COMMUNITY RESULTS TOOLKIT: FROM COMMUNITY INDICATORS TO RESULTS

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Community Indicator Consortium Annual Meeting
College Park Maryland
November 16, 2012

TODAY'S PRESENTATION IN BRIEF

1. Sources of issues: community indicators and others
2. Getting on the right track: definitions, deep knowledge
3. Action planning: Who needs to be at the table and doing what?
4. Follow through: Accountability for action plans
5. Wrap up

QUICK STORY

County of 400,000 had a problem with high school drop out rate

Brought together county board, mayors and school superintendents

Worked in teams in school districts identified strategies for student retention with incentives

Gathered to go over data and problem solve for better results

SOURCES FOR ISSUES

Vision: Implementing a community vision

Strategy: Carve out a piece of strategy to implement

Indicator: Taking action to move the needle on an important indicator

Public voice: Take action to respond to publicly expressed concerns

Polling: Respond to priorities in polls results in a community

GETTING ON THE RIGHT TRACK

Definition of the issue

Issue versus topic

What do we really know about an issue versus what we think we know about an issue? Beware conventional wisdom

DEFINING AN ISSUE

Pick and carefully frame the issue: definition(s), core drivers, what we know about causes and interventions that work

Example: "war on drugs" versus "demand for mood altering substances"

Underlying assumptions drive us to pick interventions so important to consider carefully up front

ISSUES: COMMUNITY INDICATORS

Aspirational versus "rock in shoe" goals ('exasperational' goals)

Vision as driver

Trackers of community well being

Link to public budget investments

Oregon Benchmarks, JCCI.org, Ventura County indicators, TMT

Community Indicator Consortium http://www.communityindicators.net/

# WHAT DO WE KNOW ABOUT AN ISSUE?

Definition of the issue: Get a common definition of the issue to be addressed – a crucial and often short changed step

How does the issue work? Program logic models, cause and effect charts -- Generating a commonly held map of an issue with key driving components and relationships

What works? Use interventions that are evidence-based intervention: Map an issue in terms of drivers and interventions that work

DEEP KNOWLEDGE OF AN ISSUE
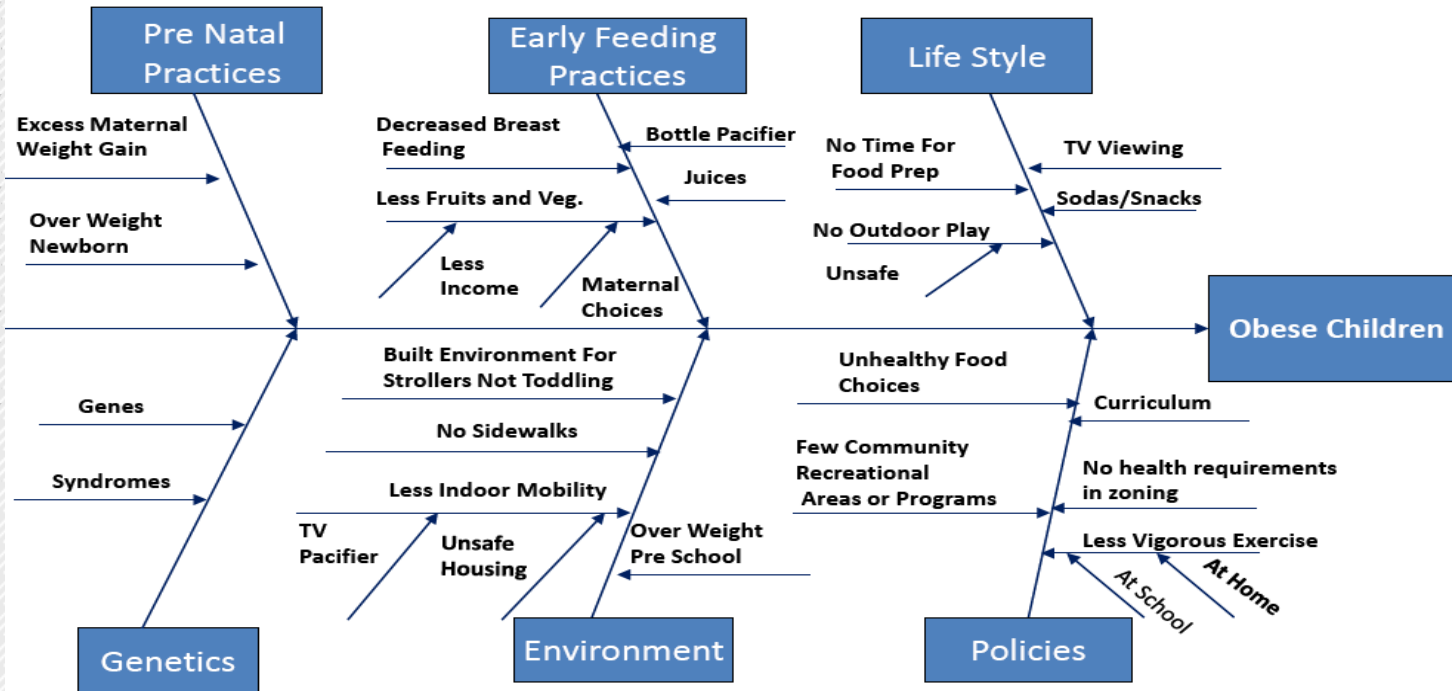
Childhood Obesity: Fishbone Diagram "Causal Map"

(Source: Public Health Foundation)

Results That Matter Team (www.RTMteam.net)

USE EVIDENCE-BASED INTERVENTIONS

Once you have selected an issue, defined it and acquire as best you can "deep knowledge" on it, then question is what do you choose to do about it

Interventions with proven impact and understood in broader context

Evidence-based management, medicine, demonstrated outcomes for practices

Establish knowledge partners for interventions

DEEP KNOWLEDGE EXAMPLES

Fire: London fire deaths challenge and the usual responses – Charles Leadbeater author of *We Think* and *Bridget's Diary*

Homelessness: More shelter beds, more human services staff or permanent housing first?

Know the "cause and effect" map

Know the community

Know the actors

Low cost, sustainable interventions

4 ACTION PLANNING

Who needs to be at the table?

Which action plans are needed and likely to succeed?

Evidence-based practice

ENGAGING COMMUNITY RESIDENTS

Results That Matter, argued that "effective community governance" involves citizens as active partners in a variety of roles

Community results compacts can reinforce and "close the deal" on effective community governance

RESIDENT AS VISION BUILDER

Vision is often a foundation for other roles

Can energize community members to volunteer and get engaged

Can build legitimacy

Can smooth future progress in addressing an issue

Follow up on community vision to implementation: community indicators and community results compacts

IMPLEMENTING VISION

Implement an existing community vision or action to improve selected community indicators

May need to sharpen the vision or indicators as part of the compact development process

RESIDENTS AS CO-PRODUCERS

Partners in crime reduction, to literacy and school success, to clean streets, to homeland security

Focus on vision, performance outcomes and partners who can help bring about the vision

Example: Recycling movement

Example: Saint Louis Park, Minnesota and building youth assets

SPECIFIC AND MEASURABLE ACTION PLANS

For each part of a strategy map, strategy-goals-action list – get a name of a person or organization that will commit to the action or actions needed

Put a timeframe on parts of the action

ACTORS ACCOUNTABLE FOR STEPS

Commit to regular public reporting of results achieved (or not)

Web-based and Web 2.0 tools can be used effectively

Clear eyed view of what has been achieved and what needs work

STRATEGY MAPS – INTEGRATE ACTIONS INTO A BIGGER PICTURE

The goal is to form a set of actions that are likely to produce the desired result

Tools to increase the chances of this include strategy maps, program logic, evidence-based management

Gather and hammer out an agreed upon map

WHAT IS A COMMUNITY RESULTS COMPACT?

An agreement in a community that involves:
- Selecting an issue
- Engages community residents in roles
- Carefully composed compact team
- Definition and understanding of issue
- Evidence-based interventions
- Measurable action plans
- Performance measurement
- Public accountability and problem solving

COMMUNITY RESULTS COMPACTS

Citizens as Partners -- Engaged community residents: In a variety of roles from vision building, working on definitions, reviewing and building program logic, working on action plan implementation and reviewing results and problem solving for better outcomes

Important Issue -- Vision: Often driven by or linked to a vision and community indicators

Metrics: Strong use of performance metrics or measurement and of sound use of what we know about an issue and how to address it (e.g. school readiness for low-income preschoolers)

Evidence-Based Interventions: Use logic maps, strategy maps, synthesis of relevant knowledge

Involve Right Actors: Involve a necessary and sufficient set of actors in process – beyond the "usual suspects"

Specific Action Plan: Performance related agreement on plan of action with actors identified for each component

Public Accountability: Joint accountability and problem solving around performance data

WHICH ISSUES ARE SUITABLE FOR COMPACTS?

For many important issues, we need to partner with a variety of actors to assure good outcomes

Where we need to get multiple actors in a community to work effectively together to produce the desirable outcome

Examples: childhood obesity, school readiness and success, "green" environmental sustainability, successful youth, local homeland security preparedness

The list of issues is growing rapidly

COMPOSING A COMPACT TEAM

Compose the compact team to include general and specialized skill sets

Engage residents in a number of active roles to support the effort

Employ support services and supportive low cost technology to support efforts

HEAC - CALIFORNIA
HTTP://WWW.HEALTHYEATINGACTIVECOMMUNITIES.ORG/

HEAC

Healthy Eating, Active Communities (HEAC) models a comprehensive approach to obesity prevention that is place-based.

HEAC works to prevent childhood obesity by changing the environments children inhabit, so that these environments encourage healthy choices.

To achieve lasting change, HEAC focuses on improving policies and institutional practices.

And to ensure changes that work on the ground, HEAC pursues these goals through fostering partnerships within local communities, and through linking the local work to statewide and national efforts.

FOLLOW THROUGH

INDICATOR TRACKING IS A CORE ELEMENT

Consider metrics as part of the action plan

What indicators of success do we need to track?

Consider what makes a good measure, appropriate monitoring frequency, availability of information, Status, drivers and interventions

ACCOUNTABILITY FOR MEASURED RESULTS

Consider which performance drivers each compact partner has some control over, and can be held accountable for

Performance drivers are leading indicators

Set specific targets for each partner's performance drivers

If we each move our performance drivers, together we'll move the needle on the community outcome

PUBLIC ACCOUNTABILITY AND IMPROVEMENT ACTIVITIES

Public reporting of community results compacts information

Forum for reporting may vary from periodic public meetings, website, working groups

Based on performance information what have we learned and what can we do to increase the chance for successful outcomes?

WRAP UP

Carefully define the issue and get deep knowledge

Engaging community residents in multiple roles

Causal diagrams to diagnose and point to solutions

Evidence-based practices to get results

Strategy maps to structure the community response and facilitate communications

Performance measures of drivers and outcomes

Detailed action plans to add discipline to the strategy and action team

Community results compacts for accountability and improvement

P.M

PUBLIC MANAGEMENT

HARNESSING
POWER
THE
OF COMMUNITY
COLLABORATIONS

USE **SEVEN TOOLS** TO GET RESULTS

ADVANCING PROFESSIONAL LOCAL GOVERNMENT MANAGEMENT WORLDWIDE

ICMA

RESOURCES

Thank you to Truckee Meadows Tomorrow

Truckee Meadows Tomorrow. Quality of Life Compacts Workshop. www.rabbanitrust.org/papers2006/CommunityIndicators-Barthel.pdf

Several slides courtesy of **Results That Matter Team** (www.RTMteam.net) Paul Epstein (paul@RTMteam.net) 212-349-1719

Epstein, Wray, Coates and Swain. **Results that Matter: Improving Communities by Engaging Citizens, Measuring Performance, and Getting Things Done**

THANK YOU!

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