

Quarterly Common Council Update

November 20, 2018

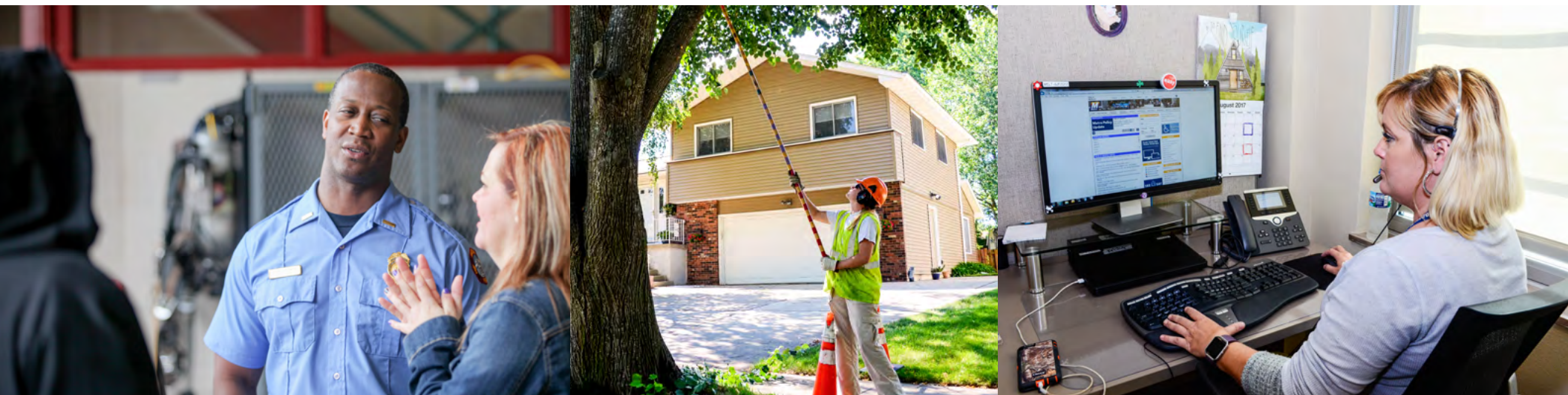


	2018 Key Initiatives	2019 Key Initiatives	2020 Key Initiatives
PE Leadership Team Focus/Overall City Focus	<ul style="list-style-type: none"> ✓ Hire Performance Excellence Specialist ✓ Finalize and Implement PE Framework: Vision, Mission, Values, Service Promise, and 7 Elements of a Great City ✓ Imagine Madison Comprehensive Plan Approved by council 4. Set citywide indicators in each of the 7 Elements 5. Finalize communication plan 6. Create system for data gathering from employees and customers and implement workplace culture survey 7. Build out alignment structure with current ongoing initiatives (RESJI, NRTs) 	<ul style="list-style-type: none"> 1. Elected Official Onboarding 2. Build a report-out, accountability structure where departments can collaboratively get support setting and meeting goals 3. Update 5 year plan 4. Implement resident/customer service survey 5. Implement alignment structure with current ongoing initiatives (RESJI, NRTs) 	<ul style="list-style-type: none"> 1. Second cycle of work plan/budget plan 2. Implement accountability structure where departments can collaboratively get support setting and meeting goals Implement 3. Report out to community on 7 elements
City Agency Focus	<ul style="list-style-type: none"> 1. Complete Results Madison Phase 1 2. Receive training; attend Leadership Development Conference 3. Align department vision, mission, values to the Citywide PE Framework 	<ul style="list-style-type: none"> 1. Respond to workplace climate survey 2. Prepare 2020 budget in alignment with a 2020 work plan 	<ul style="list-style-type: none"> 1. Prepare 2021 budget in alignment with 2021 work plan 2. Provide regular departmental performance updates and contribute to regular updates for the 7 elements of a great city
Support for Agencies	<ul style="list-style-type: none"> • HR OD Unit: <ul style="list-style-type: none"> ○ Provide ongoing staffing and support to PE Leadership Team ○ Provide ongoing technical assistance to departments ○ Organize learning solutions including Leadership Development Conference ○ Process improvement training and agency support • Finance <ul style="list-style-type: none"> ○ Lead Results Madison engagements • IT: <ul style="list-style-type: none"> ○ Include PE Framework on website ○ Support communication plan on employeeenet 	<ul style="list-style-type: none"> • HR OD Unit: <ul style="list-style-type: none"> ○ Provide ongoing staffing and support to PE Leadership Team ○ Provide learning solutions and technical assistance for survey response and work planning • Finance, HR, IT: <ul style="list-style-type: none"> ○ Develop template for work planning • IT: <ul style="list-style-type: none"> ○ Provide support for accessing data ○ Provide training and technical assistance for reporting tools • Finance: <ul style="list-style-type: none"> ○ Provide budget trainings 	<ul style="list-style-type: none"> • HR OD Unit <ul style="list-style-type: none"> ○ Provide ongoing staffing and support to PE Leadership Team ○ Continue to provide needed learning solutions and technical assistance • Finance <ul style="list-style-type: none"> ○ Data analytics capabilities and supporting agencies for dashboard development • IT <ul style="list-style-type: none"> ○ Provide visual access to progress on the website

OUR MADISON

INCLUSIVE, INNOVATIVE & THRIVING

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.

WWW.CITYOFMADISON.COM/EXCELLENCE



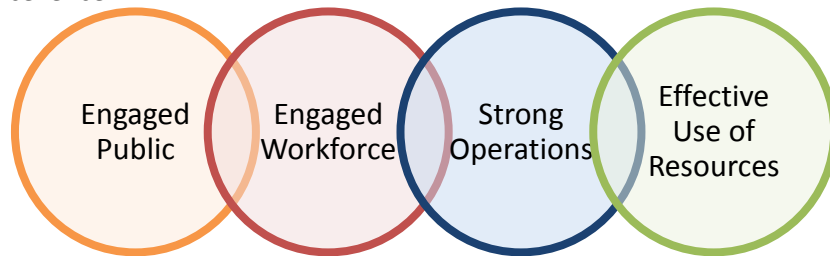
CITY OF
MADISON



WHAT IS PERFORMANCE EXCELLENCE?

Performance Excellence is a tried and true method used by organizations so they can be their best. When our city performs with excellence, it establishes and nurtures a culture where people thrive. We achieve Performance Excellence when we follow the City of Madison [Service Promise](#). This makes sure that we achieve our [Vision, Mission, and Values](#).

The City of Madison Performance Excellence effort focuses on these four areas. They are all equally important and impactful for achieving excellence:



Engaged Public – The public is engaged and satisfied with the services we provide. We regularly hear from our residents through a Community Voice Survey. We staff Neighborhood Resource Teams and ensure that we are involving the public in key decisions.

Engaged Workforce – We make sure we engage our staff and they understand the meaning of their work and the contributions we make toward making sure that the City of Madison achieves its vision. We regularly hear from and respond to issues affecting our employees through an Employee Voice Survey. Employees can provide ideas for improvement and problem solving.

Strong Operations – We prioritize problem solving and process improvement, utilize racial equity and social justice tools, and ensure we are operating effectively and efficiently based on what we learn from our public and workforce.

Effective Use of Resources – We use all natural, economic, and fiscal resources responsibly and meaningfully. This includes how we use data to inform our decision-making. All departments are completing the Results Madison process to ensure we use our resources effectively.

WE NEED PERFORMANCE EXCELLENCE

Managers have an ever-increasing amount of work in their departments and there is an increasing need to support citywide initiatives. In addition, our community is ever growing and changing, and we continue to face new opportunities and challenges to prepare for our future. The fact that we are living in a time of limited resources for public services and increasing expectations for results means we need to work as efficiently and effectively as possible. Many organizations use Performance Excellence to make sure they are the best. It provides us with the needed tools to be strategic in our work, become more agile when responding to change, better prioritize our resources, and align our work and programs to our strategic vision. Through this effort we will be able to better do our work and align Employee Engagement, Results Madison, Imagine Madison/Comprehensive Plan Update, Racial Equity and Social Justice Initiative, Neighborhood Resource Teams, among other initiatives.

PERFORMANCE EXCELLENCE LEADERSHIP

Formed in 2017, this team is comprised of Department and Division Heads, Common Council Members, and Deputy Mayors. This team meets regularly to provide direction to the various efforts toward achieving and maintaining performance excellence. Below is the structure of the team:

LEADERSHIP TEAM		
The Leadership Team provides leadership and guidance to achieve performance excellence.		
LINE OF SIGHT		
Line of Sight ensures alignment between current City of Madison initiatives and the below teams to ensure that every employee and manager understands the connection between their work and the strategic vision.		
VOICE OF CUSTOMER	VOICE OF PROCESS	DATA MANAGEMENT
Voice of Customer provides oversight of the feedback mechanisms for the public and employees to ensure we are effectively prioritizing our work and responding to our customers: the public and our employees.	Voice of Process ensures that city operations are the strongest possible by establishing an improvement and problem solving model to encourage departmental efficiency and best respond to customer needs.	Data Management refers to the overall management of the availability, usability, integrity and transparency of data across the City of Madison. Data is foundational to performance excellence.

TIMELINE

This is a list of what City of Madison agencies should expect to do implement the Performance Excellence 2020 Action Plan.

2018	2019	2020
<ol style="list-style-type: none"> 1. Complete Results Madison Phase 1 2. Receive training; attend Leadership Development Conference 3. Align department vision, mission, values to the Citywide PE Framework 4. Help promote the Employee Voice Survey 	<ol style="list-style-type: none"> 1. Respond to Employee Voice survey 2. Prepare 2020 budget in alignment with a 2020 work plan 3. Identify and implement improvement and problem solving ideas 4. Community Voice Survey 	<ol style="list-style-type: none"> 1. Prepare 2021 budget in alignment with 2021 work plan 2. Provide regular departmental performance updates and contribute to regular updates for the 7 elements of a great city

NEXT STEPS, SUPPORT, & MORE INFORMATION

The City of Madison is deeply committed to this work. The Mayor's Office and the Common Council are supporting this effort. There will be monthly updates to the Department Division Head meetings and we will provide quarterly updates to the Common Council. Human Resources, Finance, and Information Technology are prepared to support agencies in implementing this plan.

There is more information including presentations about performance excellence on EmployeeNet:

<http://www.cityofmadison.com/employeenet/performance-excellence>

If you have questions or need support, please contact the Performance Excellence Specialist for the City of Madison at pe@cityofmadison.com.

First Name	Last Name	Department	PE Leadership Team	Line of Sight	Voice of Customer	Voice of Process	Data Management	Data Workgroup
Emaan	Abdel-Halim	HR				X		
Samba	Baldeh	Common Council	X					
Milena	Bernardinello	Planning						X
Meghan	Blake-Horst	Economic Development				X		
Tracy	Burrus	Fire		X				
Brian	Chaney-Austin	Police		X				
Norman	Davis	Civil Rights	X	X				
Steven	Davis	Fire	X			X		
Harper	Donahue	HR	X	X				
Thomas	Dull	Police						X
Mark	Edgar	Public Health					X	
Sarah	Edgerton	IT	X	X		X	X	
Tana	Elias	Library	X	X				
Patrick	Empey	Planning						X
Natalie	Erdman	PCED - Office of the Director	X	X			X	
David	Faust	IT						X
Suzanne	Fichtel	Police						X
Greg	Fries	Engineering				X		
Melissa	Gombar	HR	X	X		X		
Barbara	Harrington-McKinn	Common Council	X			X		
Janel	Heinrich	Public Health					X	
Erin	Hillson	HR		X				
Mahanth	Joishy	Fleet Service		X			X	
Felicia	Jones	Civil Rights		X				
Jerret	Jones	Public Health				X		
Candice	Kasprzak	Engineering						X
Steven J	King	Common Council	X	X				
Eric	Knepp	Parks	X			X		X
Karalyn	Kratowicz	Finance				X	X	X
Lance	Langer	Fire					X	
Michael	Lipski	HR					X	

First Name	Last Name	Department	PE Leadership Team	Line of Sight	Voice of Customer	Voice of Process	Data Management	Data Workgroup
Gregg	McManners	Monona Terrace	X	X	X			
Greg	Mickells	Library	X	X				
Anne	Monks	Mayor's Office	X			X	X	
Jen	Newcomb	Finance				X		
Kwasi	Obeng	Common Council	X	X				
Claire	Oleksiak	Parks			X			
Eric	Olson	IT			X			
Julia	Olson	Public Health						X
John	Patterson	Police	X					
Katy	Petershack	Community Development						X
Toriana	Pettaway	Civil Rights		X				
Adam	Pfost	PCED - Office of the Director	X	X			X	X
Enis	Ragland	Mayor's Office	X	X		X	X	X
Gloria	Reyes	Mayor's Office			X			
Michael	Ring	Parks		X				
David	Schmiedicke	Finance	X	X		X	X	
David	Singer	Finance						X
Brent	Sloat	Finance				X		
Alia	Stevenson	HR	X	X				
Heather	Stouder	Planning			X			
Connie	Thompson	Monona Terrace	X	X		X		
Rommel	Tijerino	Community Development				X		
Karl	van Lith	HR				X		X
Krissy	Wick	Library				X		
Susan	Williams	Police					X	
Iliana	Wood	Community Development						X
		Total Number of Members	22	15	14	21	15	17



Legislation Details (With Text)

File #: 51409 **Version:** 1 **Name:** Establishing the City of Madison Performance Excellence Framework and Implementation and On-going Sustainability Efforts. Performance Excellence Framework and Implementation and On-going Sustainability Efforts.

Type: Resolution **Status:** Passed

File created: 6/28/2018 **In control:** COMMON COUNCIL

On agenda: 7/24/2018 **Final action:** 7/24/2018

Enactment date: 7/30/2018 **Enactment #:** RES-18-00573

Title: Establishing the City of Madison Performance Excellence Framework and Implementation and On-Going Sustainability Efforts.

Sponsors: Paul R. Soglin, Steve King, Barbara Harrington-McKinney, Samba Baldeh, Sheri Carter, David Ahrens, Shiva Bidar-Sielaff, Maurice S. Cheeks, Mark Clear, Sara Eskrich, Amanda Hall, Rebecca Kemble, Arvina Martin, Larry Palm, Matthew J. Phair, Marsha A. Rummel, Paul E. Skidmore, Michael E. Verveer, Zach Wood, Ledell Zellers

Indexes:

Code sections:

Attachments: 1. City of Madison Performance Excellence.pdf

Date	Ver.	Action By	Action	Result
7/24/2018	1	COMMON COUNCIL	Adopt	Pass
7/10/2018	1	COMMON COUNCIL	Refer to a future Meeting to Adopt	Pass
6/28/2018	1	Council Office	Referred for Introduction	

No appropriation required as a part of this resolution. Performance Excellence and related activities are aimed at better connecting City resources with the results Madison residents expect from City services. Through listening to and engaging employees, residents, and others, reviewing and improving processes, developing service level performance measures, and focusing on data as an organization-wide asset, Performance Excellence will be realized and continuously improved. Future budgets will reflect these efforts.

Establishing the City of Madison Performance Excellence Framework and Implementation and On-Going Sustainability Efforts.

WHEREAS, the City of Madison has a strong history of quality efforts, applying data and transparency to improve the lives of its residents and visitors, such as Madison’s Neighborhood Indicators Project, Madison Measures, Open Data and resident participation on City boards and committees; and,

WHEREAS, the Common Council, recognizing inequities in our community adopted Resolution, Legislative File No. 33869 on July 15, 2014 that established the City of Madison Racial Equity and Social Justice Initiative that outlined recommendations to put equity at the center of city operations through the use of policies and the budget process; and,

WHEREAS, the Common Council adopted Resolution, Legislative File No. 44952 on November 1, 2016 that authorized the City to participate in the “What Works Cities” network that relaunched the City’s open data program and started development of a performance management program responsive to all Madison residents; and,

WHEREAS, the foundational elements of a Performance Excellence Framework are:

- the Vision statement, which lays out the desired future of an organization
- the Mission statement, which describes how an organization will advance toward its vision
- core Values, which are used in decision making, and
- a service promise, which describes each employee's commitment to serve customers and each other
- strategic priorities, or overarching goals, which we call "elements" that connect everyday work of all employees to the vision, mission, values and service promise; and

WHEREAS, the most effective organizations align their entire organization's activities and resources to advance their established vision and mission; and,

WHEREAS, the City of Madison has been working as a government entity to establish the key components to achieve performance excellence, to ensure delivery of the best services, outcomes and results that our residents expect along with the best workplace culture; and,

WHEREAS, there have been collaborations between staff teams and the community that has resulted in a strategic planning process to identify the core components, including the City of Madison's Vision, Mission, Values, Service Promise, and Elements of a Great City. Some of these collaborative efforts include:

- The City of Madison Imagine Madison Comprehensive Plan, which incorporated feedback from residents about their priorities which have helped to define the elements of a great city;
- The City of Madison Guidance Teams, which were staff-led teams charged with identifying outcomes and results toward realizing our priorities and elements of a great city, along with modes of collecting and measuring the performance of the City of Madison's operations; and,
- Results Madison, which is facilitating each department's ability to inventory its services, identify measures of performance, and develop data action plans to align budget and work planning processes towards achieving the results our residents expect; and,

WHEREAS, there have been collaborations between the Mayor's Office, the Common Council, City Managers and staff to apply community feedback to craft the Vision, Mission, Values, Service Promise, and Elements of a Great City to guide the City of Madison as it operates as an organization.

THEREFORE, BE IT RESOLVED,

That the City of Madison Vision Statement is "Our Madison- Inclusive, Innovative, & Thriving"

That the City of Madison's Mission Statement is "Our Mission is to provide the highest quality service for the common good of our residents and visitors"

That the City of Madison Values are:

- 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 and social resources.

That the City of Madison's Service Promise is:

- 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.

That the seven elements of a great City of Madison's are:

- Effective Government
- Economy & Opportunity
- Green & Resilient
- Culture and Character
- Land Use & Transportation
- Health and Safety
- Neighborhoods and Housing

BE IT FINALLY RESOLVED that the City of Madison's Performance Excellence Leadership Team, previously formed, with representation from the Mayor's Office, Common Council, and City Managers will submit a three year Performance Excellence Implementation Plan to the Common Council by August 2018 and report on key initiatives and progress through quarterly updates to the Common Council through December 2020. The Performance Excellence Leadership Team will make recommendations, as necessary, to the Mayor and Council regarding efforts to sustain and support performance excellence. Members of the Performance Excellence Leadership Team serve at the discretion of the Mayor, and include representation from the Common Council appointed by the President of the Council.