

Integrating Community Indicators (CI) and Performance Measures (PM) to Enhance Governance and Citizen Engagement

**Community Indicators Consortium's (CIC)
CI-PM Integration Webinar Series
August 4, 2010**

**Presented by Allen Lomax & Cheryle
Broom, CIC Co-Project Directors
with introductions from Maureen Hart,
CIC Executive Director**

“Bridging the divide between community indicators and government performance measurement can increase the relevance and impact of both. This can be done by linking community indicators to government activities and basing some government performance measures on input from citizens.”

Dr. Ted Greenwood, Alfred P. Sloan Foundation

Goal & Agenda

- Learn what the CIC's Indicators and Measures integration project is trying to accomplish and how communities are achieving integration.
- Key questions presenters to discuss followed by 20 minutes of Q&A

What Questions Are We Answering Today?

1. **What is CIC's CI-PM Integration Project?**
2. **How do indicators and measures differ?**
3. **Why should they be integrated or linked?**
4. **How can integration be described and what does CIC's model of integration look like?**
5. **What are some community/jurisdiction examples of integration?**
6. **What perspectives can be shared on selected CI-PM integration efforts?**
7. **Your questions & where to get more information?**

What is CIC's CI-PM Integration Project?

- **Purpose to identify, promote, advocate and advance CI-PM integration**
- **Sponsored by Alfred P. Sloan Foundation**
- **Key Efforts include:**
 - **Building the knowledge base**
 - **Disseminating information**
 - **Educating public officials**

What is the Difference Between an Indicator and a Measure?

- Community Indicators: High-level measures that track community conditions and desired community outcomes
- Performance Measures: Quantifiable, enduring measurements of products or services produced by programs/agencies

Why Should Indicators and Measures Be Integrated or Linked?

- **Enhances use of data for public debate, decision-making, and allocation of scarce resources**
- **Changes the conversation about responsibility for improving community conditions**
- **Provides evidence of program service performance improvements related to citizens' priorities and community needs**
- **Increases citizens' interest in their government's progress toward goals**

How Can Integration Be Described and What Does CIC's Model of Integration Look Like?

- **Four stages addressing: What, Why When, Where and Who**
 - **Stage I – Separate CI & PM Programs**
 - **Stage II – Some connectivity**
 - **Stage III – More linkage**
 - **Stage IV – “Mature” integration with measurable results linked, community-driven and transparent (real time)**

CI-PM Maturity Model

	Separate CI & PM projects	Stage 2	Stage 3	Mature integration CI-PM
What	<p>Community Indicators (CI)</p> <p>Metrics quantifying values, community, conditions, outcomes & results important to wide-ranging residents within a community</p>			<p>Citizen-driven CIs determine PM impacts linked to quantifiable & measurable results: community needs, sustainability, resource allocation, data-driven policy decisions, & next steps for decision options and priorities</p>
	<p>Performance Measures (PM)</p> <p>Metrics documenting the outputs of services provided by a government or nongovernmental entity</p>			
	<p>Metrics quantifying values, community, conditions, outcomes & results important to wide-ranging residents within a community</p>	<p>Visioning process involving citizens, key stakeholders, and governmental and nongovernmental entities</p>	<p>Metrics focus on community and programmatic outcomes involving decision- and policy-makers through consensus-building</p>	
	<p>Metrics documenting the outputs of services provided by a government or nongovernmental entity</p>	<p>Linkages between strategic and annual performance planning with metrics documenting the outputs and outcomes of services provided by a government or nongovernmental entity</p>	<p>Citizens and other key community stakeholders participate in the development of output and outcome metrics through forums, feedback systems, or advisory bodies</p>	

CI-PM Maturity Model

	Separate CI & PM projects	Stage 2	Stage 3	Mature integration CI-PM
Why	<p>Community Indicators (CI)</p> <p>Knowledge-producing story of where a community is today, in relation to where it's come from</p>	<p>Evidence of citizen priorities as reflected by indicators through credible and reliable data that stimulate public dialogue and debate</p>	<p>Evaluation and public debate determine the whys of community conditions, strategies developed and implemented, and resources identified and committed to improve community conditions</p>	<p>Transparent results-based governance & decision-making consistent with citizen priorities for positive community change, community capacity building, economic development & land use, sustainability, reporting for citizen accountability & civic trust</p>
	<p>Performance Measures (PM)</p> <p>Knowledge-producing managerial performance system to achieve efficiencies and improve costs in relation to programs and departments/divisions/agencies</p>	<p>Improved data and performance-based budgeting and resource allocation through credible and reliable data. More effective service delivery ROI to citizens in allocating limited resources at all levels demonstrated</p>	<p>Outcomes of programs and services demonstrated that reflect citizens and other key stakeholders' priorities</p>	

CI-PM Maturity Model

	Separate CI & PM projects	Stage 2	Stage 3	Mature integration CI-PM
When	<p>Community Indicators (CI)</p> <p>Historical measures and trends over time alerting the need for improvement</p>			<p>Evidence on demand – knowing where residents get their information, what their priorities are & what info they want to know about – within defined time periods, used for regular tracking & strategic decision-making</p>
	<p>Performance Measures (PM)</p> <p>Annual performance measures</p>			
	<p>Leading and lagging indicators benchmarked for measurable improvement or decline</p> <p>Annual measures progress linked to annual budget development and decisions</p> <p>Long-term and annual goals and targets established periodically and progress measured and publicly reported</p> <p>Strategic and annual performance goals influence budget discussions and decisions. Community indicators influence the strategic and annual performance goals. Strategic and annual performance goals' progress publicly reported</p>			

CI-PM Maturity Model

	Separate CI & PM projects	Stage 2	Stage 3	Mature integration CI-PM
Where	<p>Community Indicators (CI)</p> <p>Defined community area</p>	<p>Defined community area and demographic groups</p>	<p>Defined community area, demographic groups, neighborhoods and street-level data or larger state and neighboring/regional areas crossing political boundaries. Compared to other defined areas, as appropriate</p>	
	<p>Performance Measures (PM)</p> <p>Local government departments/divisions within a defined geopolitical boundary</p>	<p>Contributions of programs and services to changes in community conditions identified along with those of other public agencies, nongovernmental entities, and businesses</p>	<p>Regional and intergovernmental collaboration and comparisons</p>	<p>Localized neighborhoods to any defined group within a geographic area, regardless of political boundaries</p>

CI-PM Maturity Model

	Separate CI & PM projects	Stage 2	Stage 3	Mature integration CI-PM
Who	<p>Community Indicators (CI)</p> <p>Community residents likely to control or influence community conditions</p>	<p>Key community stakeholders from all sectors (diverse institutional and business leaders, civic and community groups, local government, policy- and decision-makers) likely to control or influence community conditions</p>	<p>Coalitions, networks, compacts and other community organizing efforts form to lead community change</p>	<p>Committed accountability for improvements & collaborative advocacy, inputs & use (diverse government, public/citizen, nonprofit & business engagement & participation at all stages) as leadership changes over time</p>
	<p>Performance Measures (PM)</p> <p>Government entity management</p>	<p>Policy-makers and elected officials</p>	<p>Networks of community stakeholders including government and non-government entities, legislative bodies, regional partners, and coalitions</p>	

Examples of Integration: How Does It Work in Albuquerque, NM?

- **Albuquerque, New Mexico**
 - **Strategic Management System**
 - ◆ Community Indicators
 - ◆ Performance Plans
 - ◆ Employee Work Plans
 - **Citizen driven process for developing community indicators**
 - ◆ identifies broad community goals and desired community conditions (DCCs)
 - **Effort led by the Indicators Progress Commission**
 - **City government departments align their programs to the community goals and DCCs through program strategies—action oriented groupings of resources and activities**

Examples of Integration: How Does It Work in Broward County?

- **Children’s Services Council (CSC) Broward County, FL**
 - CSC—created as part of an Independent Special Tax District
 - Project called, “Making Children’s Lives Better”
- **Key Tools**
 - Broward County Children’s Strategic Plan that contains indicators focusing on the conditions of children’s lives
 - CSC internal goals and objectives have performance measures for all funded programs that are derived from indicators in Strategic Plan
 - Annual Children’s Budget Forums
 - Funders Forum

Examples of Integration: How Does It Work in South Australia?

- **Government of South Australia**
- **Key Tools**
 - Strategic Plan that contains community indicators; over 1,600 community members involved in creating the 2007 plan
 - Executive Committee of the Cabinet
 - Community Engagement Board
 - Independent Audit Committee
 - Government agencies serve as “leads” for individual community indicators
 - Key Performance Indicators (measures) for each agency that are integrated with the community indicators

Examples of Integration:

- **Virginia Performs**
 - State level project
- **Key Tools**
 - Establishment of the Council on Virginia's Future
 - Council working with groups of public and private sector officials established the vision and long-term goals and related societal indicators
 - State government agencies performance measures connected to the indicators
 - Virginia Performs Website—houses and displays all levels of agencies' strategic plans and performance measures, provides a mapping application for viewing and comparing regional and local data
 - “Guide to Virginia Performs” provided to all members of the General Assembly
 - “The Virginia Report” submitted to General Assembly: an annual assessment of Virginia's progress on societal indicators and state agencies' performance on key measures aligned with indicators

Examples of Integration: How Does It Work in Washoe County, NV?

- **Truckee Meadows Tomorrow (TMT) - grassroots nonprofit**
 - Citizen-driven CIs measuring quality of life 👍 or 👎 since 1993
 - Actionable TMT programs for community improvement

- **Washoe County, Nevada**
 - Board of County Commissioners sets strategic priorities using TMT monitored CIs
 - Departments use CIs to identify outcomes in measurable, auditable terms
 - Management uses CIs in setting annual objectives and PMs
 - Budgets developed to meet annual performance targets
 - Mgt monitors PMs, adjusts resources and report performance
 - TMT uses county PMs in tracking CI measures over time

What Perspectives Can Be Shared on Selected CI-PM Integration Efforts?

- Degree of integration varies
- Public engagement more limited for developing PMs than CIs
- Government involvement in development of CIs facilitates integration process
- CI-PM integration influences budget decisions
- Broad community actions—more a result of CIs than PMs

Questions? Discussion



Where Can I Get More Answers and

- Albuquerque Progress Report: cabq.gov/progress
- Albuquerque Performance Plan: cabq.gov/budget
- Children's Services Council of Broward Co.: 2.cscbroward.org
- South Australia's Strategic Plan: saplan.org.au
- Virginia Performs: vaperforms.virginia.gov
- Truckee Meadows Tomorrow: truckeemeadowstomorrow.org
- Washoe County: washoecounty.us
- CIC Website: communityindicators.net/communities-of-practice,ci-pm-integration

Where Can I Get More Answers and Information? Participate in Upcoming Webinars:

- **Citizen-Driven Performance: Truckee Meadows Tomorrow and Washoe County, Nevada**
 - Wednesday, September 8 – 12 pm EDT/9 am PDT
- **Making Children’s Lives Better: Integrating Children’s Indicators and Government Performance Measures in Broward County, Florida**
 - Thursday, October 14 – 12 pm EDT/9 am PDT
- **Improving Community Conditions: A Framework Linking Community Indicators, City Budgets, Government Performance Measures and Performance Management**
 - Thursday, November 4 – 12 pm EDT/9 am PDT

Where Can I Get More Answers and Information?

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**Thank you for participating and please
complete the evaluation form that
you will receive shortly**