

Generic City

Strategic Planning &
Management System



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Introduction

Generic City under Mayor Thomas Turner is undergoing a transformation that will revive and energize the city over the next several years. It is their vision to set a new standard for municipal renovation. In the first 50 days of the administration, tangible progress was made through the commitment of many people and organizations throughout the community and surrounding communities. A cadre of new leaders were hired, bringing with them expertise and experience that will help the city build on its strengths and overcome many of the difficulties it has faced. The city has a plan for the future development that lays out a path to a new Generic City, focusing on four key areas:



- Public Safety
- Economic Abundance
- Nurturing Children
- Families and Government Reform

To help guide and monitor the transformation, the Mayor has set up the Office of Innovation and Performance Management under its Director, Mary Miller. This office has begun the process of improving the city's processes and outcomes by working closely with each team member to understand what the difficulties are and develop ways to overcome them. They are actively involved in measuring and tracking the progress of each of the city's functions and are taking a leadership role in the development and implementation of a balanced scorecard. Through the use of the balanced scorecard, they expect to be able to not only track their progress, but also communicate it widely both inside the government and externally.

The executive leaders of Generic City worked with the Balanced Scorecard Institute to define the strategic foundations for its balanced scorecard strategic management system. They had previously developed and communicated its mission, vision, and major strategic priorities. Through the balanced scorecard development process, these key strategic elements were reviewed, strategic themes were identified and a full corporate balanced scorecard was developed, including Strategic Objectives, Performance Measures and Strategic Initiatives. Over 70 individuals from across the organization were involved in the development and implementation of the strategies and scorecard. The following pages describe the process used and the results created.

How to Build a Balanced Scorecard – *Nine Steps to Success*TM

The balanced scorecard is a strategic planning and management system designed to help everyone in an organization understand and work towards a shared vision and strategy. The components of the management system are shown in **Figure 1**. Starting at high "strategic altitude," Mission, Vision, and Core Values are translated into desired Strategic Results. The organization's "Pillars of Excellence," or Strategic Themes, are selected to focus effort on the strategies that will lead to success. Strategic Objectives are the "DNA" of strategy and are used to decompose strategy into actionable components that can be monitored using Performance Measures. Measures allow the organization to track results against targets, and to celebrate success and identify potential problems early. Finally, Strategic Initiatives translate strategy into a set of high-priority projects that need to be implemented to ensure the success of strategy. Engaged leadership and interactive, two-way communication are the cornerstones of a successful

management system. Once the strategic thinking and necessary actions are determined, annual program plans, projects and service level agreements can be developed and translated into budget requests.



Figure 1: The components of a Balanced Scorecard Strategic Management System

A completed scorecard system aligns the organization's shared vision with its business strategy, desired employee behaviors, and day-to-day operations. Strategic performance measures are used to better inform decision making and show progress toward desired results. The organization can then focus on the most important things that are needed to achieve its vision and satisfy customers and stakeholders, and satisfy its employees. Other benefits include the identification of more efficient processes focused on stakeholder needs, improved initiative prioritization, improved internal and external communications and improved linkage between budgeting and cost control processes and strategy.

The pages that follow are organized by the framework employed by the organization to develop the scorecard. The Balanced Scorecard Institute's framework, *Nine Steps to Success™*, is a disciplined, practical approach to developing a strategic planning and management system (see **Figure 2**). Step One of the scorecard building process starts with an organization assessment of mission and vision, organization challenges (pains) and enablers, and organization values. Step One also includes preparing a change management plan for the organization, and conducting a focused communications workshop to identify key messages, media outlets, timing, and messengers. In Step Two, strategies, including strategic results, strategic themes, and perspectives, are developed by workshop participants to focus attention on customer needs and their value proposition. In Step Three, strategies are decomposed into strategic objectives that are linked in cause-effect relationships to produce a strategy map (Step Four) for each strategic theme. As part of Step Four, theme strategy maps are then merged into an overall organizational strategy map that shows how the organization creates value for its customers and stakeholders. In Step Five, performance measures are developed for strategic objectives, and in Step Six, strategic initiatives are developed that support the strategic objectives. To build accountability throughout the organization, performance measures and strategic initiatives are assigned to owners and documented in data definition tables.



Figure 2: The Balanced Scorecard Institute’s *Nine Steps to Success*™

At the conclusion of Step Six, the organization-wide balanced scorecard is built. Three months ago, Generic City completed these six steps. Results of those steps are included in the following pages. The City had successfully begun its strategic management journey and was evaluating its approach to implementation (Steps 7 – 9).

Step 1: Assessment

Step One begins with the planning and launching of the balanced scorecard process (selecting the BSC teams and developing a change management plan for the organization) and ends with an organization assessment of mission, vision and values, as well an analysis of the organization’s Challenges and Enablers. This assessment builds a strong strategic foundation from which the rest of the management system will be built.

Generic City Planning Process

Generic City’s Strategic Management System was developed using a series of facilitated workshops involving teams made up of employees drawn from a various areas of the organization. The **Strategic Leadership Team** led the process by articulating organization policy guidance, defining strategic elements, committing resources, establishing schedules, and approving all scorecard work. They also developed the corporate scorecard, performance measures, and strategic initiatives. **Strategic Theme Teams** (one for each theme) developed strategic objectives and strategy maps for each strategic theme, as well as identified process improvement and other scorecard ideas such as performance measures and initiatives. A Program Champion coordinated all aspects of the process. The system development team members are listed in **Figure 3**

Strategic Leadership Team



Mayor’s Office

- Kevin King
- Karen King

Innovation and Performance Management

- Mary Miller
- John Jones
- Helen Harris
- Brian Baker
- Laura Lewis

Team Members

- Bob Brown
- Lisa Lee
- William Williams
- Ashley Adams
- James Johnson
- Dorothy Davis
- Charles Carter
- Sarah Smith
- Michelle Mitchell

Balanced Scorecard Champion

- Mary Miller – Director of Innovation and Performance Management

Theme Team Members are listed in Figure 12 on page 14.

Figure 3: Generic City’s Development Team Members

Organizational Strategic Assessment

Vision, Mission, and Core Values

The organizational assessment step begins with the definition and articulation of the organization's Mission, Vision and Core Values. A Mission statement defines why an organization exists. A good Mission statement reflects the organization's purpose in a few sentences. A Vision statement is an organization's picture of future success; where we want to be in the future. Core Values are the organization's guiding principles. The Generic City Vision, Mission, and Core Values are listed in **Figure 4**.

Mission Statement

It is the mission of the Generic City Government to provide effective and fiscally responsible municipal services in a manner which promotes a high standard of community life. Generic City will create an environment that is nurturing and empowering for families and that promotes security and economic abundance.

Vision Statement

It is the vision of Generic City to be a world-class model of a successful urban community

Core Values

- Integrity
- Ethics
- Accountability
- Excellence
- Citizen-Centered
- Mutual Respect

Figure 4: Generic City's Vision, Mission, and Core Values

Challenges & Enablers

The next step in organizational assessment is the definition of organizational Challenges and Enablers. Challenges are organizational pains, weaknesses or threats that could have a major impact on how the organization accomplishes its mission. Enablers are organizational strengths or opportunities that may make strategic change easier.

Challenges	Enablers
<ul style="list-style-type: none"> • Recognition (Funders) • Results • Opportunity • Public safety • Cooperation • Acceptance of responsibility • Respect integrity • Money • Competence • Information • Access • Structure of governance (coordination w/legislative) • Media • Civil Service • Ineffective and deteriorating infrastructure (physical, communications, organization) • Time • Lack of Systems – management controls, technology, policies & procedures 	<ul style="list-style-type: none"> • Partnership • Talent • Employee Commitment • Confidence • Loyalty • Positive, active attitude • Debt capacity • Leadership • Sharing knowledge • Enthusiasm • Transportation system • Location • Community pride • Colleges & Universities • Cultural Arts Community • Health Care Community

Figure 5: Generic City's Challenges & Enablers

Customers & Stakeholders

The final step in organizational assessment step is to define who the primary and secondary customers and stakeholders of the organization are and what they need from the organization. This clarification is critical in Step 2 when a strategy is developed for meeting the various needs of the primary customers. The City's customers and stakeholders are listed in **Figure 6**.

Customers	Customer Needs
<ul style="list-style-type: none"> • Residents • Business/Institutions • Visitors • Students • City employees • Commuters 	<ul style="list-style-type: none"> • Safety • Water • Refuse collection • Licenses & Permits • Quality of Life: self-esteem, prosperity, recreation, employment • Housing • Efficiency of government • Trust • Communication • Health services • Cleanliness/Aesthetics • Fairness • Access • Understanding
Stakeholders	Stakeholder Needs
<ul style="list-style-type: none"> • Federal Government • Generic County • Corporation & Not-For Profit Partners • Quasi-governmental Agencies • Board of Education • Unions 	<ul style="list-style-type: none"> • Recognition (Fundors) • Results • Opportunity • Public safety • Cooperation • Acceptance of responsibility • Respect integrity • Money • Competence • Information • Access

Figure 6: Generic City's Customers & Stakeholders

Step 2: Strategy

In Step Two, a strategy is defined around a customer value proposition and strategic elements such as strategic themes, strategic results and perspectives are developed to focus attention on that proposition. Developing strategy allows the organization's vision to be decomposed into specific operational events and decisions that people can understand and support. The first step in articulating an organizational strategy is to translate the needs of the customers identified during Step one into the organizational Customer Value Proposition. The Customer Value Proposition is the unique added value an organization offers customers through their operations; the logical link between action and payoff that the organization must create to be effective. For example, one organization might focus primarily on customer intimacy while another might specialize in product-to-market excellence. Three aspects of the proposition include Product (or Service) Attributes (Performance/ Functionality considerations such as quality, timeliness or price), Image and Relationship. The Generic City Customer Value Proposition is listed in **Figure 7**.

Customer Value Proposition		
Product or Service Attributes	Image	Relationship
<p>The products and services that Generic City provides have the following characteristics:</p> <ul style="list-style-type: none"> • Security • Opportunity • Clean, vivacious neighborhoods • Wellness • Reciprocal value • Prosperity • Pride • Responsiveness • Resolution (problems) • Value 	<p>The image that Generic City wants to portray is</p> <ul style="list-style-type: none"> • America's leading city • City of opportunity • Responsive • Healthy • Safe • Great place to raise kids • Clean • Growing • Cosmopolitan • Leading source of employment opportunity • Attraction for entrepreneurs • Entertainment • Center of learning 	<p>The relationship that Generic City wants to have with its customers could be described as:</p> <ul style="list-style-type: none"> • Trust • Open communications • Mutually beneficial • Cooperative • Interdependent • Respectful • Responsive • Mutually loyal • Compassionate

Figure 7: Generic City's Customer Value Proposition

Strategic Themes & Results

Strategic Themes are the main focus areas of the organization’s strategy; key areas in which an organization must excel in order to achieve its mission, vision and strategy. Strategic Themes are the organization's "Pillars of Excellence." For each theme, an explicit Strategic Result, or a description of the desired outcome, is articulated. Four Strategic Themes and corresponding results were chosen by the City’s Strategic Leadership Team (see **Figure 8**).

Strategic Theme: Government Reform

Strategic Result: An ethical and transparent government that engages its constituents and provides effective and efficient services.

Strategic Theme: Nurturing Children and Families

Strategic Result: Generic City is a safe, thriving, and engaged community in which individuals and families flourish through achieving social, mental, physical, and cultural well-being.

Strategic Theme: Public Safety

Strategic Result: Generic City is a safe, secure community-oriented city that is clean and vibrant.

Strategic Theme: Economic Abundance

Strategic Result: Generic City offers abundant opportunity for financial stability and advancement for all socio-economic levels.

Figure 8: Generic City’s Strategic Themes & Results

Perspectives

A Perspective is a view of an organization from a specific vantage point. Four basic perspectives are traditionally used to encompass an organization's activities. The organization's business model, which encompasses mission, vision, and strategy, determine the appropriate perspectives. The perspectives for Generic City are shown in **Figure 9**.

Perspective	Questions Answered
Constituents/Stakeholders	How will we increase value for constituents and stakeholders?
Financial Stewardship	How do we maximize value and effectiveness of our mission?
Processes & Controls	To satisfy the needs of our constituents, at which business processes must we excel?
Organizational Development and Innovation	To excel in our processes, what capacities must our organization have and improve?

Figure 9: Generic City’s Perspectives

The Strategic Management System ‘House’

The balanced scorecard structure graphically resembles a house. The Strategic Elements (Vision, Mission etc.) make up the “roof” of the house while the Strategic Themes make up the “pillars of excellence.” The “floors” of the house are the perspectives. The house for Generic City is shown in **Figure 10**.



Figure 10: Generic City’s Strategic Management System "House"

Step 3: Strategic Objectives

In Step Three, strategies are decomposed into strategic objectives, which are the basic building blocks of strategy and define the organization's strategic intent. Good objectives are action-oriented statements of what must be done to be successful. They should be easy to understand, should be expressed in continuous improvement terms, and are usually not 'on-off' projects or activities. Objectives are first initiated and categorized on the strategic theme level, categorized by perspective, linked in cause-effect linkages (Strategy Maps) for each Strategic Theme, and then later merged together to produce one set of strategic objectives for the entire organization.

Theme Team Results

The process of developing strategic objectives begins with the Strategic Theme Teams. Theme Teams members are drawn from various parts of the organization who know how key processes work and can be made more efficient. Theme Teams define strategies for achieving the strategic results and then break those strategies down into specific strategic objectives. Then the cause-and-effect linkages between those objectives are developed and displayed in the form of a strategy map for each theme. These teams also “brainstorm” potential performance measures and strategic initiatives to support the achievement of the strategic objectives developed for each strategy map. The following pages contain the results developed by each of the teams..

How to Read a Strategy Map

A graphical representation called a *strategy map* was created for each theme team and then for the entire organization. Strategy maps tell a story of how value is created for the organization. They show a logical, step-by-step connection between strategic objectives (shown as ovals on the map) in the form of a cause-and-effect chain. Generally speaking, improving performance in the objectives found in the Organizational Development and Innovation perspective (the bottom row) enables the organization to improve its Processes & Controls (the next row up), which in turn enables the organization to create desirable results in the Financial Stewardship and Constituents/Stakeholders perspectives. ‘Reading’ the map means starting at the bottom of the map and asking the question, “Why?” For example, starting at the bottom left of the Government Reform strategy map in Figure 13, WHY does the City want to *Enhance Skill Levels*? Answer: to enable the organization to *Enhance Employees Performance*. Similarly, one can begin at the top of the map and read down by asking the question, “How?” For example, starting at the top of the same strategy map, HOW will the City *Improve Constituent Satisfaction with & Trust in City Government*? Answer: by *Improving Awareness of & Access to Services, Reducing Waste, Improving Asset Management, Improving Efficiency & Delivery of Government Services, Increasing Transparency & Accountability, and Improving Coordination & Compliance with State & Federal Government*.

Special Notes:

- Objectives grouped together in a box are not necessarily similar or related, but rather share a similar location within the chain of logic that makes up the organization’s strategy
- Large solid arrows are often used to imply that the objective or group of objectives enables everything above it

Figure 11: How to Read a Strategy Map

Theme Team Members

Government Reform

- Laura Lewis
- Sarah Smith
- William Williams
- Christopher Martin
- Sandra Evans
- George Allen
- Edward Phillips



Public Safety

- Charles Carter
- Sarah Smith
- Brian Baker
- Nancy Gonzalez
- Deborah Parker
- George Allen
- Maria Robinson



Nurturing Children and Families

- Bob Brown
- Sarah Smith
- Jeff Walker
- Ashley Adams
- Betty Hall
- Mark Hernandez
- Anthony Jackson



Economic Abundance

- Sarah Smith
- James Johnson
- Dorothy Davis
- David Young
- Michelle Green
- Maria Robinson
- Paul Martinez



Figure 12: Generic City's Theme Team Members

Theme: Government Reform

Strategic Result: An ethical and transparent government that engages its constituents and provides effective and efficient services.

What it is about:

- Transparency
- Efficient systems
- Lower price of good and services
- Accessible government
- Citizen-driven boards
- Efficient professional services
- Safeguarding City assets
- Incentives for positive performance
- Strong Inspector General
- Balanced Budget
- Lack of corruption
- More job security/performance-based
- Decisions made on merit
- Government accountable to citizens
- Government plans and invests for the future
- Customer Service is #1 priority
- Respond and resolve citizen requests in a timely fashion
- Electronic access to Government
- Policies exist to govern employee decorum while at work
- Timely balanced budget

Strategy Map

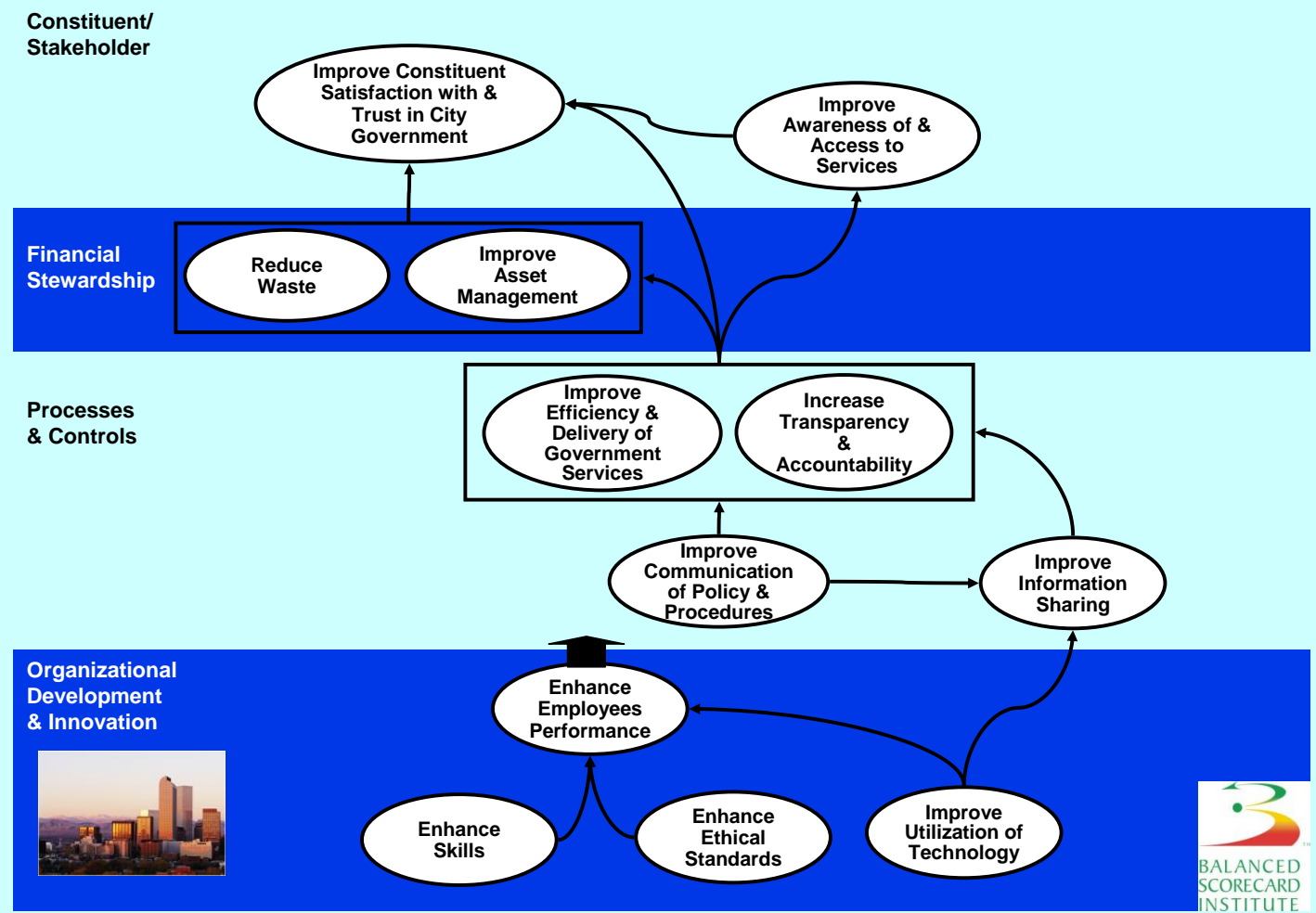


Figure 13: The Government Reform Theme Team Results

Theme: Nurturing Children and Families

Strategic Result: Generic City is a safe, thriving and engaged community in which individuals and families flourish through achieving social, mental, physical, and cultural well-being.

What it is about:

- Low lead levels
- High graduation rates
- Reduce illiteracy rates
- Increase recreational activities
- Reduce domestic violence
- Reduce drug use/dependency
- Fewer kids in foster care
- Seniors have opportunities for full and active lives
- Enforcing codes/"quality of life"
- Citizens and community groups engaged in community and with local government
- Lifelong learning
- Affordable housing
- Preventative healthcare
- Less teen pregnancy
- Less abuse and neglect
- Fewer incidents of emergency care
- Big Brothers/Big Sisters mentoring
- Recreation and education facilities
- Sense of community
- Faith-based involvement
- Accessible city (fully ADA compliant)
- Better parenting and training for parents
- Welfare and nutrition programs approved
- HS graduates are prepared for college and careers
- Stronger career and exploration programs

Strategy Map

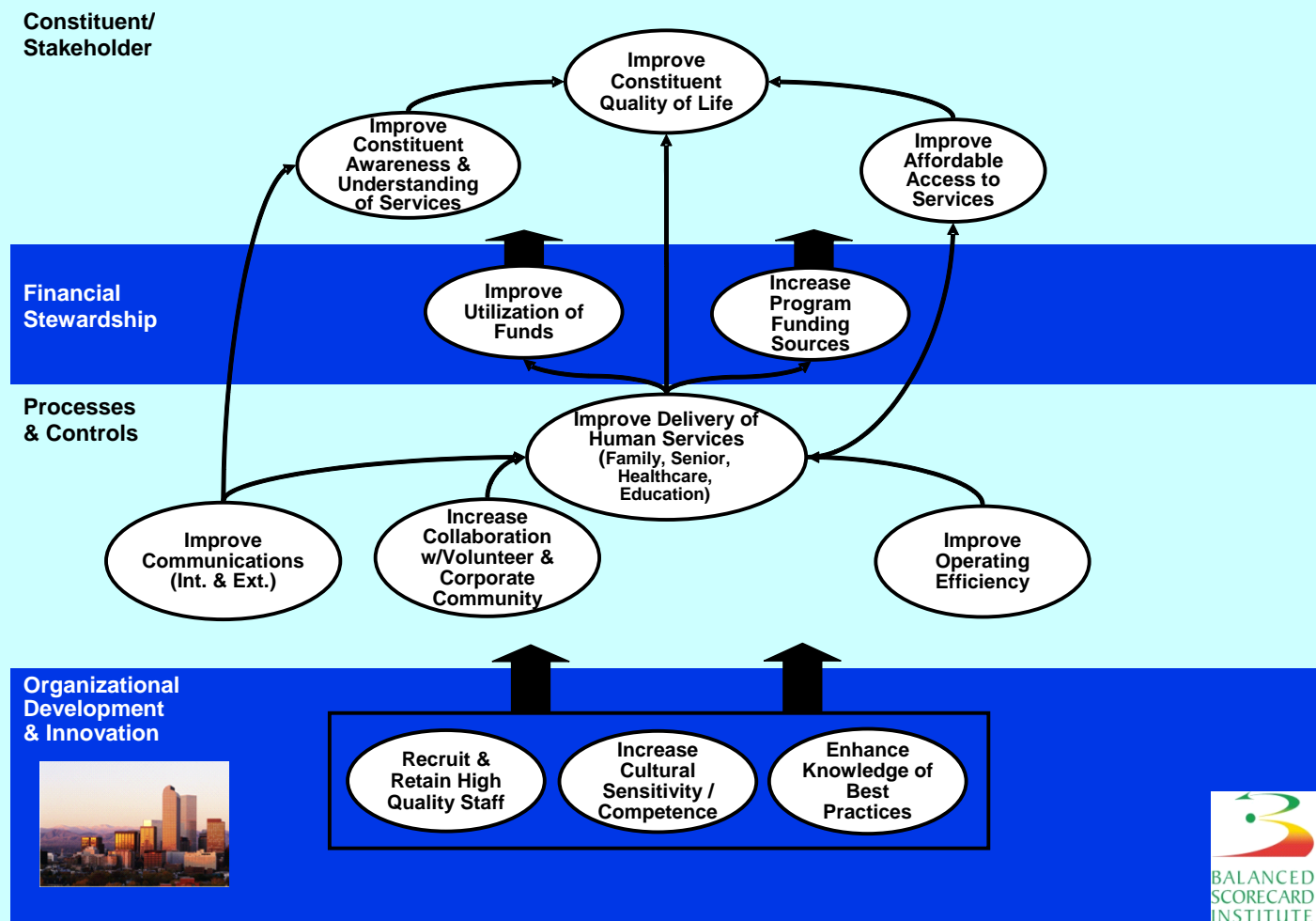


Figure 14: The Nurturing Children and Families Theme Team Results

Theme: Public Safety

Strategic Result: Generic City is a safe, secure community-oriented city that is clean and vibrant.

What it is about:

- Lots of Active Retail
- Law Enforcement Present
- Fewer accidents
- Healthy lifestyle
- People caring for each other (sense of community)
- Lower incidents of crime (murder rates)
- Strong re-entry programs
- Better public image
- Change the culture of acceptance of lawlessness
- Increased police presence
- Community policing
- Lower rates of all types of crime
- Elimination of health hazards
- Safe traffic flow
- Appropriate street signage
- Water quality
- Lack of disorder
- Good quality of life
- Risk/Emergency management planning
- Less Public Drinking
- Curfew enforcement
- Increased Lighting
- Less public nuisances

Strategy Map

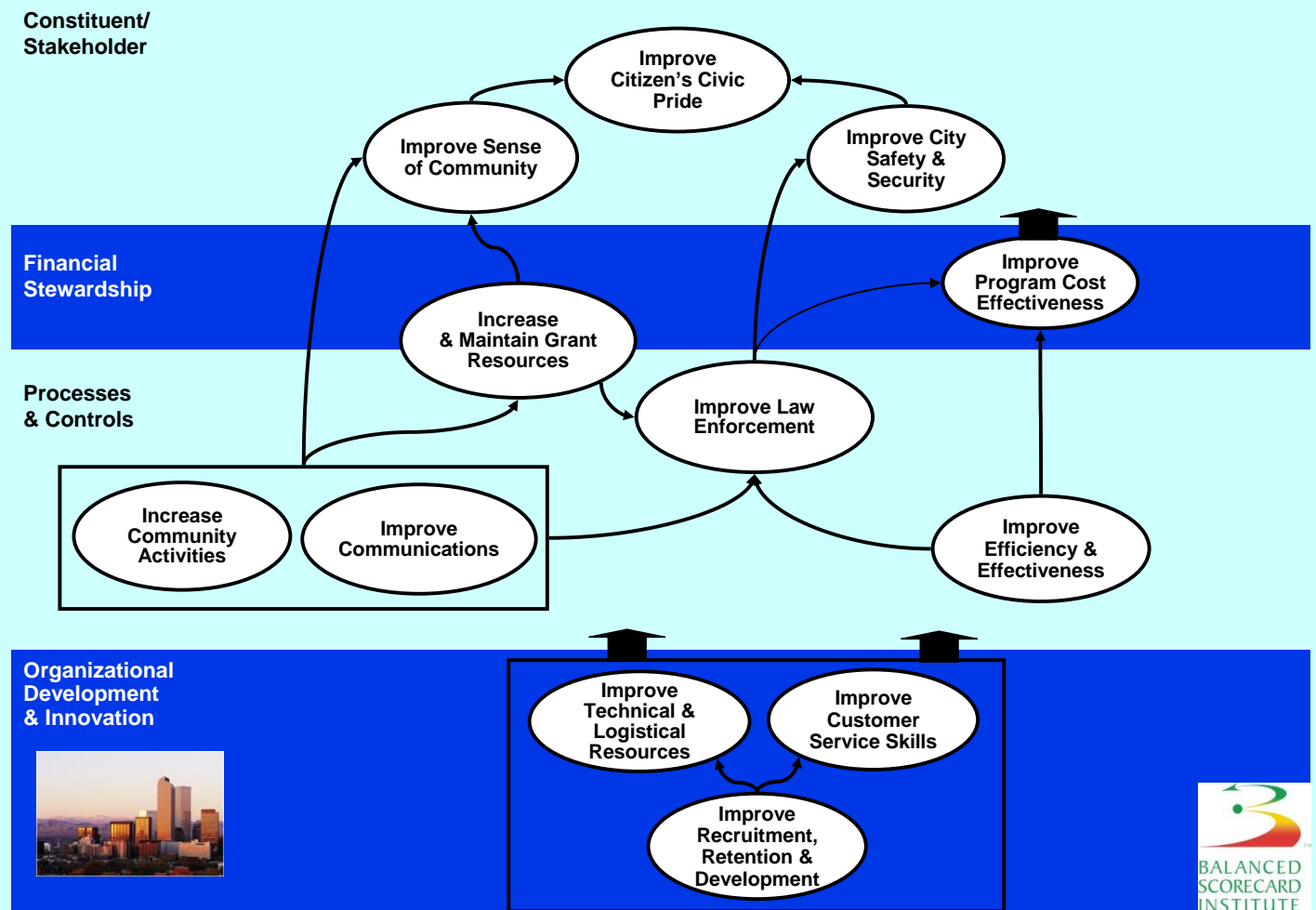


Figure 15: The Public Safety Theme Team Results

Theme: Economic Abundance

Strategic Result: Generic City offers abundant opportunity for financial stability and advancement for all socio-economic levels.

What it is about:

- Low unemployment rate
- High employment rate
- High rates of home ownership
- High graduation rates
- Accumulation of wealth at all income levels
- More employers moving to Generic City
- Optimal use of land
- Alternative programs for non-high school grads – crafts, trades, etc.
- Enforcement of prevailing wage ordinance
- Thriving downtown entertainment area
- More commuters moving to Generic City
- Development along major thoroughfares
- Cultural sector
- Thriving port
- Small business sector
- More minority millionaires
- Strong affirmative action
- Sports facilities
- Preserve wealth at all socio-economic levels
- Income diversity
- Alternative education opportunities for high school graduates
- Downtown and corridor beautification
- Uniform signage and security gates
- Unified awnings and streetscapes

Strategy Map

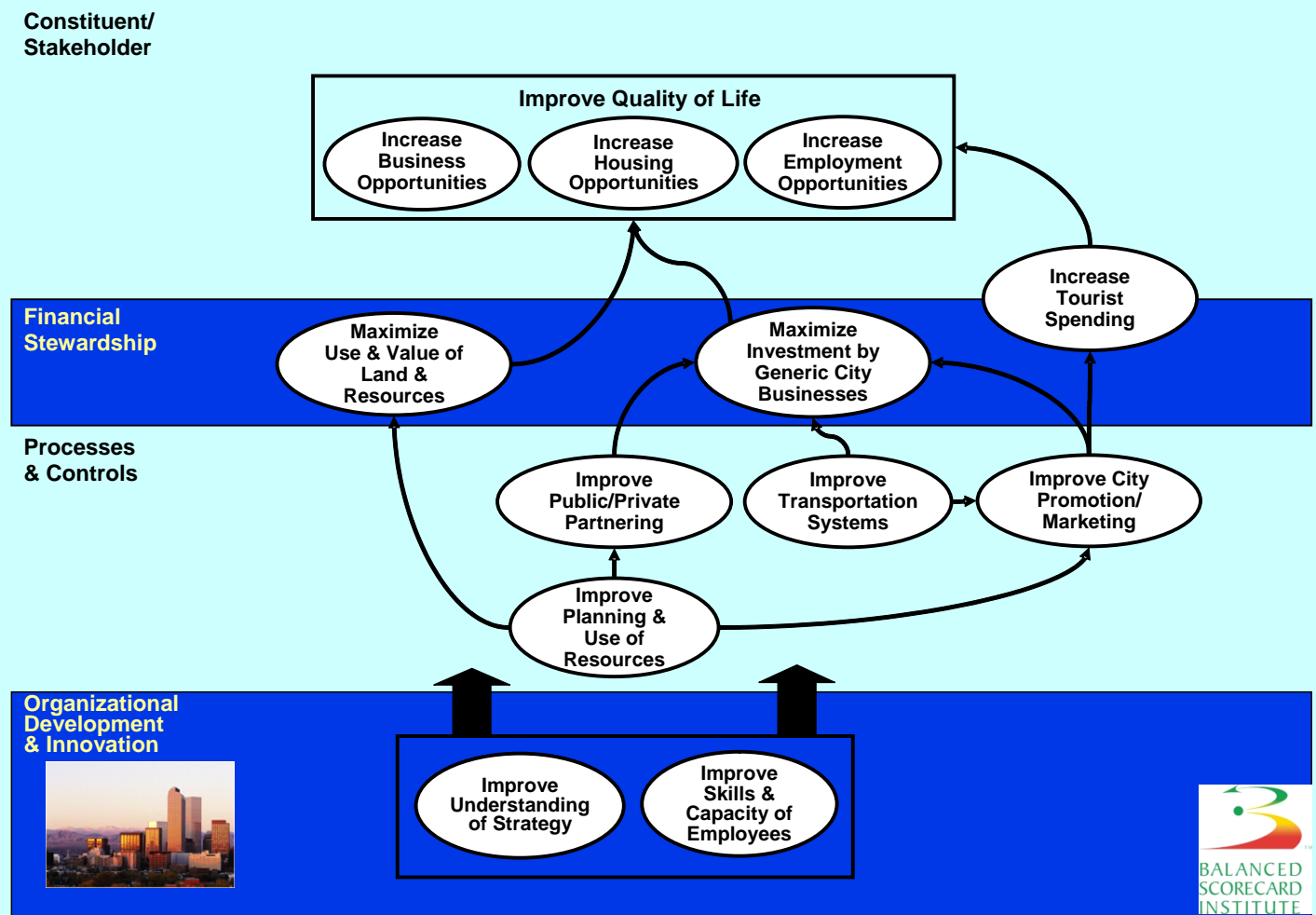


Figure 16: The Economic Abundance Theme Team Results

Enterprise-Wide Strategic Objectives

Enterprise-Wide Strategic Objectives are developed by combining and merging the Theme Team Strategic Objectives into a single list of enterprise-wide Strategic Objectives by the Strategic Leadership Team. Commentary listed in Appendix B describes specifically what was meant by each objective.

Constituents/ Stakeholders

- Improve Quality of Life
- Improve Safety and Security
- Improve Program Outcomes
- Improve Awareness & Accessibility of Government Services
- Increase Economic Abundance

Financial Stewardship

- Reduce Waste
- Improve Land & Asset Management

Processes & Controls

- Improve Delivery of Government Services
- Improve City Promotion/Marketing
- Improve Law Enforcement
- Improve Community & Economic Partnerships
- Improve Internal Efficiency & Effectiveness

Organizational Development and Innovation

- Improve Employee Performance
- Improve Quality of Staff
- Increase Transparency & Accountability
- Improve Utilization of Technology

Step 4: Strategy Map

In Step Four, the cause and effect linkages between the enterprise-wide Strategic Objectives are formalized in an enterprise-wide Strategy Map (see **Figure 11: How to Read a Strategy Map** on page 13). Generic City’s strategy map is shown in **Figure 17**.

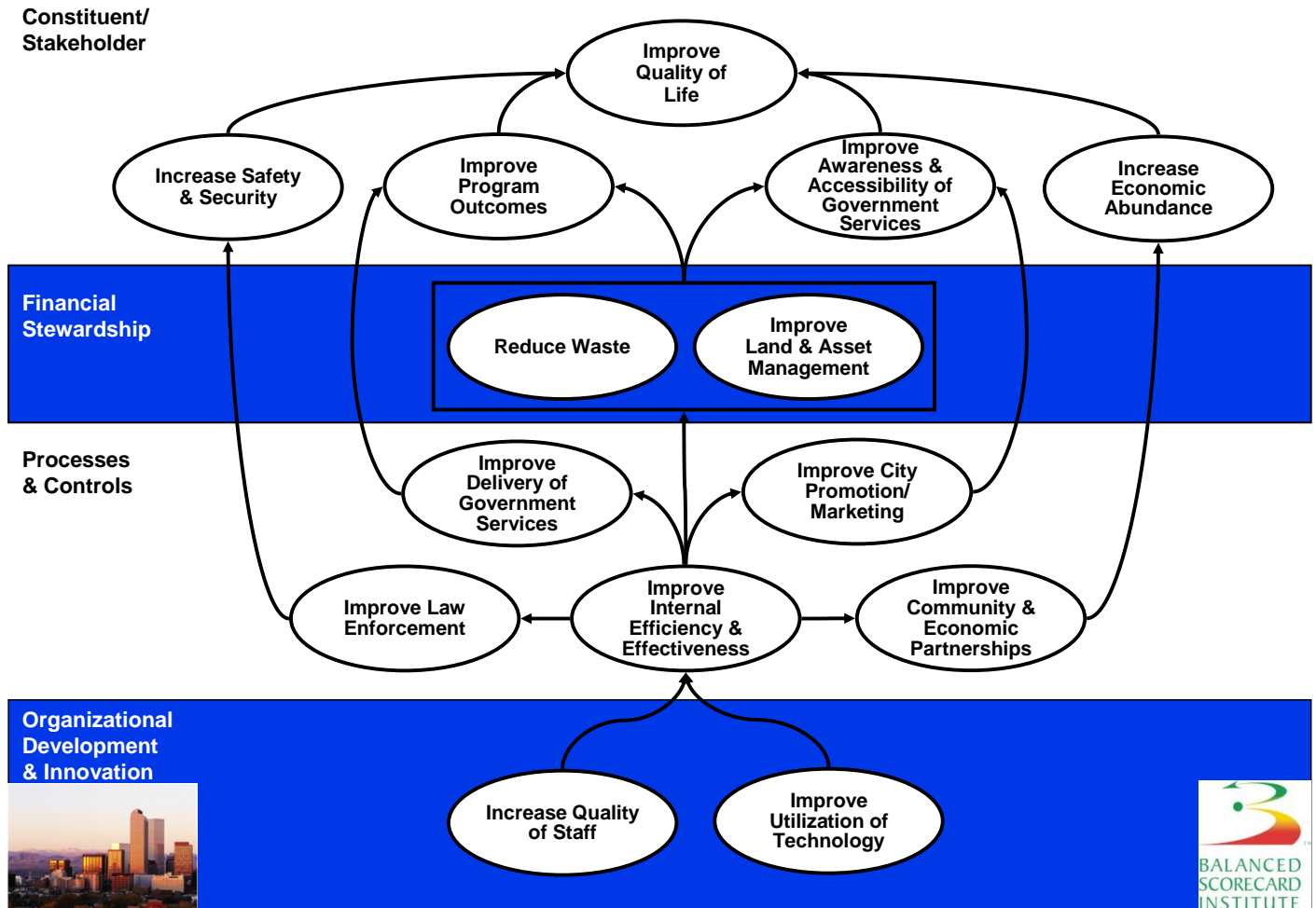


Figure 17: Generic City’s Strategy Map

Step 5: Performance Measures

In Step Five, Performance Measures are developed for each of the Strategic Objectives. Performance Measures are metrics used to provide an analytical basis for decision making and to focus attention on what matters most. Performance Measures answer the question, 'How are we doing at the job of meeting our Strategic Objectives?' Lagging indicators are those that show how successful we were in achieving our outcomes. Leading indicators are those that are a precursor of future success; a performance driver. Measures listed below are possible performance measures that were developed by the Strategic Leadership team.

OBJECTIVE	PERFORMANCE MEASURES
Perspective: Constituents/Stakeholders	
Improve Quality of Life	<ul style="list-style-type: none"> • Index <ul style="list-style-type: none"> ○ Livability of neighborhood ○ % of area pedestrian friendly ○ Constituent overall satisfaction score
Increase Safety & Security	<ul style="list-style-type: none"> • Constituent satisfaction of safety and security
Improve Program Outcomes	<ul style="list-style-type: none"> • Constituent satisfaction of program performance
Improve Awareness & Accessibility of Government Services	<ul style="list-style-type: none"> • % of services utilized per capita
Increase Economic Abundance	<ul style="list-style-type: none"> • % increase in the # of business permits and licenses • Per capita income • Vitality of downtown • \$ increase in tourism \$
Perspective: Financial Stewardship	
Reduce Waste	<ul style="list-style-type: none"> • % decrease in controllable expenses (Overtime, vacancies, energy, liability claims)
Improve Land & Asset Management	<ul style="list-style-type: none"> • % increase in asset value • Index of project management <ul style="list-style-type: none"> ○ \$ allocated ○ % of projects completed on time ○ % completed within budget
Perspective: Processes & Controls	
Improve Delivery of Government Services	<ul style="list-style-type: none"> • Index of program results in key areas (family, senior, healthcare, education)
Improve City Promotion/Marketing	<ul style="list-style-type: none"> • Audit of communication effectiveness
Improve Law Enforcement	<ul style="list-style-type: none"> • Index of crime statistics
Improve Community & Economic Partnerships	<ul style="list-style-type: none"> • # of programs with public participation • # and value of partnerships that are strategic alliances, joint-ventures, resource sharing

Generic City

Improve Internal Efficiency and Effectiveness

- Number of shared systems and services
- Index of Program Output
 - Cost effectiveness of services offered
 - Response time for key processes

Perspective: Organizational Development and Innovation

Improve Quality of Staff

- Staff quality index
 - Recruitment effectiveness score
 - Retention
 - Training effectiveness score

Improve Utilization of Technology

- % of employees who have and use appropriate technology

Step 6: Strategic Initiatives

In Step Six, possible Strategic Initiatives are developed and prioritized with the use of selection criteria. Strategic Initiatives are programs or projects that turn strategy into operational terms and actionable items, provide an analytical underpinning for decisions, and provide a structured way to prioritize projects according to strategic impact. Strategic Initiatives answer the question, ‘What strategic projects must we implement to meet our Strategic Objectives?’

Many initiatives were identified during the process of developing the scorecard. Further development and prioritization of strategic initiatives is underway.

STRATEGIC INITIATIVES

Perspective: Constituents/Stakeholders

- Green space Program
- Improve process for businesses to establish/start within Generic City.
- Create opportunity for housing and business development.
- Establish a community involvement committee
- Create city infrastructure partnership
- Develop community engagement plan

Perspective: Financial Stewardship

- Clarifying and simplify the tax paying process
- Develop process to sell city-assets close to market-rate
- Energy Savings Program
- Create an Asset Management Committee

Perspective: Processes & Controls

- Partner recruitment program (education, arts, economic & cultural)
- Develop and implement city marketing program
- Stakeholder Satisfaction Surveys (Citizens, vendors, businesses, & employees etc.)
- Establish internal auditing function & perform compliance audits on functions/programs
- Create outsourcing cost benefit analysis process

Perspective: Organizational Development and Innovation

- Create customer service training/program
- Develop & communicate ethics code & transparency/accountability policies
- Develop employee development and implementation plan. Include personal development plans.
- Establish consistent and uniform performance evaluation system
- Create process for feedback and corrective action for both implementation of new technology and existing technology

Looking Ahead – Steps 7 – 9: Performance Analysis, Alignment & Evaluation

Generic City is now evaluating its approach to implementation. The implementation steps of the Nine-Step process include Step Seven: Performance Analysis, Step Eight: Alignment and Step Nine: Evaluation.

In Step Seven, the implementation process begins by applying performance management software to get the right performance information to the right people at the right time to be useful and used. This automation of the scorecard adds structure and discipline to the system; helps transform disparate corporate data into information and knowledge; and helps communicate performance information.

During Step Eight, departmental scorecards are developed to support the objectives on the corporate scorecard, and then team and individual scorecards are developed. This process of translating the corporate scorecard into divisional units is referred to as cascading. Cascading translates high-level strategy into consistent lower-level objectives, measures, and operational details and is the key to organization alignment around strategy. Performance measures are developed for all objectives at all organization levels. As the scorecard management system is cascaded down through the organization, objectives become more operational and tactical, as do the performance measures. Accountability follows the objectives and measures, as ownership is defined at each level. An emphasis on results and the strategies needed to produce results is communicated throughout the organization.

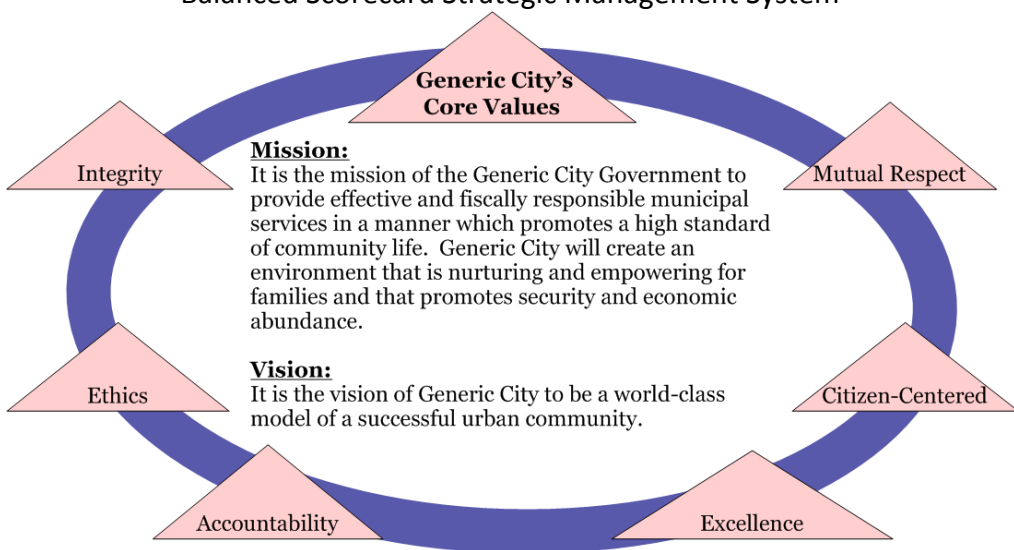

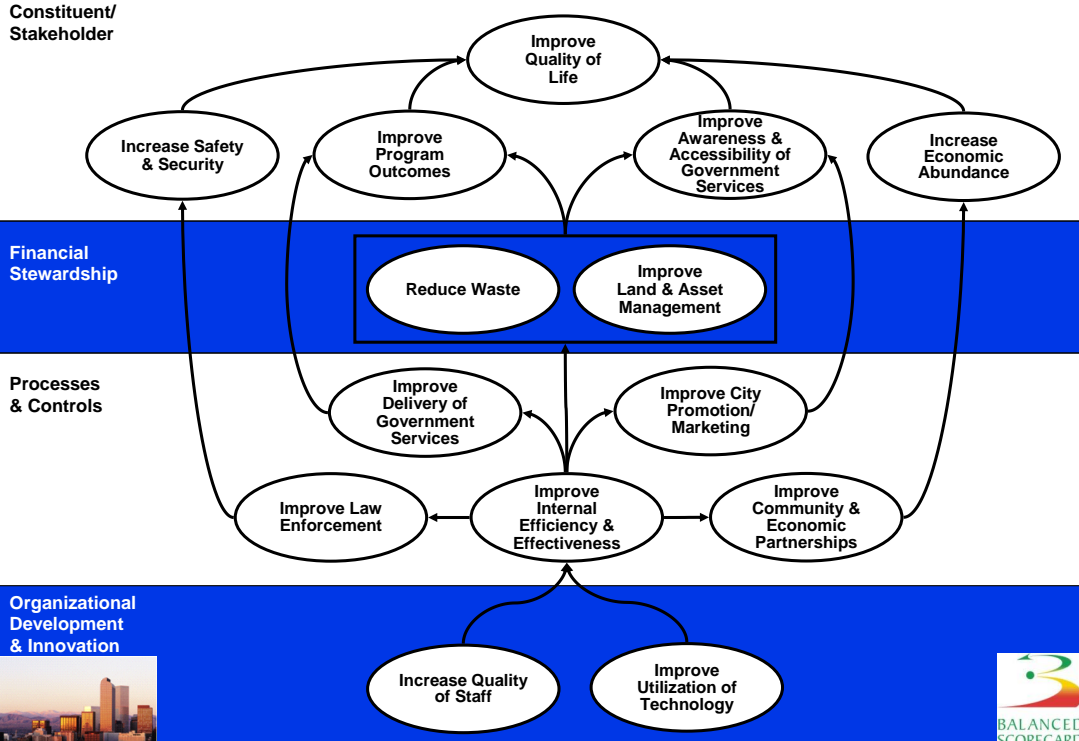

In Step Nine, an Evaluation of the completed scorecard is done. Evaluation answers the questions: 'Are our strategies working?', 'Are we measuring the right things?', 'Has our environment changed?' and 'Are we budgeting our money strategically?'

Appendix A: Glossary of Terms

Term	Definition
Customer Value Proposition:	What an organization must deliver to develop, retain, and deepen its relationship with stakeholders. In the private sector it is a description of the key benefits gained by key customers for the price (cost) charged. Usually defined as a series of descriptors describing product or service attributes, image or relationship.
Customers:	Customers are the direct beneficiaries of the organization's services or products. Sometimes it is the end user of the organization's services or product, while other times it is the stakeholder with which value is given for value received (usually money in exchange for a product or service).
Mission:	The organization's purpose described in the language of the business, including who is served and what products, programs and services are provided to customers and stakeholders.
Organization Core Values:	Core values establish the kind of organization it wants to be. They are guiding principles; what the organization believes in. They serve as the basis for decision-making and influence actions in everyday situations.
Performance Measures:	Measurement is the description, often quantification, of a property of an object, activity, process, or result that enables comparisons across items being compared, or across time. Performance measures provide objective evidence of progress towards a strategic goal and are an analytical basis for decision making.
Perspectives:	A Perspective is a view of organizational strategic performance from a specific vantage point. Four basic perspectives are traditionally used to encompass an organization's activities, although the specific names might be adapted to fit the particular vernacular of the organization. Typical perspectives include financial (or stewardship in the public sector), customer (stakeholder), internal process, and organization capacity (or learning and growth). The organization's business model, which encompasses its mission, vision, and strategy, determine the appropriate perspective names.
Stakeholders:	The universe of people, groups, and organizations that have an interest in the organization; examples include: customers, employees, vendors, regulators, directors, suppliers, and community groups.
Strategic Initiatives:	Important project that will improve performance in an objective."
Strategic Objectives:	The specific continuous improvement activities, balanced across the perspectives, which break down strategy into smaller components and make strategy actionable by involving all employees in operationalizing the organization's goals.
Strategic Result (or Goals):	End outcomes from successfully executing the organization's strategy.
Strategic Theme:	The three or four strategic focus areas the organization that define the organization's high-level business strategy, break down the vision and mission into action, and focus energy on desired strategic results (outcomes).
Strategy Map:	A graphic that shows the cause-and-effect relationships between objectives in four perspectives. Linked objectives show how value is created by the organization.
Strategy:	The positioning choices made and the actions taken, from many choices and actions that are potentially available, to move the organization from its current state to some desirable future state. How an organization intends to accomplish its vision; an approach, or "game plan."
Targets:	The desired level of performance for the reporting period in question.
Vision:	A vivid, emotionally inspiring, time-specific picture of a future to which the organization aspires.

Appendix B: Organization Scorecard & Theme Team Results

The Balanced Scorecard can be graphically represented in many ways. Two such representations are attached after this page, the first displaying the completed organization-wide scorecard and the second displaying the Theme Team elements of the scorecard.

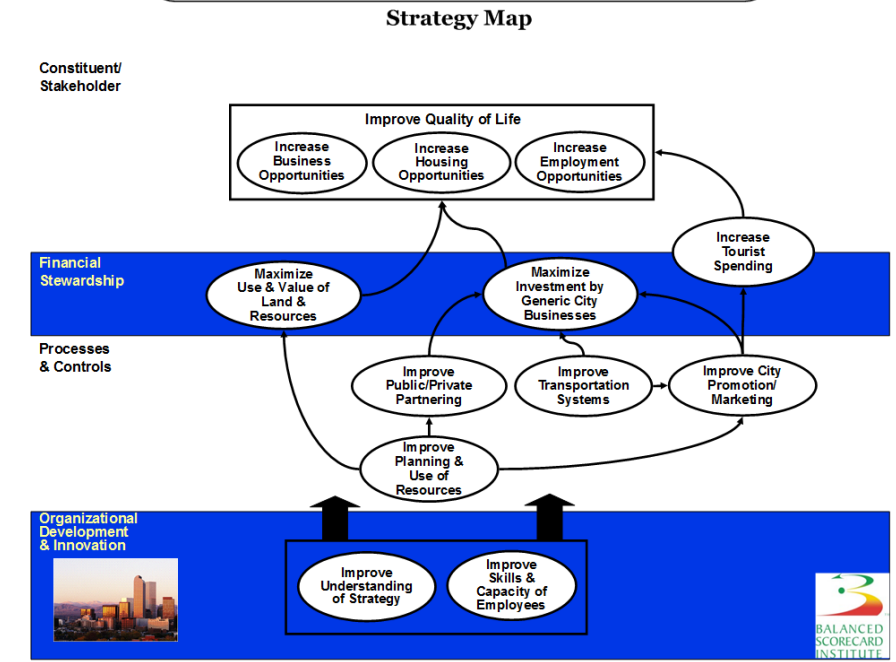
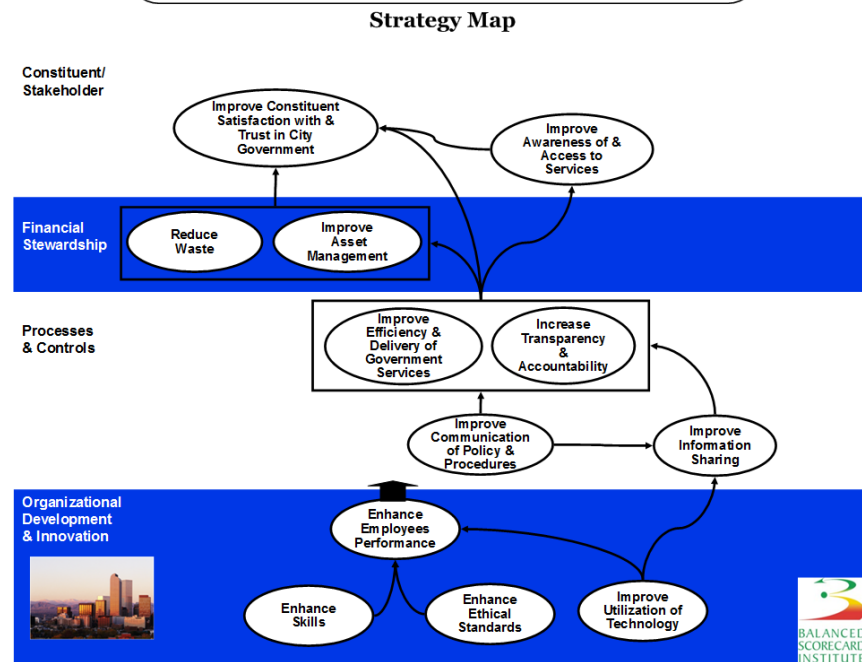
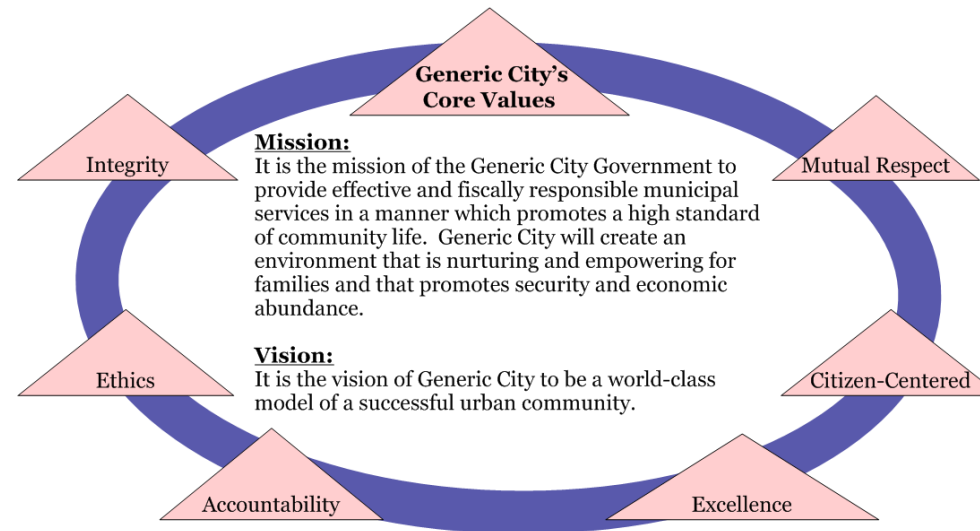
Mission, Vision & Core Values	Objectives	Performance Measures	Strategic Initiatives
<p align="center">Generic City Balanced Scorecard Strategic Management System</p>  <p>Mission: It is the mission of the Generic City Government to provide effective and fiscally responsible municipal services in a manner which promotes a high standard of community life. Generic City will create an environment that is nurturing and empowering for families and that promotes security and economic abundance.</p> <p>Vision: It is the vision of Generic City to be a world-class model of a successful urban community.</p> <p align="right"></p>	Perspective: Constituents/Stakeholders		
	Improve Quality of Life	<ul style="list-style-type: none"> • Index <ul style="list-style-type: none"> ○ Livability of neighborhood ○ % of area pedestrian friendly ○ Constituent overall satisfaction score 	<ul style="list-style-type: none"> • Green space Program • Improve process for businesses to establish/start within Generic City. • Create opportunity for housing and business development.
	Increase Safety & Security	<ul style="list-style-type: none"> • Constituent satisfaction of safety and security 	
	Improve Program Outcomes	<ul style="list-style-type: none"> • Constituent satisfaction of program performance 	<ul style="list-style-type: none"> • Establish a community involvement committee
	Improve Awareness & Accessibility of Government Services	<ul style="list-style-type: none"> • % of services utilized per capita 	<ul style="list-style-type: none"> • Create city infrastructure partnership • Develop community engagement plan
	Increase Economic Abundance	<ul style="list-style-type: none"> • % increase in the # of business permits and licenses • Per capita income • Vitality of downtown • \$ increase in tourism \$ 	
	Perspective: Financial Stewardship		
	Reduce Waste	<ul style="list-style-type: none"> • % decrease in controllable expenses (Overtime, vacancies, energy, liability claims) 	<ul style="list-style-type: none"> • Clarifying and simplify the tax paying process • Develop process to sell city-assets close to market-rate
	Improve Land & Asset Management	<ul style="list-style-type: none"> • % increase in asset value • Index of project management <ul style="list-style-type: none"> ○ \$ allocated ○ % of projects completed on time ○ % completed within budget 	<ul style="list-style-type: none"> • Energy Savings Program • Create an Asset Management Committee
Strategy Map	Perspective: Processes & Controls		
 <p>Constituent/ Stakeholder</p> <p>Financial Stewardship</p> <p>Processes & Controls</p> <p>Organizational Development & Innovation</p> <p align="right"></p>	Improve Delivery of Government Services	<ul style="list-style-type: none"> • Index of program results in key areas (family, senior, healthcare, education) 	<ul style="list-style-type: none"> • Partner recruitment program (education, arts, economic & cultural)
	Improve City Promotion/Marketing	<ul style="list-style-type: none"> • Audit of communication effectiveness 	<ul style="list-style-type: none"> • Develop and implement city marketing program
	Improve Law Enforcement	<ul style="list-style-type: none"> • Index of crime statistics 	<ul style="list-style-type: none"> • Stakeholder Satisfaction Surveys (Citizens, vendors, businesses, & employees etc.)
	Improve Community & Economic Partnerships	<ul style="list-style-type: none"> • # of programs with public participation • # and value of partnerships that are strategic alliances, joint-ventures, resource sharing 	<ul style="list-style-type: none"> • Establish internal auditing function & perform compliance audits on functions/programs • Create outsourcing cost benefit analysis process
	Improve Internal Efficiency and Effectiveness	<ul style="list-style-type: none"> • Number of shared systems and services • Index of Program Output <ul style="list-style-type: none"> ○ Cost effectiveness of services offered ○ Response time for key processes 	
	Perspective: Organizational Development and Innovation		
	Improve Quality of Staff	<ul style="list-style-type: none"> • Staff quality index <ul style="list-style-type: none"> ○ Recruitment effectiveness score ○ Retention ○ Training effectiveness score 	<ul style="list-style-type: none"> • Create customer service training/program • Develop & communicate ethics code & transparency/accountability policies • Develop employee development and implementation plan. Include personal development plans.
	Improve Utilization of Technology	<ul style="list-style-type: none"> • % of employees who have and use appropriate technology 	<ul style="list-style-type: none"> • Establish consistent and uniform performance evaluation system • Create process for feedback and corrective action for both implementation of new technology and existing technology

Generic City

Balanced Scorecard Strategic Management System: Theme Team Results

Strategic Theme: Government Reform
 Strategic Result: An ethical and transparent government that engages its constituents and provides effective and efficient services.

Strategic Theme: Economic Abundance
 Strategic Result: Generic City offers abundant opportunity for financial stability and advancement for all socio-economic levels.



Strategic Theme: Nurturing Children and Families
 Strategic Result: Generic City is a safe, thriving and engaged community in which individuals and families flourish through achieving social, mental, physical, and cultural well-being.

Strategic Theme: Public Safety
 Strategic Result: Generic City is a safe, secure community-oriented city that is clean and vibrant.

