

CITY OF MADISON STRATEGIC MANAGEMENT SYSTEM

***** GUIDANCE TEAM HANDBOOK *****

Prepared By The
Strategic Management System Subcommittee
of the
Mayor's Management Team

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INTRODUCTION

The City of Madison has recognized the importance of managing the resources available to the City in a way that produces quality products/services for our customers. The implementation of a Strategic Management System is designed to:

- align City agencies,
- anticipate trends and future needs in order to set policies and allocate resources that are most responsive to citizen's needs,
- understand customers' needs,
- choose our future/achieve our mission, and
- improve the overall organization efficiency.

To focus the City's Strategic Management System, the Management Team decided it was very important to determine the strengths, weaknesses, opportunities and threats facing the City of Madison. This effort is often referred to as an "environmental scan." In this initial year, the City Council members and City Department and Division Heads were surveyed. In future years, additional customer data will be incorporated through community involvement.

There were over 900 individual response items to the survey, which was administered in March of 1994. The SMS Subcommittee of the Mayor's Management Team conducted an "Affinity Diagram" for each question, grouping similar responses into over 50 categories. The responses were presented in a document by the categories of responses within each question.

On May 11, 1994, the results of the environmental scan were reviewed by the Mayor and Department and Division Heads to determine those key strengths and weaknesses that we currently have and the opportunities and threats that face us in the future. This effort led to a review of our City goals and strategies and the establishment of objectives on June 22 and subsequently on July 26, 1994.

Following the completion of the objectives in August of 1994, the SMS Plan was reviewed by the Common Council which led to a resolution being introduced on November 1, 1994. The Common Council adopted the SMS Goals, Strategies, and Objectives on December 20, 1994, and directed the Mayor's Management Team to lead the Plan's implementation. City staff and organized labor were also given status reports on

the SMS Plan during this period. In addition, department and division heads were asked to review the Plan with their respective staff and to provide feedback to the SMS Subcommittee.

The Management Team decided in January of 1995 to create three guidance teams to lead the five goal areas. One guidance team will lead the Growth, Management, and Neighborhoods goals. A second team will lead the Valuing Family, Youth and Diversity goal, and a third team will lead the Organizational Strength and Effectiveness and City Financial Position goals. The Mayor appointed the members of the Guidance Teams in February and the teams are now organizing.

Our goal is to make the Strategic Management System an integral part of the planning, budgeting and work of each Department and Division, and each City employee.

OPERATIONAL DEFINITIONS CITY OF MADISON STRATEGIC MANAGEMENT SYSTEM

- VISION:** At least 20 years – Our vision describes our desired future. It unifies and motivates employees in pursuit of “the Common Good.” It should bring employees together, unifying human resource and customer service policies.
- GOALS:** 5-10 Years – Broad statements of priorities which provide a sense of direction. They are an expansion of our vision. The goal statements may include a listing of strategies for achieving individual goals.
- STRATEGIES:** 5 Years – Approaches for implementation of goals. Strategies address critical issues and define action areas.
- OBJECTIVES:** 2-5 Years – A specific and measurable result that can be achieved and that will bring the goal closer. The objective should include specific actions (who-what-where-when) and how resources will be allocated to achieve the expected outcome. Objectives identify actions which will advance goals. Because of resource priorities, not all objectives can be part of work plans at the same time.
- WORK PLANS:** 1 Year – Actions which will be carried out to implement agreed-upon objectives. Work plans describe actions to be taken in a given budget year and which are funded in one budget and which staff will work on.

CITY OF MADISON, WISCONSIN

Vision Statement

The vision for the City of Madison is to be a safe and healthy place to live, work, learn and play. Madison will be a place where:

- Diversity is valued;
- Freedom of expression is encouraged and protected;
- Everyone has the opportunity to realize his/her full potential;
- The beauty of the urban environment and natural environment is preserved.

Mission Statement

The City of Madison, through the efforts of dedicated employees and elected officials, will deliver the highest quality services and provide a fair and orderly system of governance for our citizens and visitors.

Service Philosophy

- Put our customers as the focus of everything we do.
- Educate first, regulate when necessary.
- Support and inspire each other.
- Continuously improve the City's services.

AGENDA ITEM # _____

Copy Mailed
to Alderperson _____

City of Madison, Wisconsin

A RESOLUTION _____

Presented November 1, 1994

Referred Common Council Organizational
Committee

Adopting Goals, Strategies, and Objectives for the City of Madison and directing the Mayor's Management Team to lead the implementation of the Goals, Strategies, and Objectives through the City's Strategic Management System (SMS).

Rereferred CCOC (12-6)

Reported Back Dec. 6, 1994 Dec. 20, 1994

Drafted by: George E. Austin, Director
Department of Planning and Development

Adopted POF _____

Rules Susp. _____ Tabled _____

Public Hearing _____

Date: October 19, 1994

Fiscal Note: Activities undertaken through the SMS system are authorized in the 1994 budget. Additional expenditures from projects that may require new funding will require future Common Council review and approval.

APPROVAL OF FISCAL NOTE IS NEEDED
BY THE COMPTROLLER'S OFFICE

Approved By

Comptroller's Office

ID NUMBER 16293

RESOLUTION NUMBER 51,752

Sponsors: Mayor Paul R. Soglin

WHEREAS, the City of Madison recognizes the importance of managing the resources available to the City in a way that produces quality products/services for our customers; and

WHEREAS, the City has adopted a vision statement and service philosophy to guide the delivery of services; and

WHEREAS, the City is implementing a Strategic Management System to (1) align City agencies, (2) anticipate trends and future needs in order to set policies and allocate resources, (3) understand customer needs, (4) achieve our vision, and (5) improve organizational efficiency; and

WHEREAS, the Mayor's Management Team has conducted an environmental scan to determine the strengths, weaknesses, opportunities, and threats facing the City which has led to the development of goals, strategies, and objectives for the City of Madison.

NOW, THEREFORE, BE IT RESOLVED, that the Common Council does hereby adopt the Goals, Strategies, and Objectives for the City of Madison as set forth in the attached report and summarized as follows:

GOAL: GROWTH MANAGEMENT

Madison must be economically, socially and culturally vibrant for the City and the region to thrive. To be vibrant and to maintain its vitality, Madison should share in the growth that is occurring in Dane County. This growth must be managed in such a way to balance our economic, social and environmental health and maintain a sustainable City.

Strategy: Reduce the disparity between the City and the suburbs through greater responsibility and between the haves and have-nots through greater opportunity.

Strategy: Promote greater regional planning and collaboration which includes a shared understanding and responsibility for social issues throughout the region.

Strategy: Position the City to compete in the emerging global economy.

Strategy: Use, protect, maintain, and enhance our natural, cultural and historical resources to maintain Madison's unique qualities.

GOAL: NEIGHBORHOODS

Madison should be a series of quality neighborhoods in which people will want to work, to recreate and, most importantly, to live now and in the future. Residents, City government, property owners, employers and other government institutions have shared responsibility for achieving this goal.

For purposes of this goal a neighborhood is an area in the City whose character is defined by boundaries, common issues, design elements and transportation connections. Each neighborhood offers a sense of local identity and place, yet contributes to the health of the community.

Strategy: Work with existing neighborhoods to maintain and improve them.

Strategy: Identify neighborhoods in need and give special emphasis to working with residents of those neighborhoods.

Strategy: Plan new residential and commercial neighborhoods at the periphery to be quality urban environments.

Strategy: Facilitate the continuing improvement and vitality of the downtown area.

GOAL: VALUING FAMILY, YOUTH AND DIVERSITY

Madison will build a community where people feel safe, get along with each other, wish to stay and involve themselves in improving their community.

Strategy: Create opportunities for citizens of different races, abilities, cultures and ages to work, recreate and learn together.

Strategy: Strengthen pre-school education, support public schools and improve adult education and job training.

Strategy: Create effective transportation that meets the needs of families and youth.

Strategy: Provide positive activities for children and youth.

Strategy: Improve work experience opportunities for youth.

Strategy: Reduce racial and economic segregation in housing in Madison and the region.

Strategy: Strengthen involvement of all neighborhoods in overcoming crime and violence.

GOAL: ORGANIZATIONAL STRENGTH AND EFFECTIVENESS

The City should make the best use of the internal resources it has available in order to improve the delivery of City services. These internal resources are comprised of employees, tools and technology and methods of operation.

Strategy: Promote stewardship among employees.

Strategy: Develop employee skills so that they may take advantage of new methods and technologies, and be innovative in providing City services.

Strategy: Promote general well-being of employees.

Strategy: Build on the foundation of sound management practices.

Strategy: Explore and adapt technologies that improve City services.

GOAL: CITY FINANCIAL POSITION

Madison will maintain the ability to finance basic municipal services, strive to meet customer service demands created by a growing City, and meet state and federal mandates while retaining our strong financial position and minimizing the adverse impact on property tax payers.

Strategy: Reduce the per unit cost of existing services while maintaining quality.

Strategy: Build the property tax base.

Strategy: Minimize the impact of state and federal mandates.

Strategy: Achieve a more balanced mix of revenue sources to finance the City budget.

BE IT FURTHER RESOLVED, that the Common Council does hereby direct the Mayor's Management Team to lead the implementation of the City Goals, Strategies, and Objectives through the City Strategic Management System.

GOAL: GROWTH MANAGEMENT

Madison must be economically, socially and culturally vibrant for the City and the region to thrive. To be vibrant and to maintain its vitality, Madison should share in the growth that is occurring in Dane County. This growth must be managed in such a way to balance our economic, social and environmental health and maintain a sustainable City.

✓
Strategy: Reduce the disparity between the City and the suburbs through greater responsibility and between the haves and have-nots through greater opportunity.

benchmarks around this?

Objectives:

1. Direct the growth in Dane County to areas which have been planned for urban services.
2. Balance the distribution of owner-occupied and rental housing throughout Dane County.
3. Increase the availability of moderately priced housing in the City of Madison.
4. Amend the State law to change the way the Madison Metropolitan School District boundaries are established.

Legislative

Strategy: Promote greater regional planning and collaboration which includes a shared understanding and responsibility for social issues throughout the region.

Objectives:

1. Implement the City's adopted Peripheral Area Development Plan, including the amendment to the State's annexation, subdivision and planning statutes.
2. Enter into cooperative agreements with area communities for land use and service delivery.
3. Evaluate and determine the most effective mechanism for metropolitan (regional) transportation planning and implementation.
4. Educate citizens, policy makers and the media about current development trends and their impact on the City.

Mayor's priority

Strategy: Position the City to compete in the emerging global economy.

Objectives:

1. Identify industries to capitalize on for future growth (e.g. biological/genetic fields).
2. Develop employment and training opportunities for the un/under employed for emerging jobs.
3. Develop economic development areas, such as industrial parks, enterprise zones and downtown infill.

4. Determine the unique characteristics of the region and prepare a marketing strategy based on Madison's advantages.

Strategy: Use, protect, maintain, and enhance our natural, cultural and historical resources to maintain Madison's unique qualities.

Objectives:

1. Develop and market Madison as the cultural center of the region.
2. Identify natural resources within the future growth area, including participation in a regional hydrological study and the Yahara, Monona, Lake Mendota Watershed plans.
3. Develop a historic preservation plan for the City.
4. Develop an awareness of regional air quality issues and their impact on the City of Madison.

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*Ampe
guaranteed
to do a
report.*

GOAL: NEIGHBORHOODS

will this affect budget
planning along neighborhood
growth? community &
capital?

Madison should be a series of quality neighborhoods in which people will want to work, to recreate and, most importantly, to live now and in the future. Residents, City government, property owners, employers and other government institutions have shared responsibility for achieving this goal.

For purposes of this goal a neighborhood is an area in the City whose character is defined by boundaries, common issues, design elements and transportation connections. Each neighborhood offers a sense of local identity and place, yet contributes to the health of the community.

Strategy: Work with existing neighborhoods to maintain and improve them.

Objectives:

1. Help neighborhoods organize around goals they want to achieve.
2. Work with neighborhoods to periodically learn neighborhood priorities, update or create neighborhood plans, and share City plans for neighborhood comment.
3. Provide City services which support existing neighborhoods including information, training, public infrastructure, building inspection, etc.
4. Strengthen bonds among neighborhoods to foster City-wide community and valuing of diversity.
5. Identify existing successful neighborhoods that are socially, economically and racially diverse and highlight the reasons for success.
6. Facilitate the vitality and growth of businesses which provide services and employment to neighborhood residents.

Strategy: Identify neighborhoods in need and give special emphasis to working with residents of those neighborhoods. *(All objectives under Strategy 1 apply to neighborhoods in need so they do not need to be repeated here.)*

Objectives:

1. Provide neighborhood based services and staff teams to support residents' actions for improvement and to respond efficiently and effectively to needs for City and other publicly funded services identified by residents.
2. Clarify and then implement City objectives for neighborhood centers.
3. Refine process for identifying neighborhoods in need.

Relation of Neighborhood Bridge Teams?



Strategy: Plan new residential and commercial neighborhoods at the periphery to be quality urban environments.

Objectives:

- Industrial?*
1. Evaluate what qualities will make newly developed residential and commercial areas good places to live, recreate and/or do business now and into the future so that the City can seek to include these qualities in new development.
 2. Seek to improve the quality of newly developing areas at all phases of planning and build-out.
 3. Create opportunities for successful new neighborhoods that are socially, economically and racially diverse.

Strategy: Facilitate the continuing improvement and vitality of the downtown area.

Objectives:

1. Complete Monona Terrace and lakefront beautification. Make sure they are an integral part of the downtown.
2. Enhance downtown residential neighborhoods as places to live, especially the Bassett neighborhood and South Campus.
3. Address negative perceptions of the downtown and make it more user friendly, including creating more conveniently located parking.
4. Achieve community agreement on central area infill goals for residential and business uses.
5. Seek renovation or redevelopment of vacant properties on or near the Square.
6. Strengthen downtown as the employment and educational center for the region.

GOAL: VALUING FAMILY, YOUTH AND DIVERSITY

Madison will build a community where people feel safe, get along with each other, wish to stay and involve themselves in improving their community.

Strategy: Create opportunities for citizens of different races, abilities, cultures and ages to work, recreate and learn together.

Objectives:

1. Provide space for community and neighborhood centers and make such arrangements for staffing and maintenance that the centers will furnish a place for community meetings and other activities.
2. Continue existing efforts to support neighborhood block parties, ethnic fairs and festivals. Staff will work with neighborhood resource teams and neighborhood planning councils to support these activities for neighborhoods with newer organizations.

Strategy: Strengthen pre-school education, support public schools and improve adult education and job training.

Objectives:

1. Establish a close working relationship with Madison Metropolitan School District, using an existing entity or creating a new one. Use this entity to plan, prioritize and carry out joint efforts.
2. Establish affordable high quality pre-school centers.
3. Work with MATC to bring education and job training to neighborhood sites. This would include literacy, english as a second language, GED, as well as technical skills.
4. Work to increase Head Start capacity.

Strategy: Create effective transportation that meets the needs of families and youth.

Objectives:

1. Identify special transportation needs of families, children and youth and develop a flexible transit system that can respond to small groups of youth, medical visits for families and similar transportation needs.

Strategy: Provide positive activities for children and youth.

Objectives:

1. Develop an adult human resource pool, including mentors, to support youth activities.
2. Support development of a City-wide youth council.

3. Develop and implement a City-wide plan for youth activities, using the results of other objectives, such as community center space, cooperation with school district and adult volunteer pool.
4. Partnership with school-community recreation to help meet the needs of all neighborhoods.
5. Use school facilities for youth activities.

Strategy: Improve work experience opportunities for youth.

Objectives:

1. Build and coordinate youth work experience into City department/division planning.
2. Work with the school district, Private Industry Council, MATC and business groups to recruit and employ youth in a meaningful work experience.

Strategy: Reduce racial and economic segregation in housing in Madison and the region.

Objectives:

1. Urge the Federal government to give the City and the County more flexibility in providing assisted housing.
2. Identify existing successful neighborhoods that are socially, economically and racially diverse and highlight the reasons for success.
3. Educate property owners of housing discrimination laws and enforce the fair housing laws.
4. Educate tenants on rights and responsibilities.

Strategy: Strengthen involvement of all neighborhoods in overcoming crime and violence.

Objectives:

1. Promote community-wide standards against violence.
2. Support existing family service programs aimed at reducing crime and violence.
3. Strengthen police assistance to neighborhood safety and crime fighting initiatives.
4. Establish and strengthen community policing City-wide.
5. Recognize and support family strengths and values in neighborhoods.

GOAL: ORGANIZATIONAL STRENGTH AND EFFECTIVENESS

The City should make the best use of the internal resources it has available in order to improve the delivery of City services. These internal resources are comprised of employees, tools and technology and methods of operation.

Strategy: Promote stewardship among employees.

Objectives:

1. Develop/implement an employee recognition/reward system.
2. Incorporate employee representation in City/Department management efforts.
3. Review personnel policies and adopt changes that reflect respect for employees while upholding standards of conduct.
4. Develop/maintain systematic communication mechanisms for informing/getting feedback.
5. Orient all staff to City's vision, goals and service philosophy.

Strategy: Develop employee skills so that they may take advantage of new methods and technologies, and be innovative in providing City services.

Objectives:

1. Develop and implement a City-wide system for employee development.
2. Develop/implement a training philosophy and planning system for all staff and allocate training funds accordingly.

Strategy: Promote general well-being of employees.

Objectives:

1. Create City occupational health program that assesses needs on the job and prevents disease/injury.
2. Create an employee wellness program.

Strategy: Build on the foundation of sound management practices.

Objectives:

1. Develop Departmental plans consistent with the City-wide Strategic Management System process.
2. Educate residents about City resources.

3. Promote cross department teamwork.
4. Standardize/align City systems and processes, using systematic customer feedback, to improve customer service.
5. Perform an organizational assessment, based on the Baldrige criteria and a methodology for establishing a citizen/customer satisfaction baseline.
6. Develop a method that would allow us to benchmark other organizations and utilize the data collected to improve our customer service.

Strategy: Explore and adapt technologies that improve City services.

Objectives:

1. Work with the University and the private sector to take advantage of emerging technologies.
2. Provide access to cutting-edge technological developments.
3. Evaluate status of technology across departments, develop plans, cost/benefit, priorities and allocate resources with a view to the long term.
4. Develop City-wide standards for adapting shared technologies (e.g. E-mail, voice mail).
5. Assure involvement of employees in evaluation/adaptation of technologies.

GOAL: CITY FINANCIAL POSITION

Madison will maintain the ability to finance basic municipal services, strive to meet customer service demands created by a growing City, and meet state and federal mandates while retaining our strong financial position and minimizing the adverse impact on property tax payers.

Strategy: Reduce the per unit cost of existing services while maintaining quality.

Objectives:

1. Increase the productivity of resources allocated to existing services, including the exploration of technology improvements.
2. Reduce or eliminate low priority services.
3. Consolidate with and/or share assets and services with other service providers.
4. Limit the growth of employee wages and benefits to the rate of increase of the budget.

Strategy: Build the property tax base.

Objectives:

1. Achieve growth in property values in all tax assessment districts.
2. Reduce or remove barriers to annexation.
3. Reduce property tax exemptions.
4. Increase industrial development on existing suitable lands and through purchase or annexation.

Strategy: Minimize the impact of state and federal mandates.

Objectives:

1. Seek increased funding or full funding of mandates.
2. Seek increased flexibility from the state and/or federal governments in meeting the mandates.

Strategy: Achieve a more balanced mix of revenue sources to finance the City budget.

Objectives:

1. Increase the use of fees tied to the impact of development or to the service user.
2. Buy, sell or exchange municipal services with other government service providers/users or private sector.

GUIDANCE TEAMS MISSION STATEMENT AND ROLES

MISSION STATEMENT:

The Guidance Teams will lead the effective implementation of the City's Goals, Strategies, and Objectives in a way that is responsive to the Mayor, Council and Public.

ROLES:

- Prioritize objectives, analyze resources that may be available, and allocate those resources to project teams.
- Coordinate interdepartmental activities, identify and remove barriers, and resolve conflicts.
- Develop projects; clarify the mission, oversee selection of team members, guide the project teams, and review project team recommendations.
- Report to the Management Team and the Mayor on the progress of projects.
- Identify the process/system for (1) determining what activities are occurring and keeping current on those activities, and (2) checking in on the range of activities against the SMS goals/strategies, and the quality of the work.
- Establish performance measures and monitor them.
- Make budgetary recommendations.
- Provide a forum for interdepartmental issues.

GUIDANCE TEAM MEMBERSHIP

Team # 1 Growth Management and Neighborhoods

Brad Murphy (Chair)
Planning Unit

Hickory Hurie
CDBG

Paul Larrousse
Madison Metro

Anne Monks
Asst. to Mayor

Larry Nelson
City Engineer

Paul Reilly
Comptroller

Dan Stapay
Parks

Richard Williams
Police

Team #2 Valuing Family, Youth, and Diversity

Shelly Gaylord (Chair)
Municipal Court Judge

Ted Balistreri
Police

Anthony Brown
EOC

Dorothy Conniff
Community Services

Pat Gadow
Public Health

Eunice Gibson
City Attorney

Enis Ragland
Asst. to Mayor

Team #3 Organizational Strength & Effectiveness and City Financial Position

Gale Dushack (Co-Chair)
Comptroller

Mary Ann Mitchell (Co-Chair)
Human Resources

Roger Goodwin
Streets

Kirbie Mack
AA

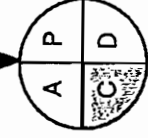
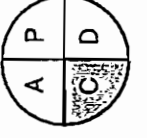
Jill Matzke
Public Health

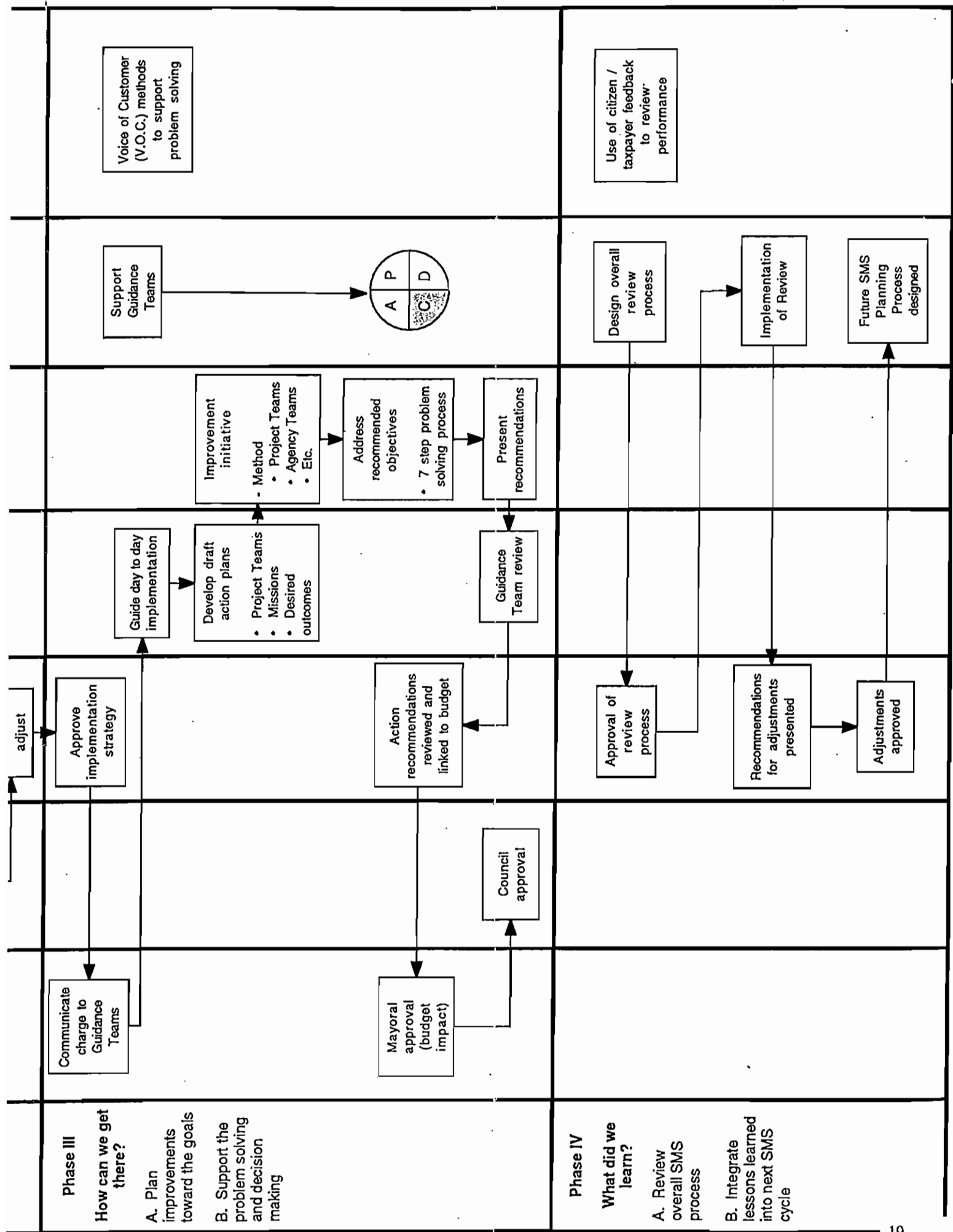
Sally Miley
Asst. to Mayor

Don Ramig
Data Processing

Phil Vorlander
Fire

SMS IMPLEMENTATION PLAN

	MAYOR	CITY COUNCIL	MAYOR AND MANAGEMENT TEAM	GOAL AREA GUIDANCE TEAMS	IMPROVEMENT INITIATIVES	SMS PLANNING TEAM	CUSTOMER SERVICE TEAM
<p>Phase I Where are we now?</p> <p>A. Define customers and services</p> <p>B. Assess the current situation</p> <p>Target Date: June 1, 1995</p>	<p>Communicate charge to Guidance Teams and others</p>		<p>Report on the findings (S.W.O.T. Analysis Format)</p> <p>Develop recommendations for Phase II</p>	<p>Familiarize Team to City vision, mission, goals, objectives, and strategies</p> <p>Conduct Current Situation Analysis</p> <p>Include:</p> <ul style="list-style-type: none"> Stakeholder ID Relationship between goals and strategies Relationship to current services Current budget tie-in 		<p>Support Guidance Teams</p> 	<p>Citizen / Taxpayer Feedback System</p> <p>Input to SMS 1996-97</p>
<p>Phase II Where do we want to be?</p> <p>A. Define desired future state</p> <p>B. Identify "high leverage" areas for improvement</p>		<p>Dialogue with Council</p> <p>Report to Council</p> <p>Review and adjust</p>	<p>Analyze the GAP between current situation and desired future (vision and goal)</p> <p>Determine priority objectives</p> <ul style="list-style-type: none"> Desired outcomes Measures <p>Develop recommendations for action and resources on priority objectives</p>	<p>Action on "Quick Fixes"</p>		<p>Support Guidance Teams</p> 	<p>Development of Community Benchmarks</p>



FAMILIARIZE THE TEAM WITH THE STRATEGIES AND OBJECTIVES

This step is simply a chance to ensure that all the members of the Team share a common understanding of the Goals, Strategies, and Objectives. Also use this step to lend a common definition to those terms that may be too vague to be useable.

If any of the Objectives are of such a nature that the Team feels that they should be changed, the Team should note that and keep track of them for Council action, later in the process.

CUSTOMER IDENTIFICATION AND MATRIX

The purpose of this step is to develop a list of customers for each Strategy. This information will be helpful on a collated basis. It will be helpful for one Team to see another's customer list in order to avoid targeting one segment of the population or completely ignoring another segment. In order to facilitate the collection of this data we are suggesting a matrix approach such as the format attached.

The instructions for the Matrix are quite simple:

There are three boxes under each Strategy—

In the first write the PRIMARY customer of that Strategy. That is the particular customer that will benefit most by making progress on that strategy.

In the second box write down the SECONDARY customers, those that may benefit because the primary customer benefits.

In the last box write down those customers that may be adversely affected by the above two benefiting.

Again, this is not intended to take a great deal of time or require the use of surveys or outside expertise.

CUSTOMER IDENTIFICATION FOR GOALS, STRATEGIES AND OBJECTIVES

	Neighborhoods				Comments
	Work to maintain and improve them	Identify neighborhoods in need/give special emphasis to residents	Plan new res/ comm. neighborhoods at the periphery to be quality urban environments	Facilitate the continuing improvement and vitality of the downtown area	
Primary Customers (those who will benefit most)					
Secondary Customers (those that will benefit because the above have benefited)					
Adversely Affected (those that may be adversely affected by the above benefits)					

SAMPLE

STRATEGY INTERRELATIONSHIP MATRIX

This step is again a rather quick and easy step. What we are doing here is simply determining how all of the strategies are related. If we don't do this step we could possibly find ourselves in the situation where one Team is recommending a course of action that is either parallel to or in conflict with a recommendation from another Team.

Nothing would contribute more towards distrust of this system than if we develop inconsistent recommendations.

This will also help us set priorities later in the process.

Also, when this data is commonly available, it will help determine if the Strategies are with the right goal and team. Across the top are your Team's Strategies, and down the side are all of the other strategies from the other Teams. Your task is to determine if those strategies are related and the nature of those relationships.

At each intersection of the Matrix enter:

- + If the relationship exists and is positive. A positive relationship means that as progress is made in one strategy it helps the other.
- 0 If there is no relationship.
- If the relationship exists and is negative. A negative relationship means that as progress is made in one strategy, it hinders the other.

RELATIONSHIPS OF STRATEGIES

	Work to maintain and improve them	Identify neighborhoods in need/give special emphasis to residents	Plan new res./ comm. neighborhoods at the periphery to be quality urban environments	Facilitate the continuing improvement and vitality of the downtown area	Comments
Reduce disparity between the City and the suburbs					
Promote greater regional planning and collaboration					
Position the City to compete in the emerging global economy					
Use, protect, maintain and enhance Madison's resources					

SAMPLE

RELATIONSHIP OF CITY SERVICES TO OBJECTIVES

This step will allow us to determine what resources the City currently has committed towards these strategies. Each Team will receive a matrix with the strategies across the top and City services from the 1995 Operating Budget down the side. The task will be to indicate, with the following code, the relationship of the service to the strategy.

- Enter 9 if there is a very direct relationship between this service and the strategy. A direct relationship means if progress is to be made towards achieving that goal through this strategy, it would be most likely made by using this service. Conversely, to the extent we have stopped performing this service, the negative impact on this goal would be certain and quick.
- Enter 5 if there is a relationship between this service and this strategy. If something were to change in the delivery of this service, it would be felt in this goal.
- Enter 1 if there is some relationship between this strategy and this service but it is impossible to measure this relationship.
- 0 if there is no relationship between this service and this strategy.

If your Team thinks that the relationship is not self evident, include a brief explanation either in the comments space or in the intersection box itself. Remember what's obvious to you may not be to someone else.

The 9's, 5's, 1's, and 0's are absolute, not a range. Don't use 2, 3, 4, 6, 7, or 8. The idea is to force a wide numerical range so that everything doesn't end up as a 5, and there is a clear distinction in the difference.

It is possible that you will find an adverse relationship between a service and a strategy. If you do, it should be so noted.

This exercise will encourage us to take a critical look at the budgeted services to see if they really are accurate descriptions of what we do.

Also, the Mayor has indicated that he will require the 1996 budget to be connected to the Goals, Strategies, and Objectives. City agency heads will also be asked to do the same relationship matrix. This effort will be a first step in preparing for that change.

INTERRELATIONSHIPS - CITY SERVICES & STRATEGIES

Health	Growth Management				Comments
	Reduce disparity between the City and the suburbs	Promote greater regional planning and collaboration	Position the City to compete in the emerging global economy	Use, protect, maintain and enhance Madison's resources	
Health Promotion					
Chronic Disease Prev.					
Comm. Disease Prev.					
Environmental Hazards					
Administration & Support					
Special Projects & Grants					
Env. Health Regulatory Services					

SAMPLE

DEVELOP SOME INDICATORS

This step is a first cut at developing possible indicators. We need to develop indicators for our strategies to determine if we are really making progress. These indicators won't be the final word on the subject, but will provide a preliminary baseline for measuring future progress within each strategy.

What

Purpose

Identify specific, empirical, indicator for each strategy and determine a source of the information.

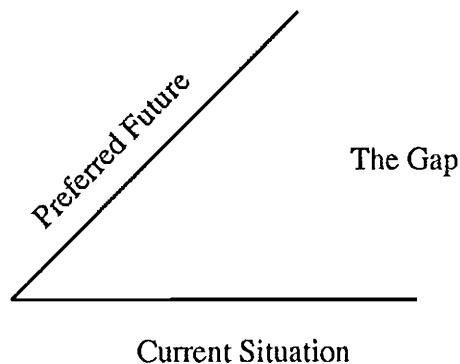
To establish a baseline for measuring progress.

The final measures will be developed in the implementation stage. This preliminary work will serve as the foundation not only for those efforts, but also for a City benchmarking effort later in the process.

ASSESS THE GAP

What do we mean by assessing the gap?

The gap is defined as the distance, deviation, or difference between our current situation as defined in Phase I and our preferred future (City vision, goals, etc.)



Task: To identify those priority objectives that will provide us the best opportunities (points of highest leverage) for narrowing the gap between our current situation and our preferred future.

Key Questions to Consider

1. What are the gaps?
 - What are we not doing well that needs large scale improvement?
 - What are we not doing that we need to consider doing?
2. What are the objectives we want to recommend for further work to close the gap?
3. How well we know if the objectives we selected are closing the gap?
4. What are your recommendations for implementing action on the prioritized objectives?

IMPLEMENT THE ACTIONS

(to be provided later)

DETERMINE PRIORITIES

(to be provided later)