



CITY OF MADISON

PERFORMANCE EXCELLENCE



Performance Excellence Update to CCEC

October 3, 2023

CITY OF MADISON

Agenda:

1. Background

2. Elements & Use

3. Next Steps

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What is Performance Excellence?

- Baldrige Excellence Framework
- An organizational system designed with emphasis on Measurement, Analysis, and Knowledge Management
- Requires additional systems designed in each of these areas:

Leadership



Strategy



Customers



Workforce



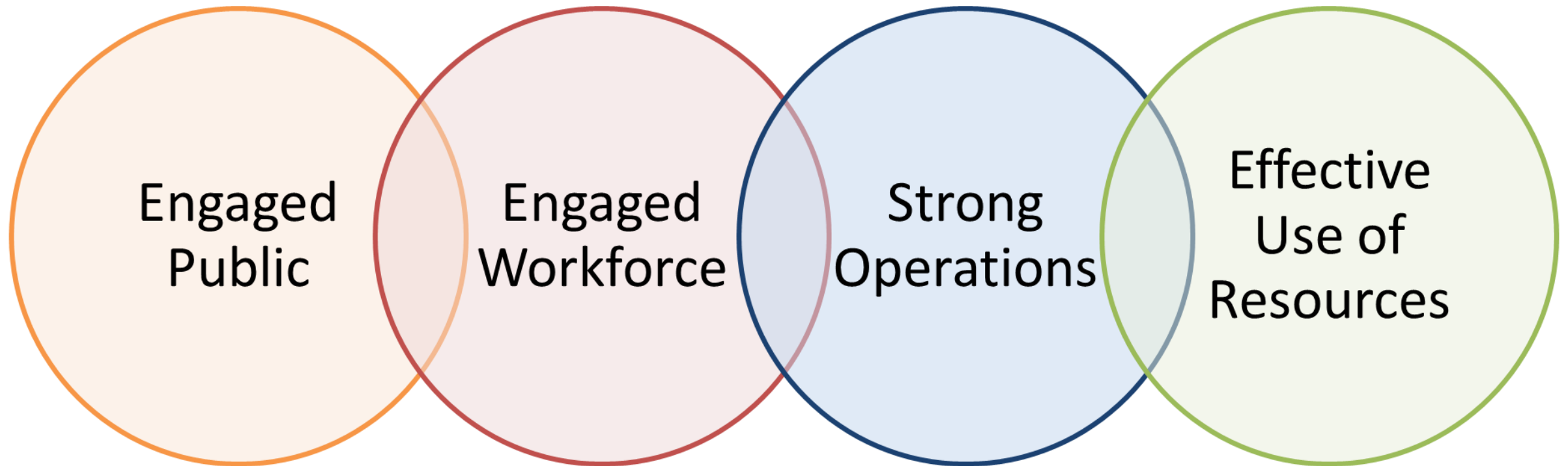
Operations



Results



Performance Excellence Simplified



Passed July 24, 2018

[Resolution 18-00573](#) “Establishing the City of Madison Performance Excellence Framework and Implementation and On-going Sustainability Efforts.”

- Adopts the new vision, mission, values, service promise, 7 elements of a great City of Madison
- Quarterly updates to Common Council through December 2020



OUR MISSION is to provide the highest quality service for the common good of our residents and visitors.



OUR VALUES



Equity

We are committed to fairness, justice, and equal outcomes for all.



Civic Engagement

We believe in transparency, openness, and inclusivity. We will protect freedom of expression and engagement.



Well-Being

We are committed to creating a community where all can thrive and feel safe.



Shared Prosperity

We are dedicated to creating a community where all are able to achieve economic success and social mobility.



Stewardship

We will care for our natural, economic, fiscal, and social resources.



OUR SERVICE PROMISE

I have the highest expectations for myself and my fellow employees. Every day, I will:

- Serve coworkers and members of the public in a kind and friendly manner.
- Listen actively and communicate clearly.
- Involve those who are impacted before making decisions.
- Collaborate with others to learn, improve, and solve problems.
- Treat everyone as they would like to be treated.



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The Elements of Madison's Vision



Madison's Vision:
Our Madison: Inclusive,
Innovative & Thriving

Elements: Broad, high-level priority areas identified by feedback from:

- City residents (via comprehensive community outreach for the City's Comprehensive Plan update, Imagine Madison)
- City managers and staff
- Common Council



Strategies and Actions: Economy & Opportunity

Economy and Opportunity

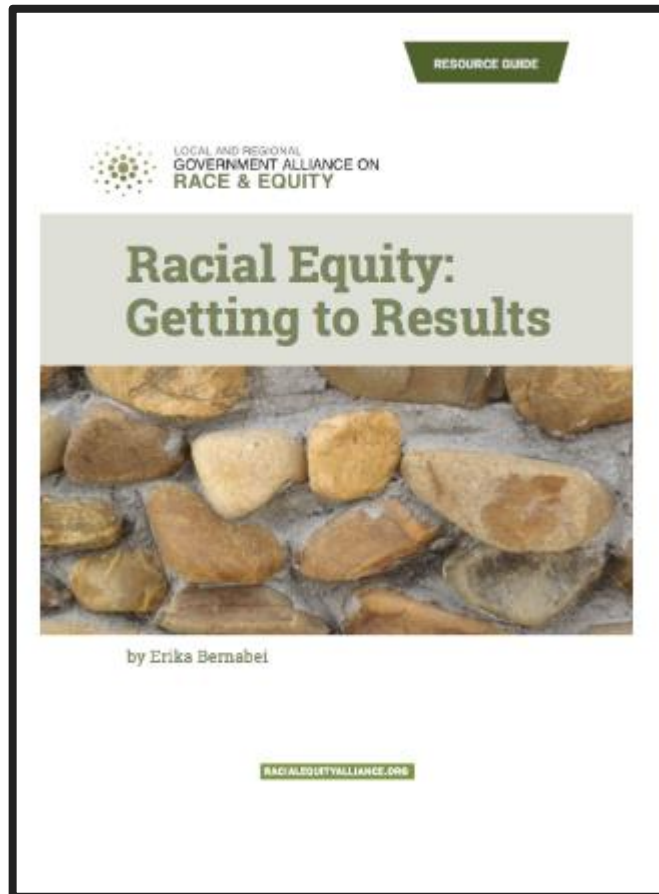
Goal: Madison will have a growing, diversified economy that offers opportunity for businesses and residents to prosper.

Goal: Madison will have equitable education and advancement opportunities that meet the needs of each resident.

Strategies	Actions	Lead Agencies
Strategy 1 Retain existing employers and attract new employers to ensure residents have access to jobs.	a. Target Business Retention and Expansion (BRE) efforts toward our competitive advantage.	Economic Development
	b. Continue the Business Walk program.	Economic Development
	c. Support the siting of state government facilities within the City.	Economic Development
	d. Expand the City's TIF program to keep Madison regionally competitive and support small businesses.	Economic Development
Strategy 2 Ensure an adequate supply of sites for a wide variety of employers to operate and grow.	a. Reserve sites for employment uses in City land use plans.	Planning
	b. Layer tools and incentives in specific geographic areas.	Community Development, Economic Development, Planning
	c. Facilitate the reuse of Brownfield sites.	Engineering, Economic Development
	d. Participate in site selection and site certification programs.	Economic Development
Strategy 3 Support more jobs that pay a family-supporting living wage.	a. Continue the living wage for City employees and contractors.	Human Resources, Civil Rights
	b. Leverage the Jobs TIF program to support living wage jobs.	Economic Development
	c. Pursue increases to Wisconsin's minimum wage.	Mayor's Office
Strategy 4 Close the educational opportunity gap.	a. Continue to improve access to quality child care with an emphasis on underrepresented groups.	Community Development
	b. Continue support for out of school time programming.	Community Development, Library
	c. Align City internships and initiatives with work-based learning opportunities for youth and young adults.	Civil Rights, Human Resources
	d. Expand access to low-cost, high-speed internet service.	Information Technology, Library
Strategy 5 Remove barriers to achieving economic stability.	a. Continue support for neighborhood centers.	Community Development
	b. Work with partners to better align efforts in job training and placement programs.	Community Development, Economic Development
	c. Increase awareness of programs that build residents' financial capability.	Community Development
Strategy 6 Support small businesses and cultivate entrepreneurship, especially businesses owned by underrepresented groups.	a. Continue the Business Assistance Team.	Economic Development
	b. Continue development of underrepresented contractors.	Community Development, Economic Development
	c. Continue support for business incubators.	Community Development, Economic Development
	d. Establish a Kiva City crowdfunding program.	Economic Development
Strategy 7 Support efforts for businesses and consumers to produce and buy local food, products, and services.	a. Foster a Northside Food Innovation District.	Economic Development
	b. Continue implementation of the Madison Public Market and MarketReady program.	Economic Development
	c. Expand the Street Vending program.	Economic Development, Public Health
Strategy 8 City government should lead and encourage other employers to develop a diverse workforce best able to serve an increasingly diverse population.	a. Continue the City's Equitable Workforce program.	Civil Rights, Human Resources
	b. Support community efforts to diversify Madison's workforce.	Civil Rights, Human Resources

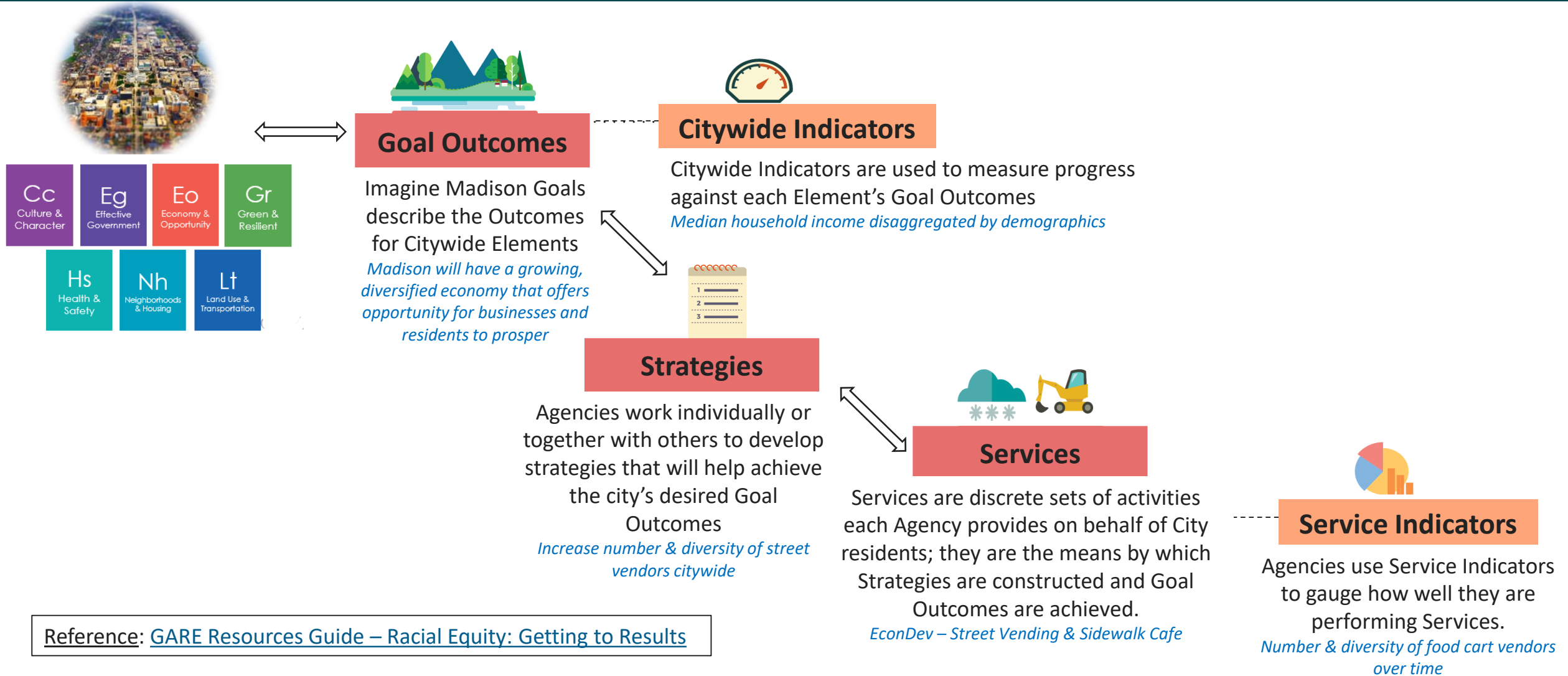
Reference: [Imagine Madison Comprehensive Plan - Appendix A](#)

Use: Results Based Accountability



- Population accountability **starts at the end**
 - What are the desired results?
 - What would the results look like?
 - What are the community indicators that would measure the desired results?
 - What do the data tell us?
 - Who are our partners?
 - What works to change the data trend towards racial equity?
 - What actions should we start with?

Use: Results Madison & Budgeting



Use: Collective Impact & Organizing

Collective Impact Definition:

A network of community members, organizations, and institutions who advance equity by learning together, aligning, and integrating their actions to achieve population and systems level change

-Collective Impact Forum

Key Components:

1. Common Agenda – Keeps all parties moving towards the same goals.
2. Common Measures – Indicators that get to the true outcomes.
3. Mutually Reinforcing Activities – Each expertise is leveraged as part of the overall.
4. Continuous Communications – Allows a culture of collaboration.
5. Backbone Organization – Takes on the role of managing collaboration.

Government Applications:

- [OutcomeStat](#) model – City of Baltimore
- [Children's Mental Health](#) model – State of Wisconsin

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Next Steps



3 Year Performance Excellence Planning	<ul style="list-style-type: none">• Voice of the Customer• Work Planning
Results Madison Change Management	<ul style="list-style-type: none">• Data engagements• Data convening
BCC Consultation & Change Management	<ul style="list-style-type: none">• Onboarding• Reorganization



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Questions? Let's Connect!

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