The Integration of Community Indicators and Performance Measurement Systems

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Purpose of Presentation

- Briefly Discuss:

  The importance of integrating CI & PM in the pursuit of the well-being of our communities.

The Context: The Transformation of Governance

- Problem definition and solution no longer in the exclusive domain of government.
  - Need citizen engagement
- There is a need for evidence-based management in support of good governance.
  - Need performance-based management

A Possible Answer

- Integrate community indicators (CI) with performance measurements (PM)
  - Both produce knowledge that can be used for decision making.

Key Assumptions

- The Community Indicators Consortium believes that integration will:
  - Help optimize resources;
  - Focus the conversation on the responsibility of all to work together toward improving community conditions and well-being;
  - Lead CI and PM to become more relevant .

http://www.communityindicators.net/communities-of-practice,ci-pm-integration

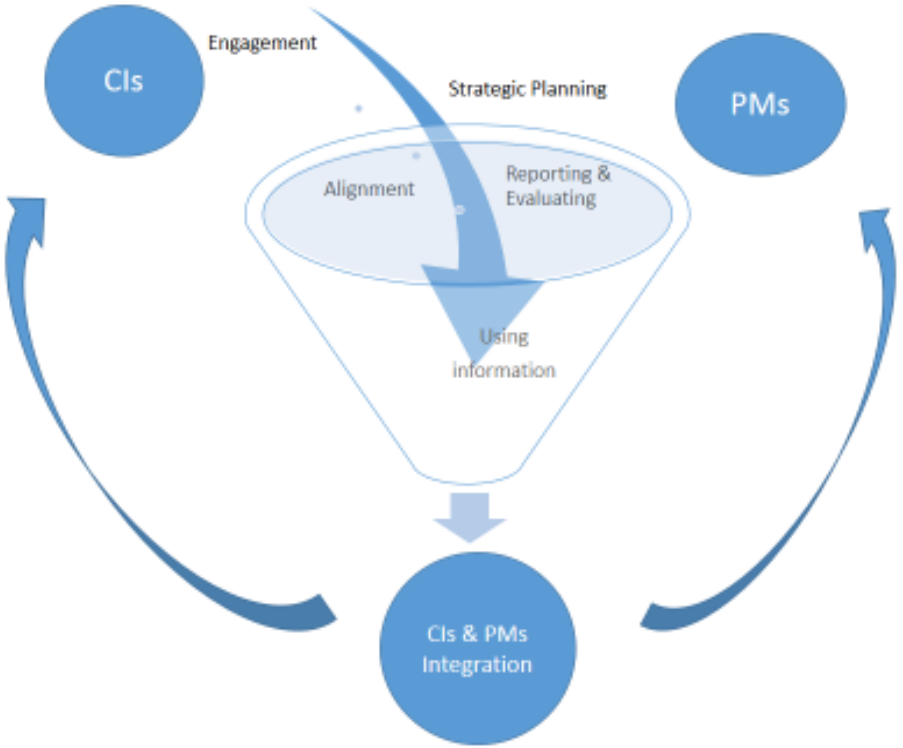
Some Definitions

- Community indicators (CI) refer to quantitative community-level data that are used to represent and assess the achievement of goals and aspirations of citizens. These are “high level” measures; examples include:
  - Crimes reported
  - High school graduation rates
  - Prevalence of obesity among teens
  - Percent housing affordability

Some Definitions

- Performance measurement (PM) is the ongoing monitoring and analysis of quantitative data with regard to a program or service performance. Examples include:
  - Inputs - resources, constraints, demands
  - Outputs - product/services delivered/completed
  - Outcomes - changes in:
    - Knowledge and Understanding
    - Attitudes and Beliefs
    - Skills and Capabilities
    - Aspirations and Expectations
    - Behaviors and Practices

Ideal CI-PM Integration



Some Differences and Initial Challenges

	Primary Outcome Focus	
User Focus	*Proximal Outcomes*	*Distal Outcomes*
Program Managers	Performance Measurement	
Citizens & Others		Community Indicator Projects

Source: de Lancer Julnes, Patria (2013). Citizen-driven performance measurement: opportunities for evaluator collaboration in support of the new governance, New Directions in Evaluation Spring : p. 81-92

Are There Examples Of Integration?

- According to the Community Indicators Consortium, there are examples.

Examples

Organization	Location
Auditor's Office	King County, WA
Truckee Meadows Tomorrow	Reno, NV
Jacksonville Community Council Inc.	Jacksonville, FL
Executive Office of Performance Strategy and Budget	King County, WA
City of Albuquerque	Albuquerque, NM
Council on Virginia's Future	Richmond, VA
Children's Services Council of Broward County	Florida
The Division of Citywide Planning and Design	City of Calgary, Alberta, Canada
The Office of Sustainability	City of Calgary, Alberta, Canada

Is Integration Working?

- Some encouraging news:
  - Most attempts at integration are still going on in some form.
  - Thought the information from these systems gets used primarily for reporting out, in some cases helps to inform budget decisions .
  - Some of the impacts of the integration include greater trust and credibility, change of behavior within agencies involved, and changes in service delivery.

What Can Evaluators Contribute to Improve CI-PM Integration Efforts?

- Efforts to integrate program-level performance measures with community-level indicators provide opportunities for evaluators to contribute by improving:
  - The engagement of citizens and other stakeholders;
  - The conceptualizing of program theories;
  - The understanding of the complexities of the systems that maintain public problems and the systems by which they are addressed.

Conclusion

- CI-PM integration is a dynamic process that promises improved decision-making in service of policies for building sustainable communities.

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THANK YOU FOR YOUR ATTENTION!

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