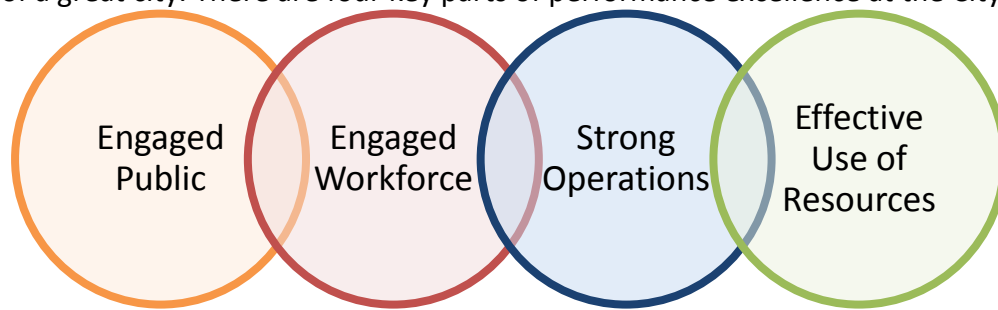




CITY OF MADISON PERFORMANCE EXCELLENCE UPDATE

PERFORMANCE EXCELLENCE DEFINED

When our city performs with excellence, it establishes and nurtures a culture that centers people. The aim of performance excellence is to promote the public good and focus our resources on achieving results for our customers. We define customers as both our residents and our employees. Performance excellence aligns our work toward achieving our strategic vision, which includes our vision, mission, values, service philosophy, and seven elements of a great city. There are four key parts of performance excellence at the City of Madison:



The public is engaged and happy with our services, employees are engaged and enjoy their work, and we do all that we can to enhance the public good through strong operations and effective use of resources. We will achieve performance excellence by aligning the vision, mission, values, service philosophy, and seven elements of a great city with day-to-day operations of all departments and interdepartmental teams.

“Strategic Management” is a term that has been used in the early stages of this effort. Toward the goal of streamlining our terminology, “Performance Excellence” will be used from now on to describe this effort. As such, the “Strategic Management Oversight Committee” has been renamed the “Leadership Team of Performance Excellence”.

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. Performance excellence 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 BENEFITS EVERYONE

This effort will benefit the public, employees, managers, and policy makers. The public’s needs will be heard, elevated, and prioritized. Employees will be more engaged and understand how their work contributes to advancing the strategic vision of the city. Managers will be in tune with their staff and be given the tools to enhance employee engagement and well-being. Managers will also be able to improve processes, feel more alignment and clarity about City of Madison initiatives and their work, and have more support and systems to get the best results. Policy makers will have a road map to best understand agency operations and guide policy.

LEADERSHIP TEAM: PERFORMANCE EXCELLENCE

Formed in 2017, this team is comprised of Department and Division Heads, Common Council Members, and Mayoral representatives. 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 a continuous improvement and process management 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

We will implement our performance excellence system over the next two years and have it fully functional by 2020. The final timeline will be available in April 2018. Below are some of the ongoing items and some of the key deliverables we expect over the course of the next two years. This work will be integrated into ongoing operations and will be coordinated with current efforts so agencies will not be overwhelmed.

Engaged Public	Engaged Workforce	Strong Operations	Effective Use of Resources
<ul style="list-style-type: none">•Voice of Customer will work on a customer feedback survey•Imagine Madison / Comprehensive Plan feedback received from residents will be incorporated into City operations•Neighborhood Resource Teams will continue to engage directly with residents and neighborhoods	<ul style="list-style-type: none">•Line of Sight will help create a link between the city's strategic vision and every employee•Voice of Customer will design and implement a citywide employee engagement survey•Departments will put plans in place to address responses to survey	<ul style="list-style-type: none">•All agencies will develop and implement work plans•Continued use of racial equity analysis•Voice of Process will work on developing and implementing a citywide process improvement methodology•Data Management will provide tools for a culture of data-informed decision making	<ul style="list-style-type: none">•Results Madison will help each agency complete a service inventory and performance measures in 2018 in support of achieving the outcomes that the public expects.•Outcome budgeting, with agency/service workplans connected to budget will begin to be implemented during 2019 for the 2020 budget.

NEXT STEPS AND AGENCY SUPPORT

The Leadership Team for Performance Excellence is ensuring educational opportunities and staff support. We are deeply committed to this work and have funding for a full time position dedicated to coordinating these efforts. We will also be putting policy in place to ensure its sustainability. You can expect monthly updates to the Department Division Head meetings and we will provide quarterly updates to the Common Council. If you have questions or need support, please contact Melissa Gombar at mgombar@cityofmadison.com



CITY OF MADISON, WISCONSIN STRATEGIC VISION

CURRENT VISION STATEMENT (UNDERGOING REVISION)

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.

CURRENT MISSION STATEMENT (UNDERGOING REVISION)

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.

2018 DRAFT VALUES

EQUITY	CIVIC ENGAGEMENT	WELL-BEING	SHARED PROSPERITY	STEWARDSHIP
We are committed to fair and just opportunities and outcomes for all.	We are transparent, open, and inclusive. Freedom of expression and engagement is protected.	We are committed to a safe community where all can live free of fear.	We are dedicated to a community where all are able to achieve economic success and social mobility.	We pledge to care for our natural, economic, and social resources.

CURRENT SERVICE PHILOSOPHY (UNDERGOING REVISION)

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.

2018 DRAFT SEVEN ELEMENTS OF A GREAT CITY

Effective Government	Economy and Opportunity	Green and Resilient	Culture and Character	Land Use and Transportation	Healthy and Safe	Neighborhoods and Housing
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