or at all) and/or the staff they encountered did not treat them "nicely." It is important to note, however, that only 6% of all survey respondents offered a "negative" evaluation of their most recent contact with the city. **Importantly, satisfaction with the most recent contact with the city is directly related to overall perceived effectiveness of City government.** This suggests that positive communication with the city translates to positive attitudes and evaluation of the city's overall effectiveness in providing its services.

7. While one-half have no specific suggestions for improvement, **the most common recommendations relate to staff training-- especially related to their ability to interact with citizens in a pleasant manner;** and/or be more knowledgeable about their jobs; as well as improved communications (more public announcements; better communication and follow-through between different city departments; improved listening skills, and easier access to the proper person needed ("have a button to push on the phone to talk to a person right away...")

8. In terms of the Internet, most citizens (80%) have access to the Internet at home-- only half as much at work. Nearly half of all Internet users log on daily for information (other than email.) **Of all Internet users, one half have visited the city's web site. This represents 38% of all citizens interviewed.** The primary reason for visiting the city's web site relates to seeking information-- for a wide range of needs/purposes. One in ten said that they were looking for employment or employment opportunities. Other uses include business licenses/information; information on upcoming events, property or zoning regulations, or how to apply for a driver's license or pay a ticket. **Did City web site visitors find what they were looking for? Yes--** according to nine of ten of them.

9. In terms of other sources of information, more than eight of ten watch television news on a daily basis. Nearly one-half use each of the other sources daily. **Six of ten say that their primary source for news and information is television news;** followed, almost equally, by daily newspapers (19%) and the Internet (15%). About one of ten say that radio news (9%) is their primary source for information. These findings suggest that increased communication with the citizens of Las Vegas on the City's television station (KCLV Channel 2) and its web site would be very effective methods of distributing pertinent information.



City of Las Vegas
400 Stewart Avenue
Las Vegas, Nevada 89101

Las Vegas City Council

Mayor Oscar B. Goodman

Councilwoman Louis Tarkanian • Ward 1

Councilman Steve Wolfson • Ward 2

Mayor Pro Tem Gary Reese • Ward 3

Councilman Larry Brown • Ward 4

Councilman Rikki Barlow • Ward 5

Councilman Steven D. Ross • Ward 6

City Manager

Douglas A. Selby

Strategic Plan Priority Group

David Riggelman • Director, Office of Communications

Claudette Enus • Director, Human Resources

Steven Harsin • Director, Neighborhood Services

Joseph Marcella • Director, Information Technologies

Beverly Bridges • City Clerk

Paul Wilkins • Director, Building and Safety