Balanced Scorecard Strategy Maps City and State Government Examples

Strategy Maps are used by many social and public-sectors organizations to clearly communicate their strategic plan. A good strategy map should identify key "landmarks" such as financial constraints and customer expectations. Strategy maps can also highlight areas that, if neglected, may hinder mission success. Using this map, a leadership team can explain how they expect to achieve success.

In a Harvard Business Review article titled, "Having Trouble with Your Strategy? Then Map It," Drs. Kaplan and Norton say this about strategy maps:

> *"The key to executing your strategy is to have people understand it – including the crucial but perplexing processes by which intangible assets will be converted into tangible outcomes. Strategy maps can help chart this difficult terrain."*

Strategy maps are first and foremost a communication tool, so they should never be overly complicated or perplexing. While this article is not an exhaustive study, it does include a few strategy map best practices as well as a number of useful examples.

Strategic Perspectives

Typically, a strategy map starts with a few broad perspectives. Using the Balanced Scorecard methodology, broad areas may include the customer's perspective of success, a financial perspective of success, an internal process perspective, and final perspective, learning and growth, which describes culture and capacity. Each of these perspectives serves as a frame of reference for tangible objective statements.
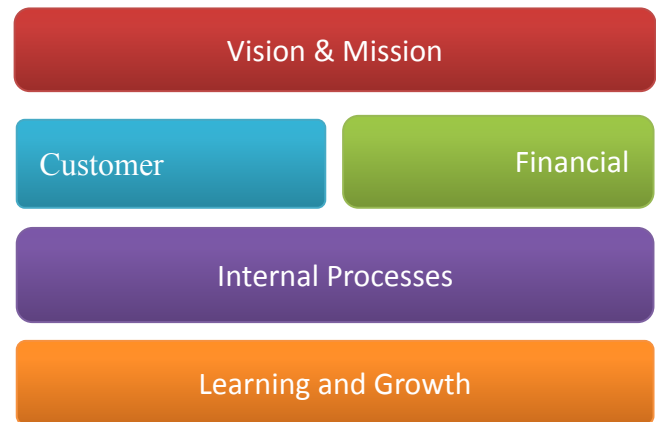

Figure 1: Perspectives in a Nonprofit Organization

Objective Statements

The next step to building a strategy map is to begin identifying the most critical objectives in each perspective. Objectives are short statements that define what an organization must continually do to achieve its mission. Objective statements can be phrases or complete sentences. They can be written as declarative statements ("We must develop new technology") or in the voice of the customer ("My family received the best care").

Building Consensus

Building a strategy map is a team effort that requires real time and discussion, especially at the highest levels of leadership. Each of the example strategy maps below illustrates a strategic plan designed for an organization in a particular situation. Certain maps may have elements that resonate with your team; however, it is recommended that a leadership team only adopt a strategy map after thorough discussion of the situation and selection of the few critical pieces that will contribute to mission success.

City or Municipal Government
Strategy Map is Modified for Educational Purposes

To be recognized by citizens and neighbors alike as a welcoming community that is full of opportunity.

Citizens

- "This is a safe, secure, and healthy Community"
- "There is an abundance of talent and opportunity in this Community"
- "Culture and the arts connect our Community"

Management and Finances

- Listen to the Community
- Act responsibly & provide transparency
- Justify the return for each fee and tax imposed

Internal Processes

Safety
- Minimize traffic delays and accidents
- Provide a trusted local police presence
- Provide safe water & reliable sanitation svcs.
- Ensure each citizen has safe housing

Health
- Provide ample area for fitness and recreation
- Encourage healthy and locally grown food choices
- Ensure EMS and Medical Services meet local demand

Education
- Support local educators as they raise the next generation of leaders
- Partner to provide in-demand continuing and technical education svcs.

Economics
- Invest in beneficial infrastructure
- Understand and support local business needs
- Understand and support local workforce needs

Culture
- Support creative expression and support artistic venues
- Protect local treasures
- Lead by example, with respect and selfless service

Culture & Capacity

- Promote the Growth and Development of City Staff and Leadership
- Cherish the many volunteers who donate their time and energy to support our City
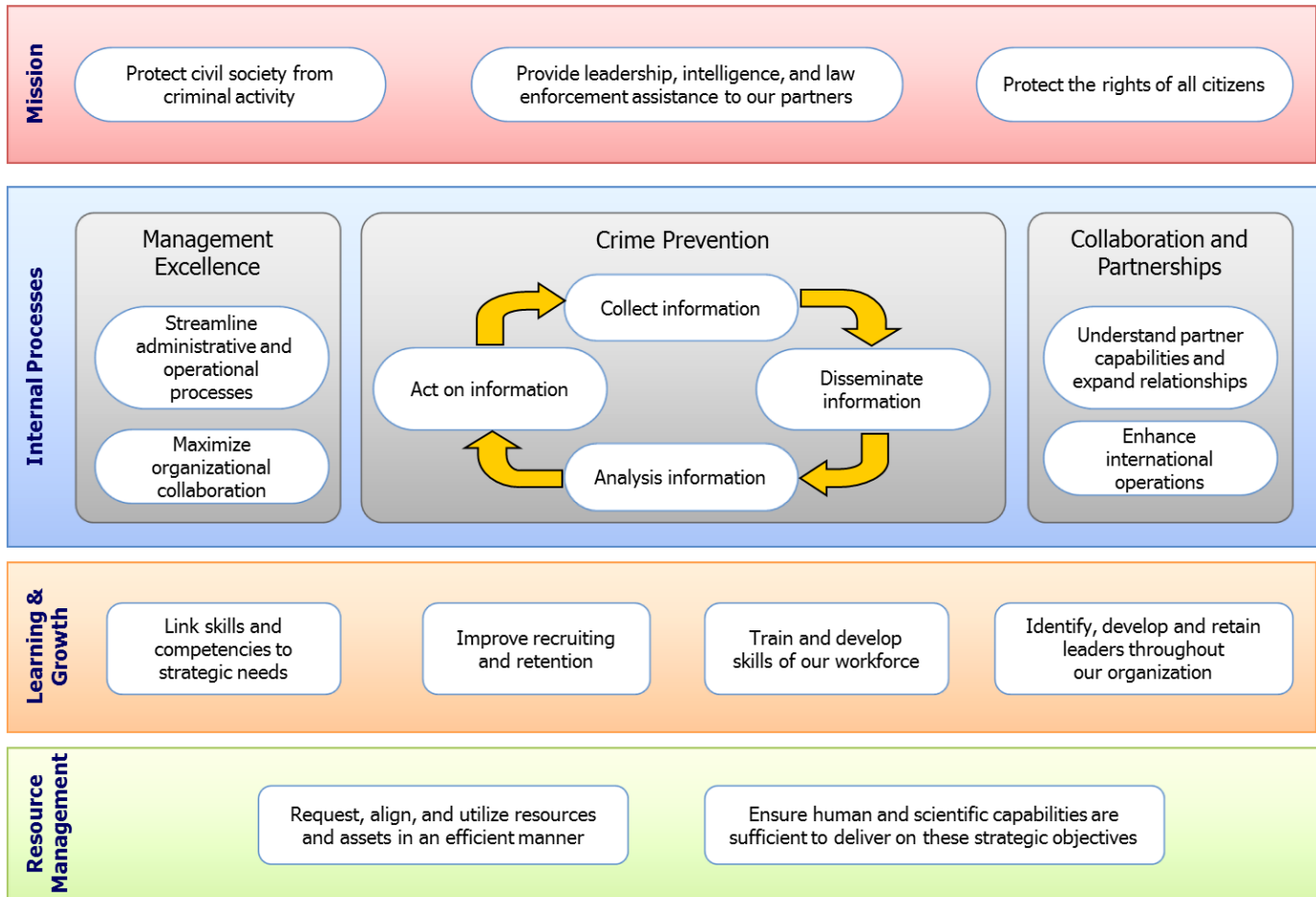- Maintain a Positive Culture of Respect, Action, and Accountability

Example Strategy Map Template for City, County, or Municipal Government

City managers and elected leadership typically juggle a large number of objectives in their strategy maps. Each objective is related to the quality of life for the area. So while not every objective is completely controlled by a city manager or elected officials, they are both ultimately responsible for ensuring citizens are satisfied with the results. Support agencies such as the Fire Department, the School Board, local Department of Transportation officials, and even sanitary services are all funded by and overseen by city level leadership and therefore city managers must be sure they are balancing the interests of the community with acceptable levels of taxes and investment, and that the results satisfy local citizens' needs and expectations. Using a strategy map such as this one can ensure that leadership teams are focusing on the important outcomes and remaining balanced in their approach to funding, resource allocation, and ensuring citizens' needs and expectations are reasonably met.

Police and Security Organization
Strategy Map is Modified for Educational Purposes

Mission

Protect civil society from criminal activity

Provide leadership, intelligence, and law enforcement assistance to our partners

Protect the rights of all citizens

Internal Processes

Management Excellence

Streamline administrative and operational processes

Maximize organizational collaboration

Crime Prevention

Collect information

Disseminate information

Act on information

Analysis information

Collaboration and Partnerships

Understand partner capabilities and expand relationships

Enhance international operations

Learning & Growth

Link skills and competencies to strategic needs

Improve recruiting and retention

Train and develop skills of our workforce

Identify, develop and retain leaders throughout our organization

Resource Management

Request, align, and utilize resources and assets in an efficient manner

Ensure human and scientific capabilities are sufficient to deliver on these strategic objectives
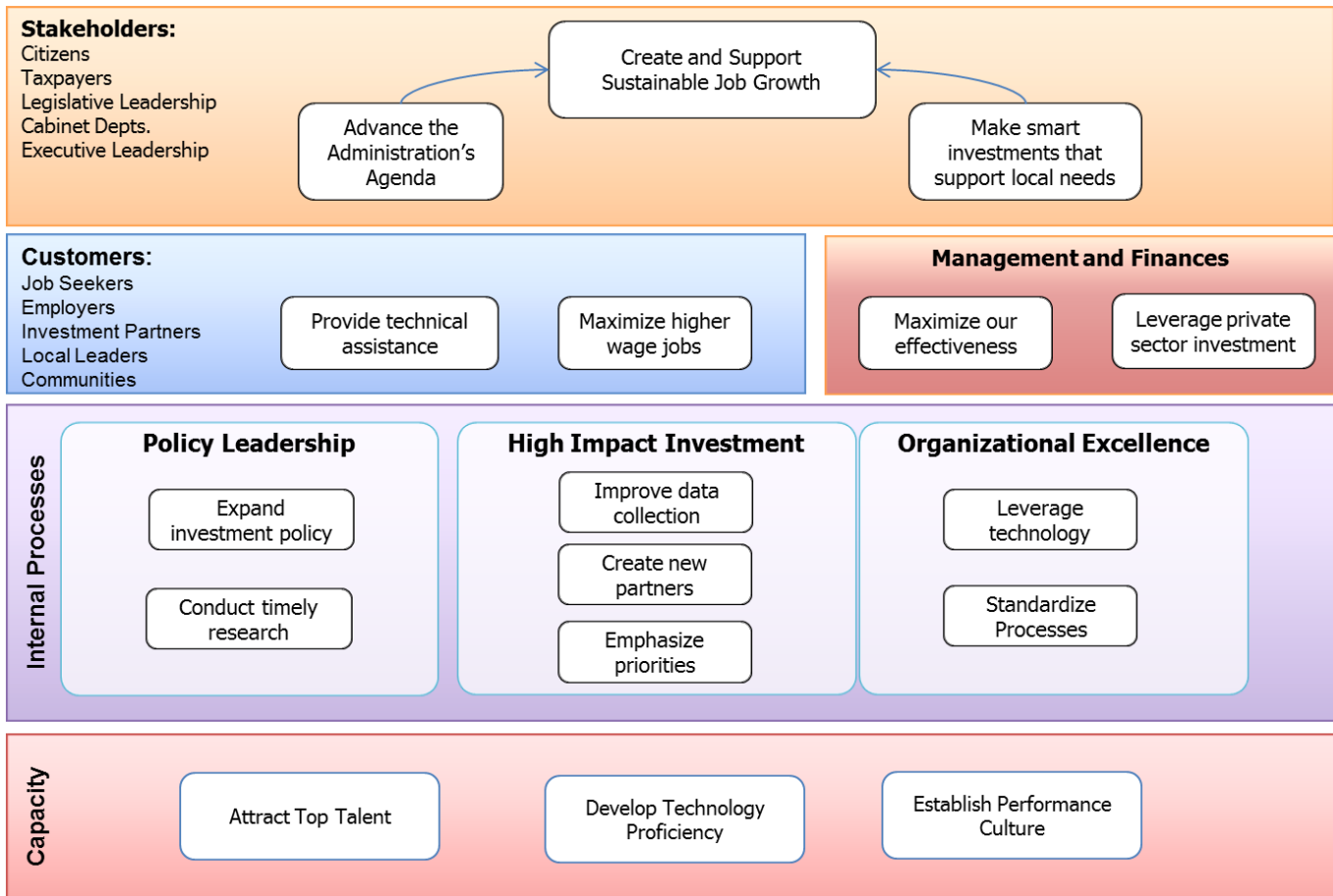
Example Strategy Map Template for a Police or Security Agency

Police forces provide invaluable security and stability for local communities. Policing typically involves collaborating with a large number of partner's local citizens groups, elected officials, the press, neighboring police forces, State Troopers, and all the way up to national security units such as the FBI. To manage this complex network of manpower, surveillance, legal, and scientific partnership, with oversight and funding mandates, internal needs, and community expectations, police and security force leadership may use a strategy map like this to balance needs and coherently communicate a high level view of the entire organization mission and strategic requirements to maintain law and order.

Economic Assistance Agency
Strategy Map is Modified for Educational Purposes
To create sustainable job growth in communities

Stakeholders:
Citizens
Taxpayers
Legislative Leadership
Cabinet Depts.
Executive Leadership

Advance the Administration's Agenda

Create and Support Sustainable Job Growth

Make smart investments that support local needs

Customers:
Job Seekers
Employers
Investment Partners
Local Leaders
Communities

Provide technical assistance

Maximize higher wage jobs

Management and Finances

Maximize our effectiveness

Leverage private sector investment

Internal Processes

Policy Leadership

Expand investment policy

Conduct timely research

High Impact Investment

Improve data collection

Create new partners

Emphasize priorities

Organizational Excellence

Leverage technology

Standardize Processes

Capacity

Attract Top Talent

Develop Technology Proficiency
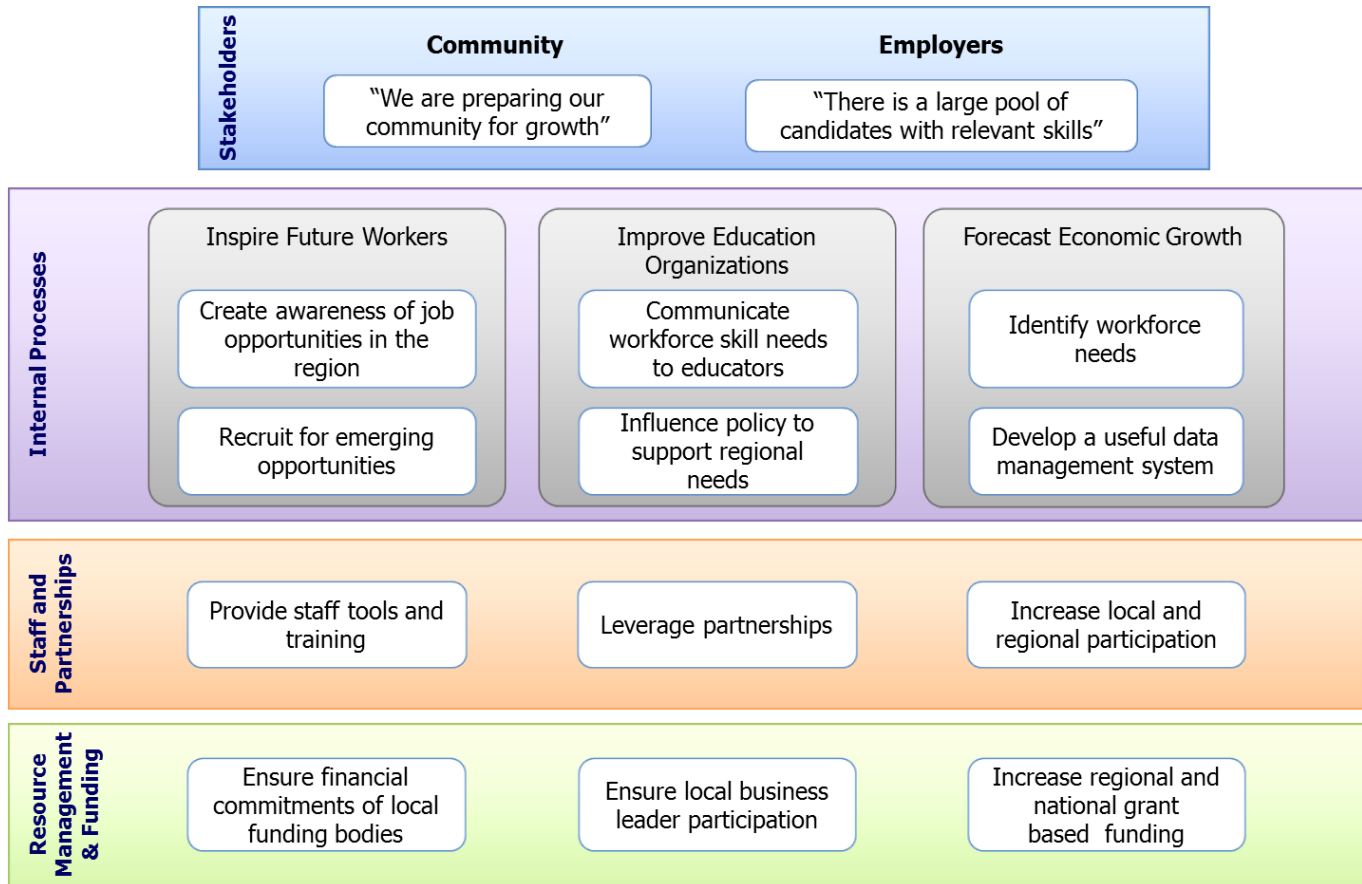
Establish Performance Culture

Example Strategy Map Template for an Economic Assistance or Development Agency

Small, medium, and large businesses provide a majority of American citizens with gainful employment. These businesses collectively produce the goods and services that feed, shelter, educate, and entertain countless numbers of people around the world. But building businesses is a risky venture that requires number of support systems to function. This strategy map highlights the level of collaboration required to make the local environment business friendly. And with a business friendly environment, job opportunities will grow and the standard of living can increase for the entire region. This strategy map can be used to bring a diverse group of decision makers into agreement on common issues that impact the entire business environment in the region.

Regional Workforce Development Coalition
Strategy Map is Modified for Educational Purposes

Mission: To support elected leaders, employers, and institutions as they implement integrated systems that ensure local workers have requisite technical skills to be contributing members of the workforce .

Stakeholders

Community
"We are preparing our community for growth"

Employers
"There is a large pool of candidates with relevant skills"

Internal Processes

Inspire Future Workers
- Create awareness of job opportunities in the region
- Recruit for emerging opportunities

Improve Education Organizations
- Communicate workforce skill needs to educators
- Influence policy to support regional needs

Forecast Economic Growth
- Identify workforce needs
- Develop a useful data management system

Staff and Partnerships

- Provide staff tools and training
- Leverage partnerships
- Increase local and regional participation

Resource Management & Funding

- Ensure financial commitments of local funding bodies
- Ensure local business leader participation
- Increase regional and national grant based funding

Example Strategy Map Template for a Regional Workforce Development Coalition

Workforce development is becoming an increasingly important community resource as technology requires current and future employees to have an ever-expanding set of skills to compete with. They say the "world is getting flatter," meaning distance is becoming less and less important in terms of buyers' options for goods and services. To compete, this strategy map shows how the development council will work to connect community leaders and local business owners so they can collaborate to ensure there is an understanding of emerging opportunities, educational and training services match needs and, finally, to ensure there is a solid connection between employees and potential employers.

Conclusion

Successful strategy maps come in a number of shapes, styles, structures, and complexities. Aside from sector-by-sector differences, varying formats can be found across many languages, cultures, and strategic environments. The one unifying goal is to make a communication tool that engages the entire team and community behind a shared plan of action to achieve the mission at hand.

To Learn More

The Balanced Scorecard has been the subject of four articles in the Harvard Business Review (HBR); two best-selling business books that have been translated into 19 languages; and numerous case studies and public conferences worldwide. The editors of HBR identified the Balanced Scorecard as one of the most significant management ideas of the past 75 years.

Learn more about the Balanced Scorecard and join the global Balanced Scorecard community at www.bscwiki.com and www.bsccommunity.com.

Ascendant Strategy Management Group

Ascendant Strategy Management Group is a professional services firm dedicated to helping associations, foundations, government agencies, and charities drive breakthrough results with the Balanced Scorecard. Founded by professionals with more than 30 years of combined work experience with Drs. Kaplan and Norton, originators of the Balanced Scorecard, Ascendant is uniquely qualified to help organizations manage strategy.

Ascendant offers training, consulting, facilitation, and technology services to clients directly or via a Collaborative Network that encourages group knowledge sharing, learning, and networking. With a singular focus on strategy management, Ascendant's goal is to transfer knowledge and capabilities to improve the management capacity of the not-for-profit sector.

Please visit our website and regularly updated blog at www.ascendantsmg.com to learn more about developing effective strategy maps and implementing successful strategy management systems.