



Community Balanced Scorecard & Effective Community Governance: Part 2

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www.sam-lg.org

Today's Webinar

- Review Key Concepts: Effective Community Governance and Balanced Scorecards
- Community Balanced Scorecard Concepts with Examples and Basic Requirements
- *Detailed Example* including Citizen Roles & “Cascaded Scorecards” to Align Participating Organizations
- Communication & Feedback for Transparency, Accountability, & Community Learning
- Selected Resources
- Questions and Answers

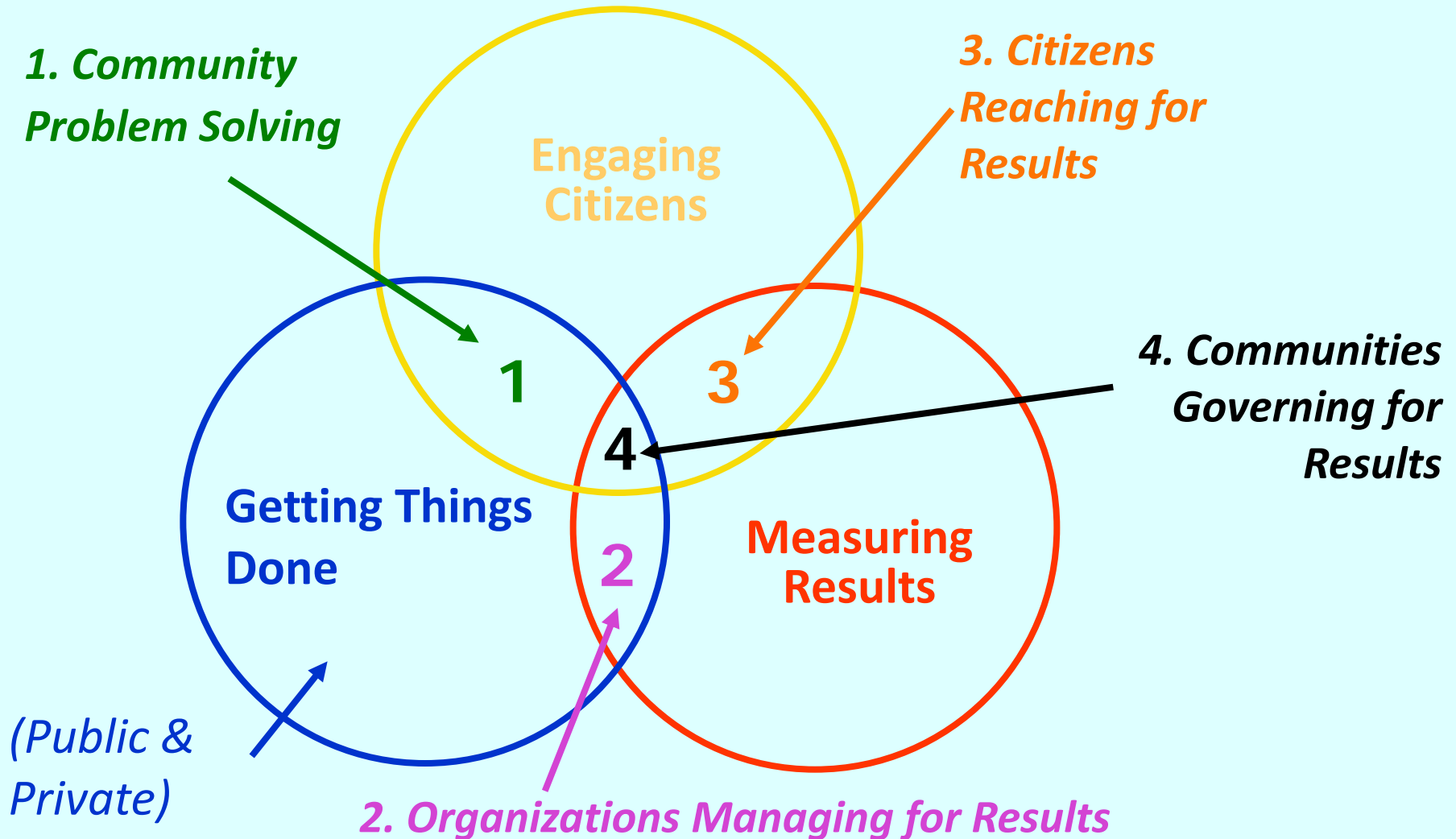
Community Balanced Scorecard

- Combines the results-focused community building power of *Effective Community Governance* with the strategy alignment of *Balanced Scorecards*
 - Pulls the community together around common outcomes desired by citizens
 - Brings together decision makers and leverages assets from all sectors for shared results
 - Aligns key community collaborators behind a common strategy for faster, measurable results
 - Creates mutual accountability for results
- Used to address many important issues in communities and regions that cannot be resolved by one organization or sector.

Effective Community Governance Model

from *Results that Matter* (Jossey-Bass, 2006)

Align 2 or 3 "Core Skills" to Get 4 "Advanced Governance Practices"



Effective Community Governance: Key Themes

- Robust citizen engagement in multiple roles
- Use of performance feedback in organizational or community decisions
- Linking desired results to resources and accountable people or organizations
- Strong collaborations

Main Citizen Roles

Government and nonprofit balanced scorecards tend to view citizens as service customers. That's important, but citizens play many other roles in communities

Citizens as:

- **Stakeholders:**
- **Advocates:**
- **Issue Framers:**
- **Evaluators:**
- **Collaborators:**

Key Variations of Three Roles:

- **Customers**
- **Owners**
- **Interested Parties**

- **Foundation Builders** (e.g., set a vision, strategic goals, long-term outcome indicators)
- **Agenda Setters** (e.g., identify issues to address, budget or policy priorities, service targets)
- **Problem Definers**
- **Solution Identifiers**

- **Compromisers**
- **Co-producers**
- **Asset Leveragers**

For a full presentation on citizen roles see <http://resultsthatmatter.net/w-p>

Organizational Contexts for the Balanced Scorecard

- Business organization
- Government organization
- Nonprofit organization
- **Community collaboration**

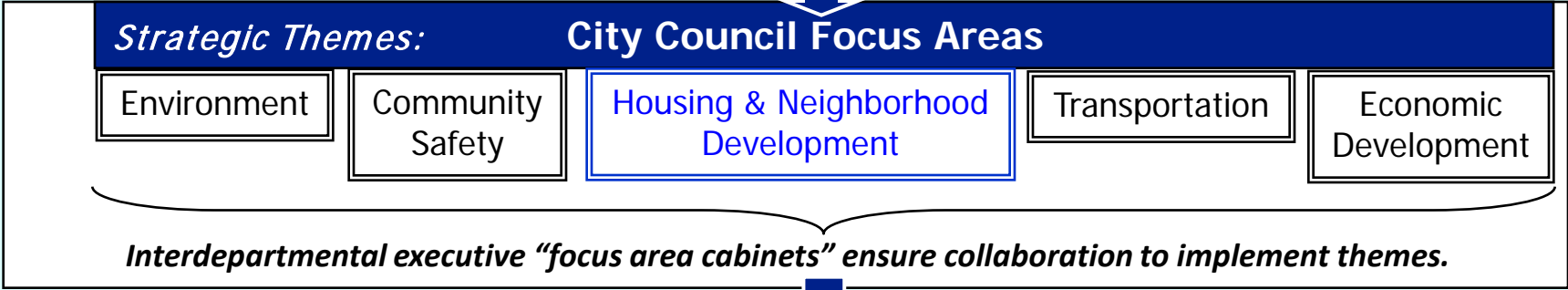
• *Perspectives & strategies differ, and ways to develop scorecards vary,*

• *But a **unified leadership** can still drive the vision, align the strategy, and build accountability for scorecards for ALL types of ORGANIZATIONS.*

The game changes dramatically for a community, with many leadership groups & accountability structures.

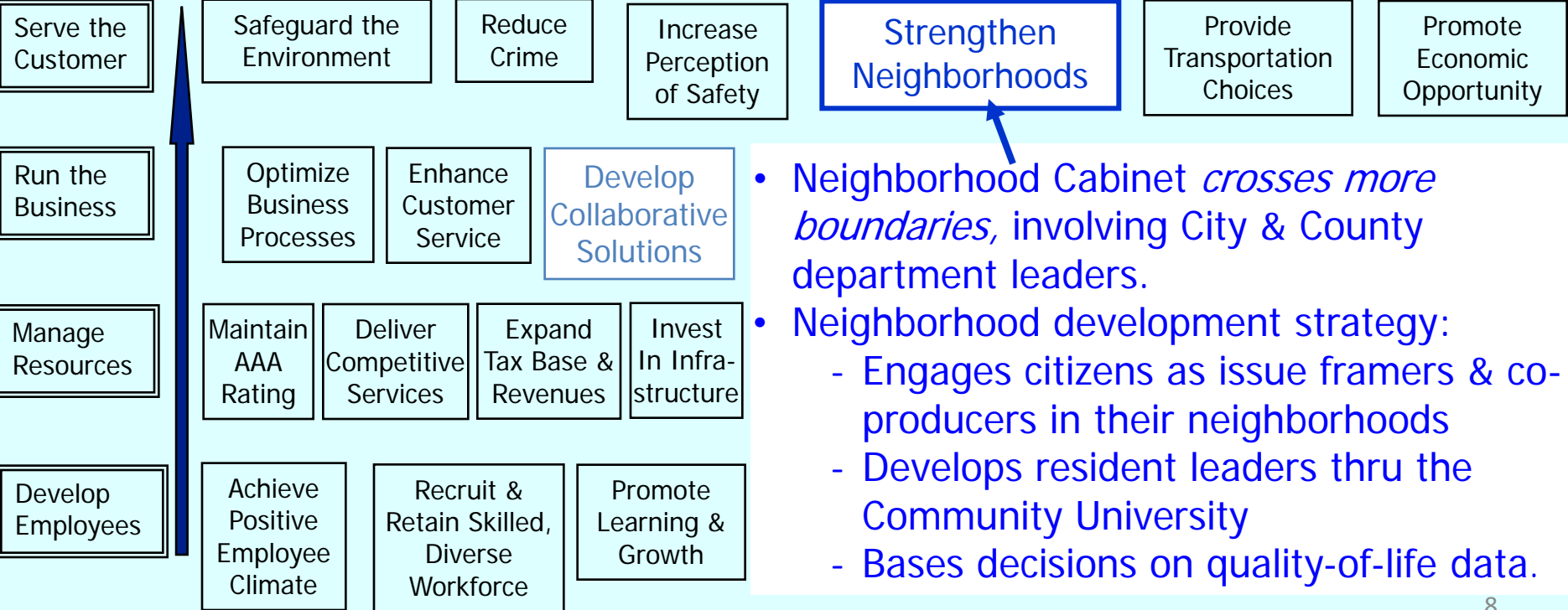
Real World Example that Comes Close: Charlotte Collaborative Balanced Scorecard Strategies
 Adapted from City of Charlotte, NC, Strategy Map

Vision: *Community of Choice for Living, Working, and Leisure*



Strategy: Charlotte "Corporate Scorecard" STRATEGIC OBJECTIVES

Perspectives



- Neighborhood Cabinet *crosses more boundaries*, involving City & County department leaders.
- Neighborhood development strategy:
 - Engages citizens as issue framers & co-producers in their neighborhoods
 - Develops resident leaders thru the Community University
 - Bases decisions on quality-of-life data.

Possible Community Balanced Scorecard: *Sample Strategy Map for LISC Sustainable Communities*

Used as
a Training
Tool by LISC

Vision: Healthy, Viable, Competitive, Sustainable Communities of Choice

Strategy: Sample STRATEGIC OBJECTIVES

(One theme highlighted in blue)

Quality of
Life
Outcomes

Variety of
Housing
Options

Family Income
and Wealth/
Regional
Job-producing
Economic Engine

Safe
Community
Free of Crime &
Violence

Educational
Achievement at
All Ages

Arts, Culture,
and
Physical
Amenities

Healthy
Environment &
Lifestyles
and Quality
Shopping

Projects &
Services

Community Planning
& Development
(Housing, Economic,
& more)

Quality
Neighborhood
Services

Caring
Social
Services

Good Schools
& Life Long
Learning
Opportunities

Technologically
Connected

Good Regional
and Local
Transportation
Including
Public Transit

Community
Governance
Processes

Residents
Influence
Decisions

Community
Collaborations

Define, Measure,
and Feedback
Results into
Decisions

Accountability
for Achieving
Results

Resources
Dedicated to
Results

Leadership &
Engagement

Nurture New
Resident
Leadership

Engage and Support
Residents in Multiple
Roles

Strong Local
Institutions

Expand Capital
Investment

A Community Balanced Scorecard with Perspectives Similar to Traditional Scorecards



Community Strategy Map

- Cause and effect diagram of strategic objectives from engaging citizens to getting desired results
- Pictures of the community strategies for achieving major community outcome themes
- Selection of high leverage, high buy-in interventions, with key collaborators on board
- Critical interventions for critical success factors

Community Balanced Scorecard Sample Strategy Map

Perspectives

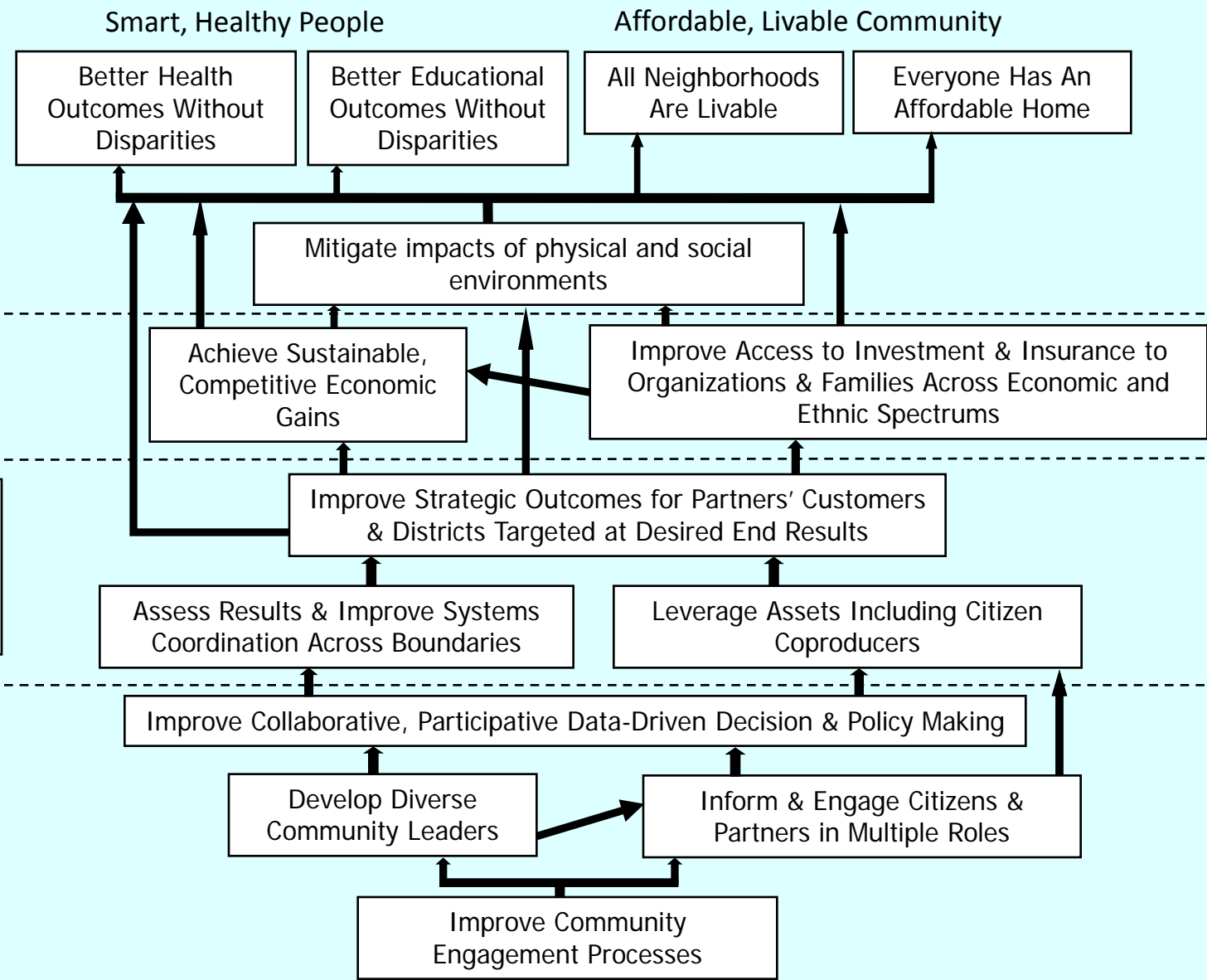
Community Priorities:
Desired End Results

Community Economy

Community Implementation:
Getting Things Done

Community Learning

Possible Strategic Objectives



Toward Community Balanced Scorecards

- Basic requirements to get started:
 - *At least 2 community partners, at least 1 an investor or implementer, at least 1 in touch with citizens*
- Optimum conditions for success:
 - *More partners, support citizens in multiple roles, mutually accountable collaborative relationships, decision makers engaged, data-driven decisions*
- Agreements among community partners to *clarify accountability* for implementation, and interim measurable results each is to achieve.

Truckee Meadows Tomorrow

“You make a difference. We measure it.”

Small civic group in Western Nevada that:

- Reports on regional quality of life
- Collaborates with citizens and organizations for tremendous leverage to improve the quality of life

Truckee Meadows Tomorrow:

- www.quality-of-life.org and Chapter 5 of *Results That Matter*, also:

<http://www.resultsthatmatter.net/site/model/truckeemeadows.php>

http://www.resultsthatmatter.net/site/model/tmt_summer.php

Truckee Meadows Tomorrow

- TMT emerged from a public-private initiative to develop [Quality of Life indicators](#) in 1991-93 with:
 - 1,100 citizens engaged as **stakeholders** answering surveys
 - 2,000 citizens engaged as **issue framers** in a variety of deliberative forums
- In 1998 and 2005-06, indicators revised through consultation with user groups and citizens
- *Community Well Being* reports on regional quality of life issued since 1994 put TMT member volunteers in role of **evaluator**
- [Adopt an Indicator](#): Citizens take ownership of specific indicators to initiate and maintain volunteer efforts
 - TMT member-volunteers are citizen **advocates**
 - Indicator adopters are citizen **collaborators (coproducers)**
- TMT members take a positive approach to advocacy, **celebrating role players' contributions** through “Accentuate the Positive” events, awards, receptions, use of media.

Truckee Meadows Tomorrow: Quality of Life Compacts

- Written agreements between TMT and one or more partner organizations in the region (government, nonprofit, or business) who are implementers or investors.
- Specify priority Quality of Life outcomes the partner organizations will contribute to improving.
- Specify goals, action initiatives, and measures the partner organizations will be accountable for.

Community Balanced Scorecard Precursor

- TMT’s [Quality of Life Indicators](#) and [Quality of Life Compacts](#) come close to a Community Balanced Scorecard
- “Leading” compact measures assumed to influence “lagging” TMT Quality of Life Indicators.
- What might the perspectives and a strategy map look like if TMT and its compact partners used a *Community Balanced Scorecard*?
 1. Community Priorities
 2. Community Economy
 3. Community Implementation
 4. Community Learning



Truckee Meadows Tomorrow: Perspective 1: Community Priorities

Strategic Objectives: The 6 Categories of TMT's Community Well-Being Report

Economic
Vitality &
Culture

Education
& Lifelong
Learning

Health &
Wellness

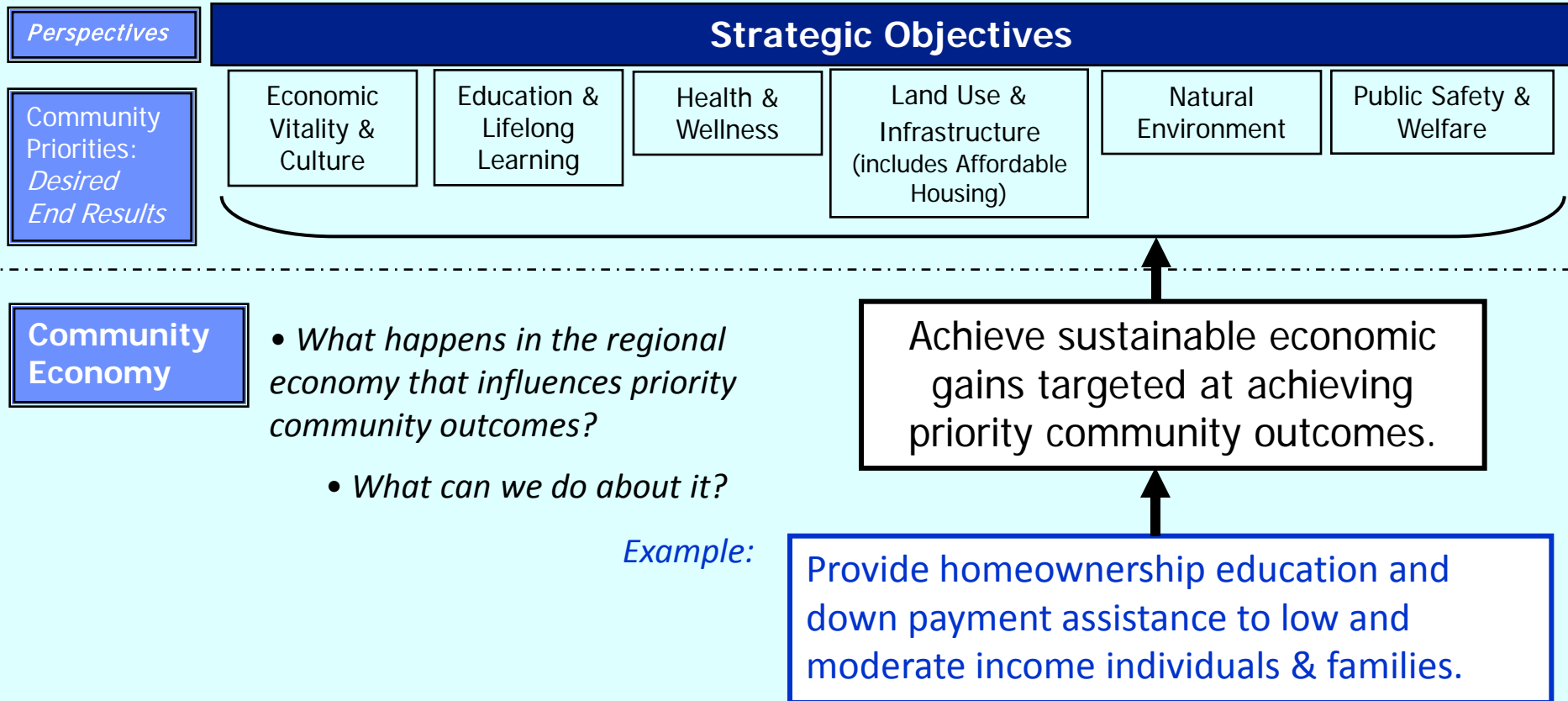
Land Use &
Infrastructure
(includes
Affordable
Housing)

Natural
Environment

Public
Safety &
Welfare

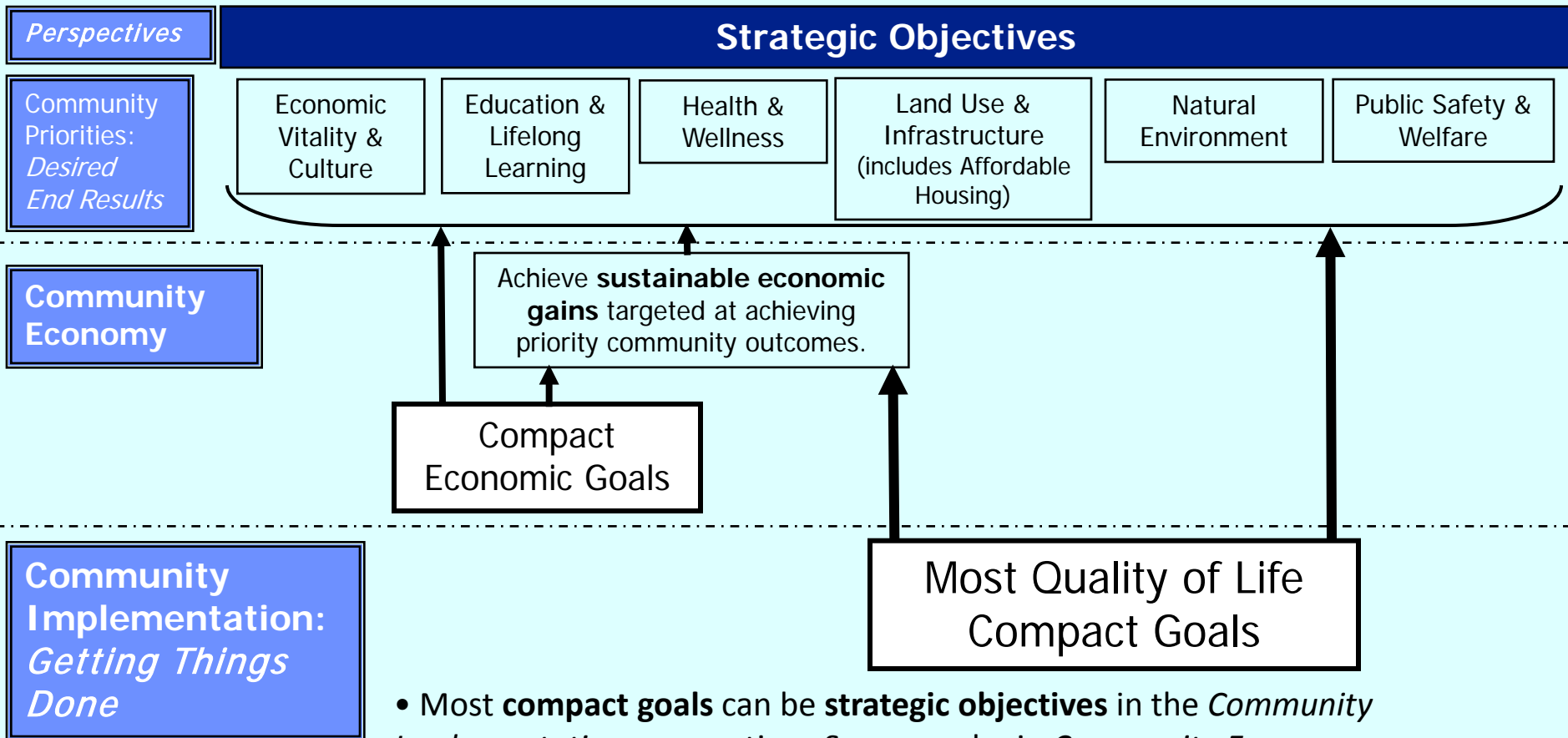
- TMT's six quality of life categories provide the basis for strategic objectives for this perspective of a community balanced scorecard.
- These priorities were derived from consensus building processes engaging citizens and organizations in the region on important desired results.
- Community processes also defined *Quality of Life Indicators* for each priority to provide ways to measure desired outcomes ("lagging indicators").
- In extending the experience to a Community Balanced Scorecard, community partners would assume *joint accountability* for jointly produced outcomes.

Truckee Meadows Tomorrow: Perspective 2: Community Economy



From Affordable Housing Compact with Charles Schwab Bank & other partners

Truckee Meadows Tomorrow: Perspective 3: Community Implementation

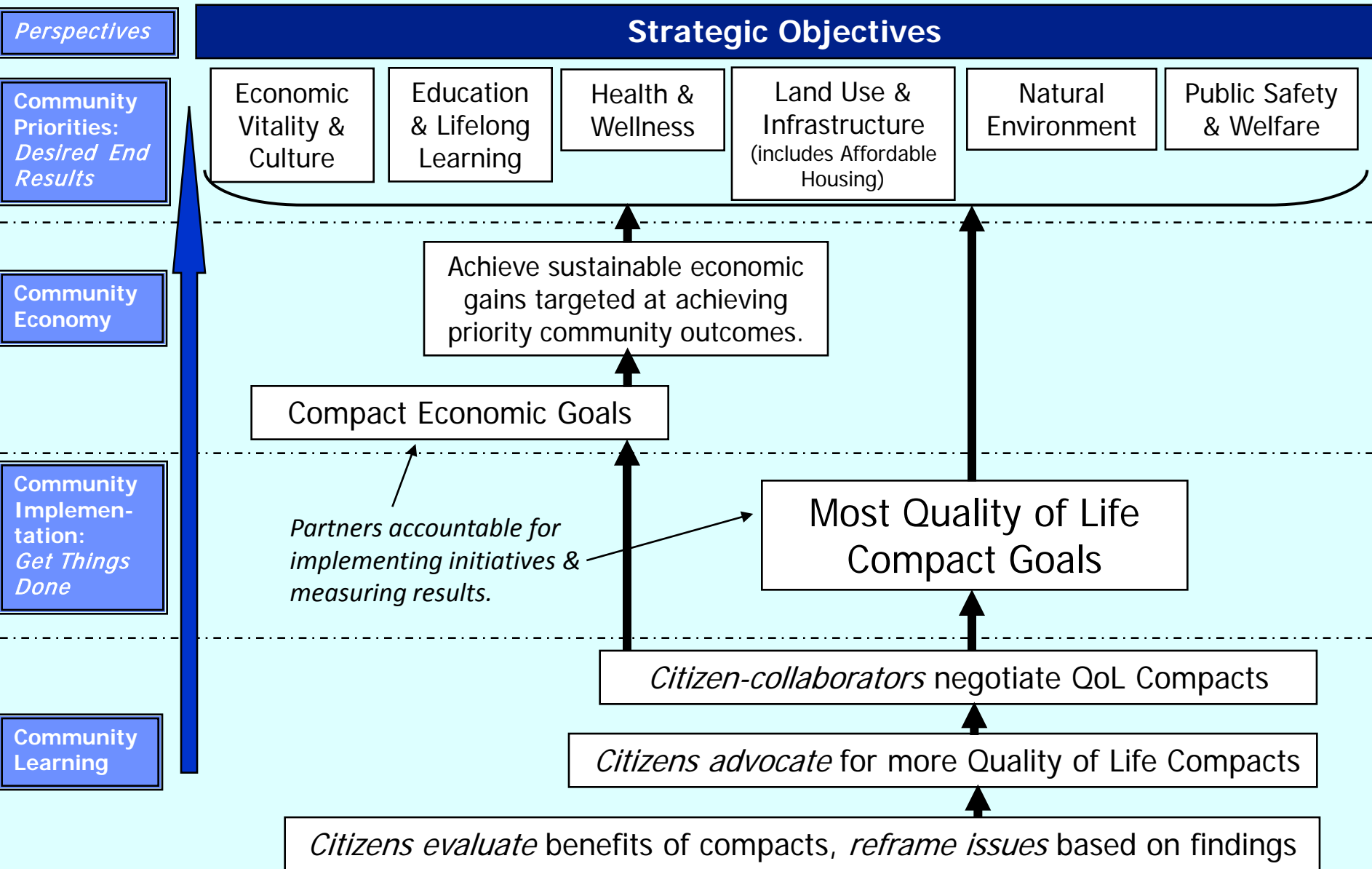


- Most **compact goals** can be **strategic objectives** in the *Community Implementation* perspective. Some can be in *Community Economy*.
 - Linked by cause-&-effect assumptions to community priorities.
- Compact **initiatives** and **measures** would populate these objectives.
 - Partners take *individual accountability for the initiatives & measures*.

Truckee Meadows Tomorrow: Perspective 4: Community Learning

- Citizens (TMT members) currently learn from past experience with compacts how to:
 - *Advocate* for new Quality of Life Compacts
 - *Collaborate* in negotiating new compacts.
- Potential future learning:
 - More thorough evaluation and review of compact benefits and practice to facilitate more effective practice in the future.
- Citizens would then also play:
 - *Evaluator* roles in determining compact benefits.
 - *Issue-framer* roles in reframing issues based on findings, improving compacts going forward.
 - Stronger *advocate* roles by using findings to encourage compacts with more partners.

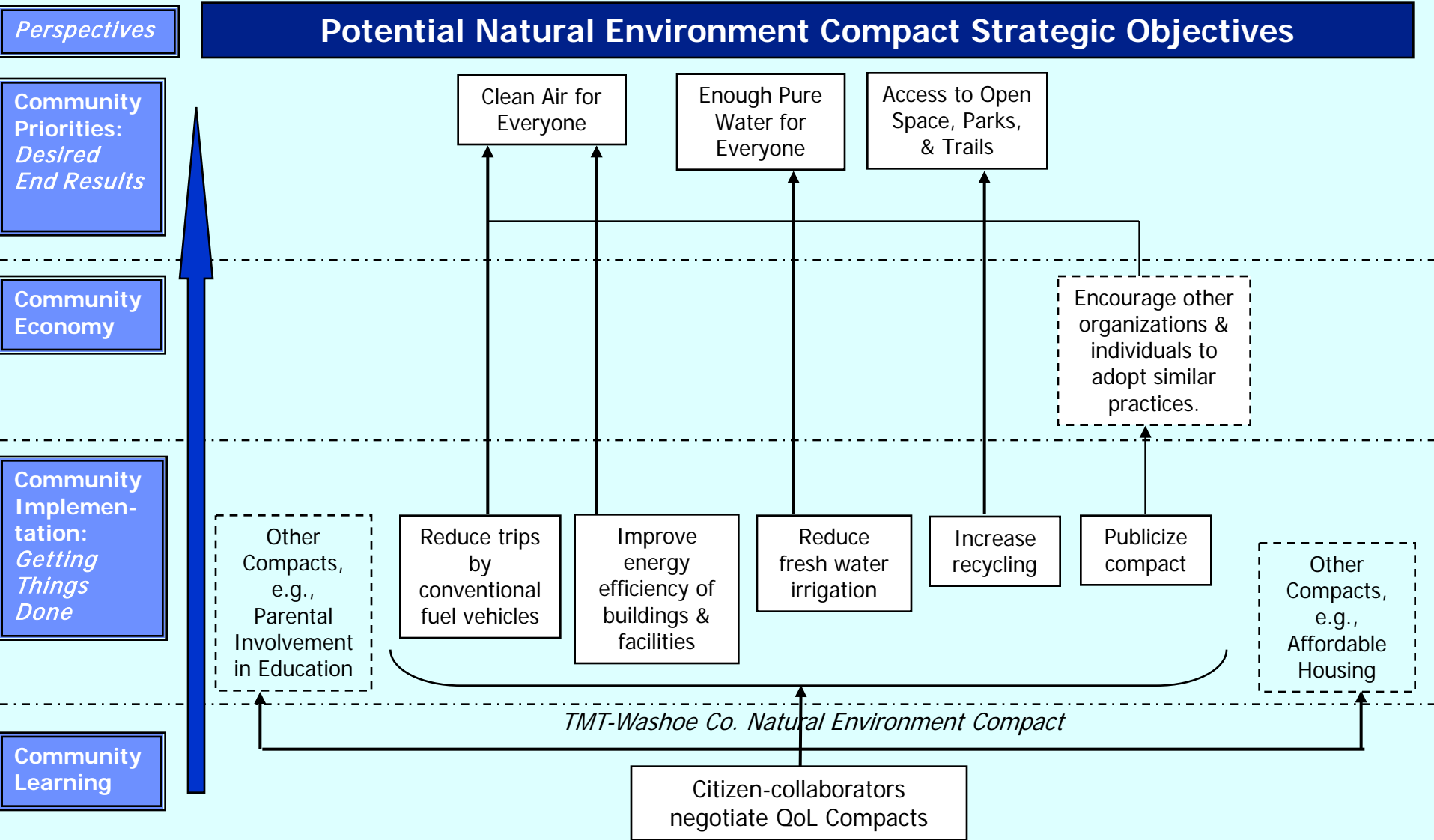
Potential Truckee Meadows Tomorrow *Strategy Map* for Quality of Life Compacts

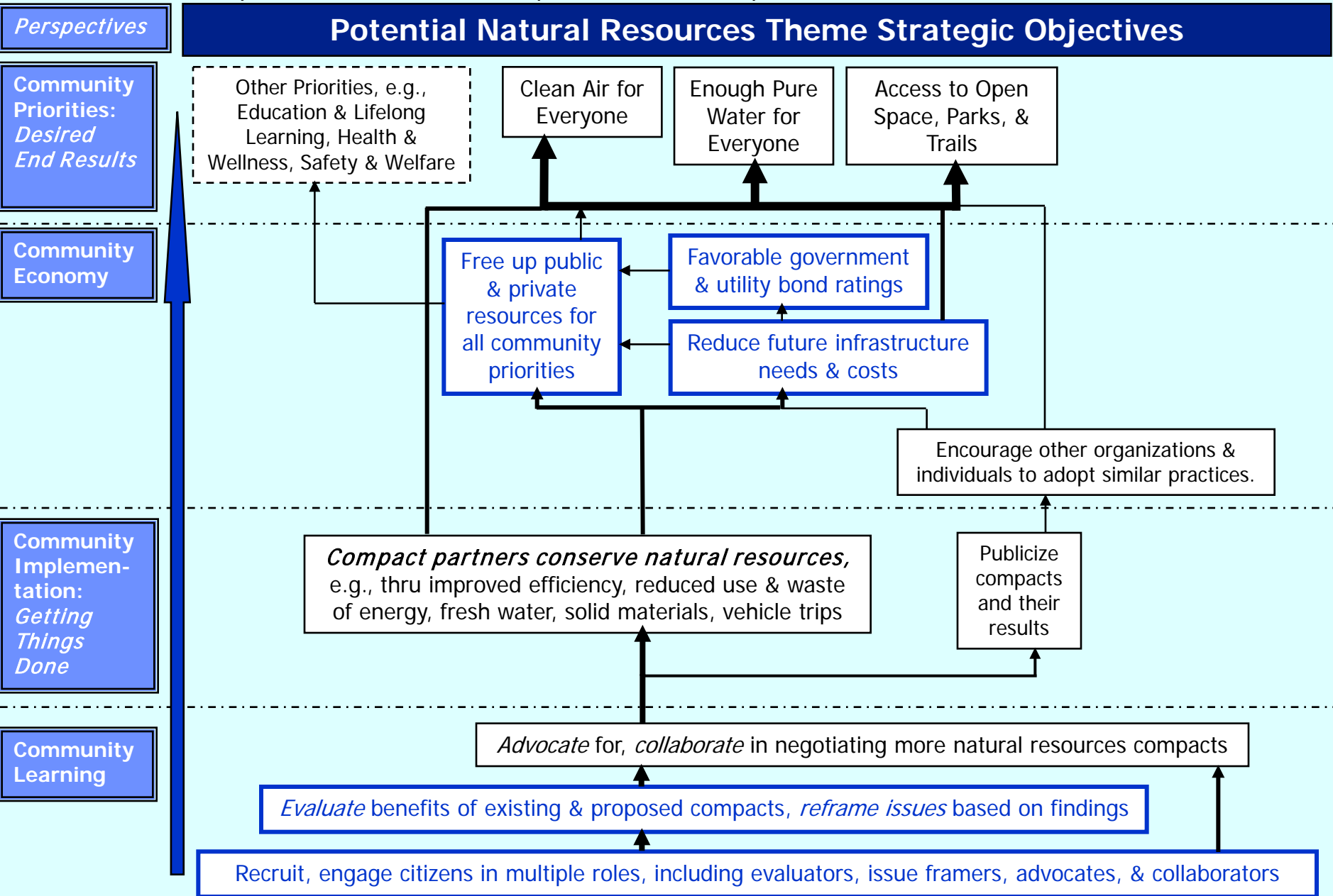


Truckee Meadows Tomorrow: Sample Strategy Maps Based on a Real QoL Compact

- How the 2001-2002 TMT-Washoe County Natural Environment Compact could look on a strategy map, as it was actually implemented.
- An expanded version of the strategy map for a potential broader Community Balanced Scorecard on a **“Natural Resources” *theme***.

TMT-Washoe Co. Natural Environment Compact, on a Strategy Map, as Implemented:





Potential Scenario of Community Balanced Scorecard on Natural Resource Conservation

Participating organizations:

- County and participating municipalities
- Power Company
- Community based organizations and schools
- Builders and Developers Association
- Chambers of Commerce
- Public-private Economic Development Agency
- Truckee Meadows Tomorrow

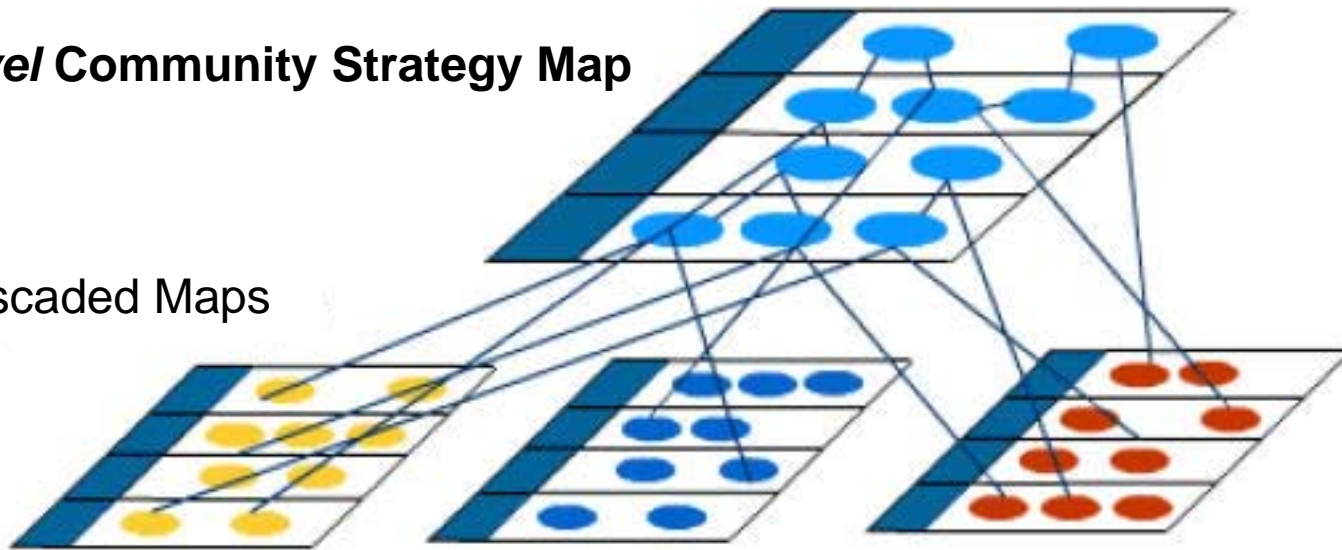
Mechanisms for Alignment, Transparency, Accountability, & Learning

- *Cascading the strategy map* among community organizations to strengthen alignment.
- *Communication plan for transparency* of how all partners do their part, and to assure *accountability*.
- *Feedback of results* and review by partners and citizens (playing several roles) for *community learning* to sharpen the strategy and how it is implemented.

Cascading a Community Strategy Map

Top Level Community Strategy Map

Cascaded Maps



Supporting Strategy Maps for Multiple Community Organizations

Potential Local Gov't Natural Resources Theme Strategic Objectives

Perspectives

Community Priorities: *Desired End Results*

Community Economy

Community Implementation: *Getting Things Done*

Community Learning

Other Priorities, e.g., Education & Lifelong Learning, Health & Wellness, Safety & Welfare

Clean Air for Everyone

Enough Pure Water for Everyone

Access to Open Space, Parks, & Trails

Free up public & private resources for all community priorities

Favorable government & utility bond ratings

Reduce future infrastructure needs & costs

Encourage other organizations & individuals to adopt similar practices.

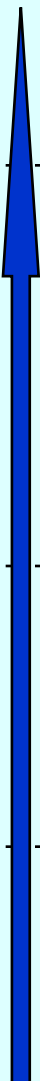
Conserve natural resources: air, water, energy, solid waste

Publicize compacts and their results

Advocate for, collaborate in negotiating more natural resources compacts

Evaluate benefits of existing & proposed compacts

Recruit, engage citizens in multiple roles with TMT



Potential Power Company Natural Resources Theme Strategic Objectives

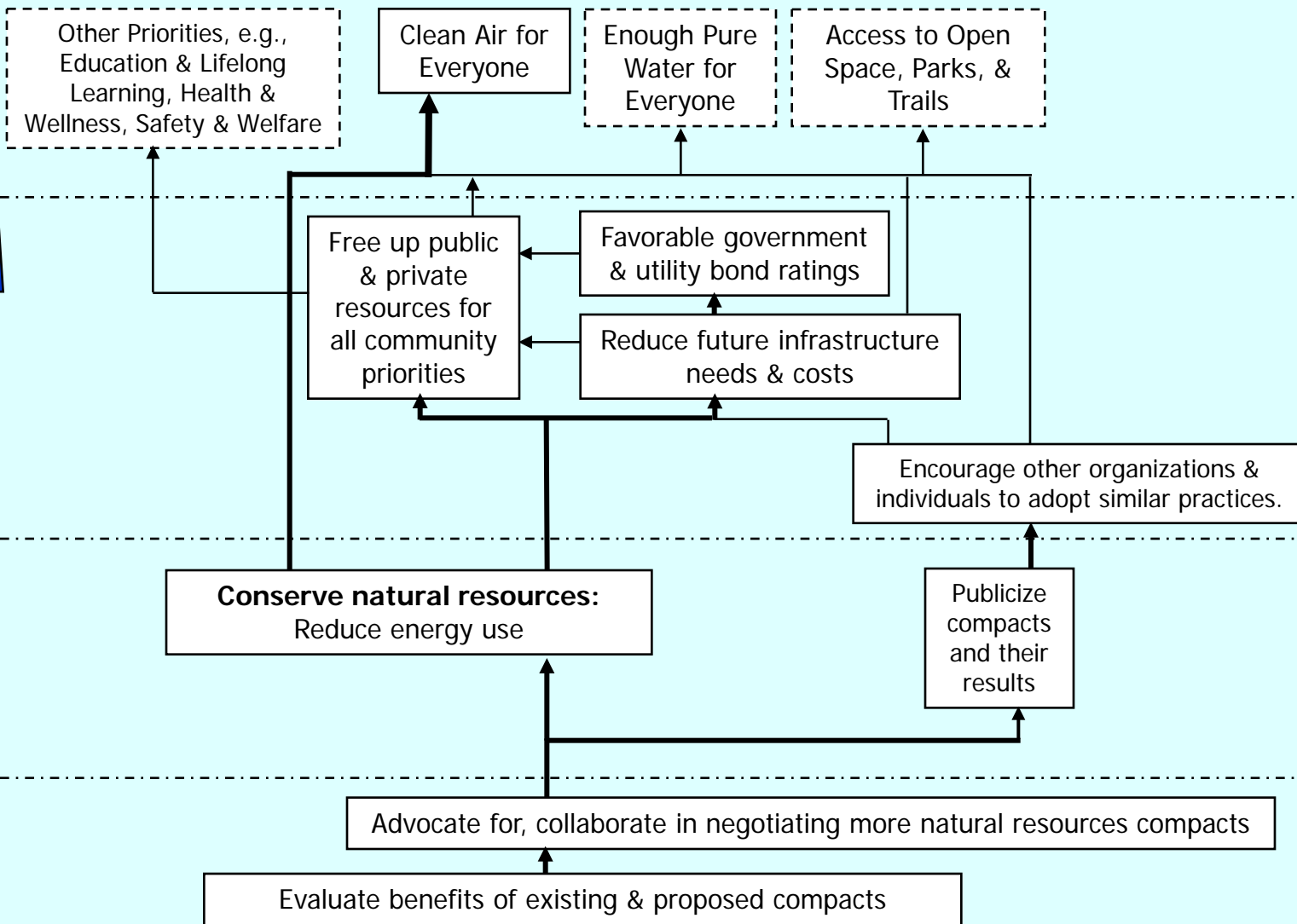
Perspectives

Community Priorities: *Desired End Results*

Community Economy

Community Implementation: *Getting Things Done*

Community Learning



Potential CBOs & Schools Natural Resources Theme Strategic Objectives

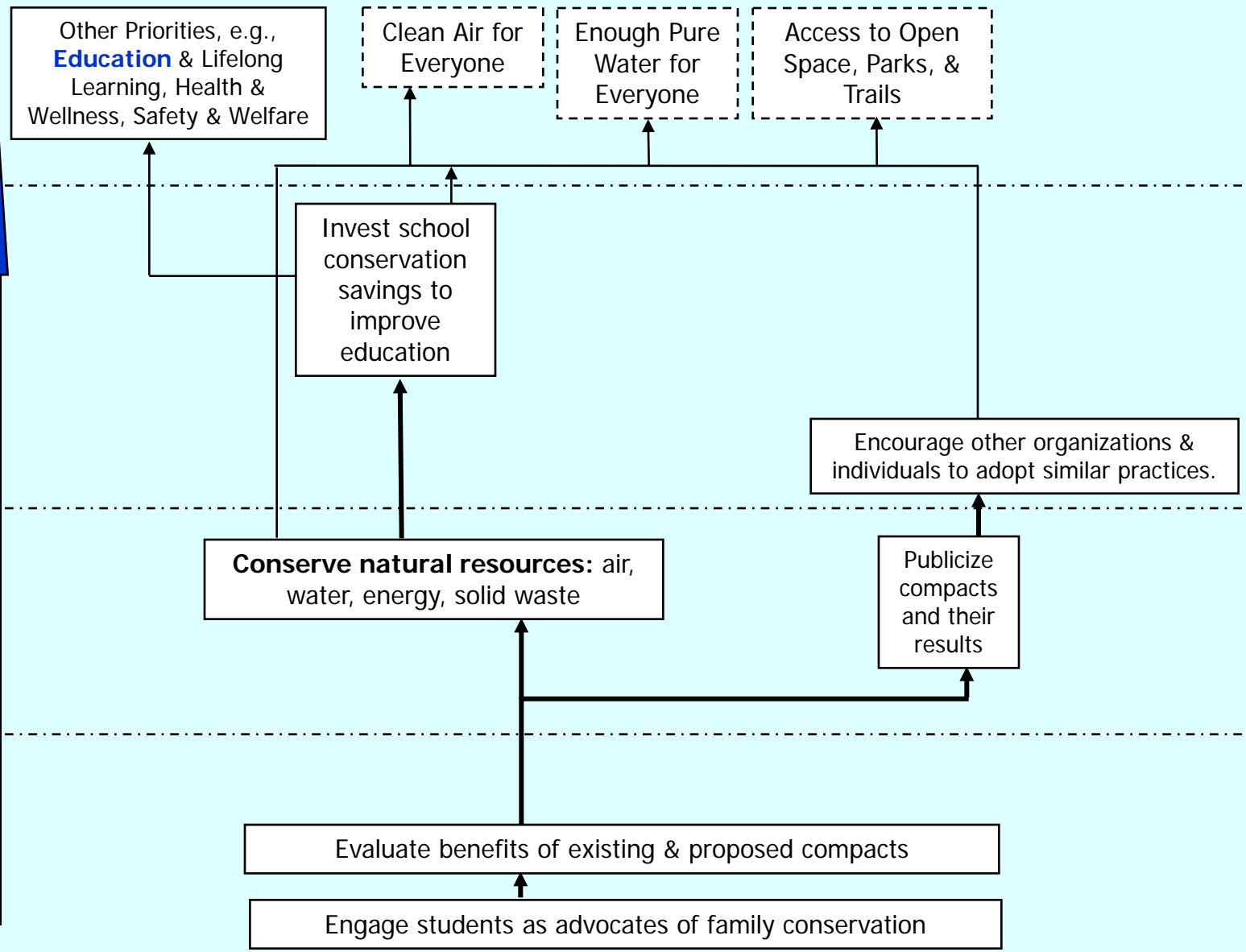
Perspectives

Community Priorities: *Desired End Results*

Community Economy

Community Implementation: *Getting Things Done*

Community Learning



Potential Builders & Developers Natural Resources Theme Strategic Objectives

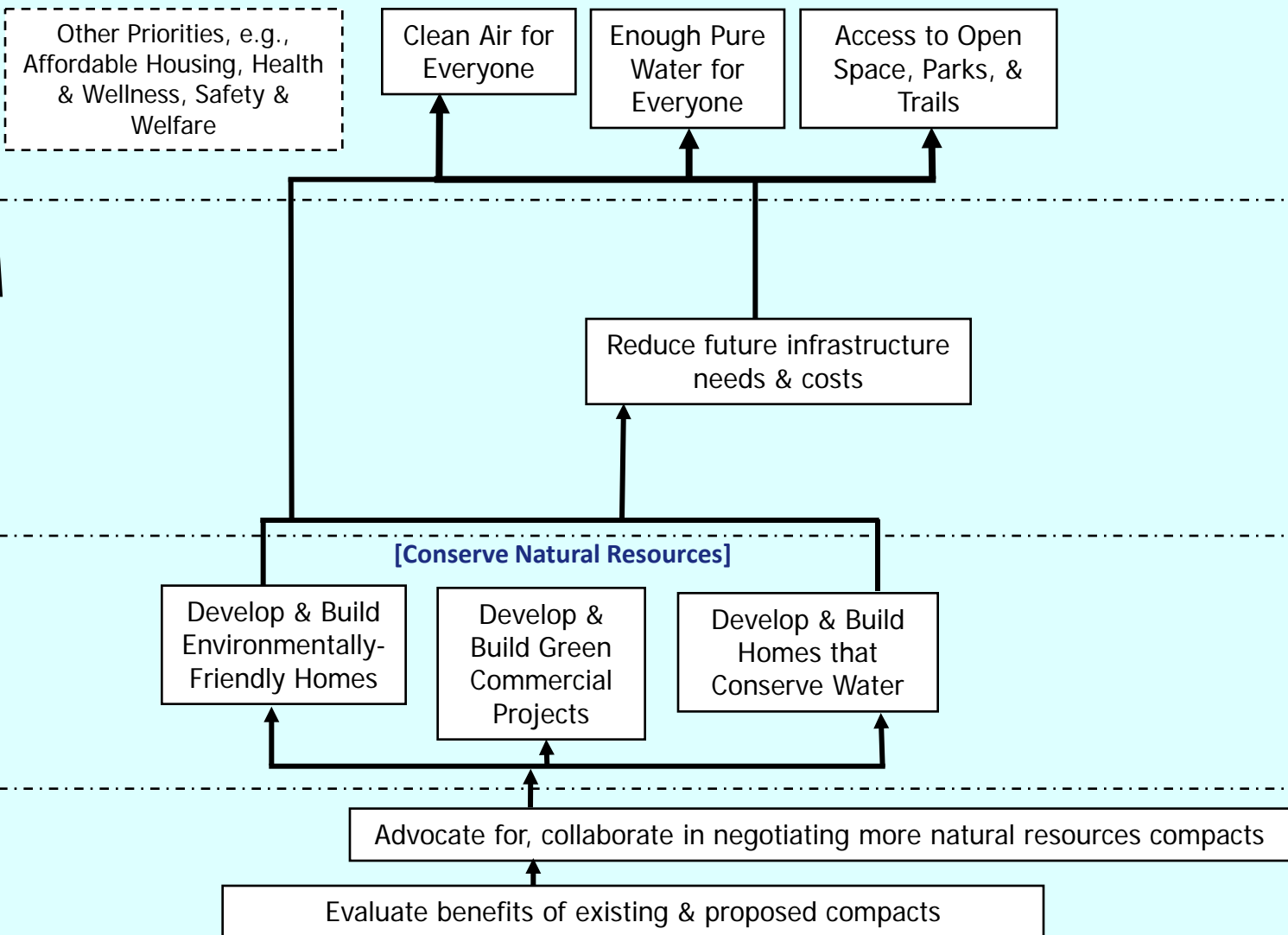
Perspectives

Community Priorities: *Desired End Results*

Community Economy

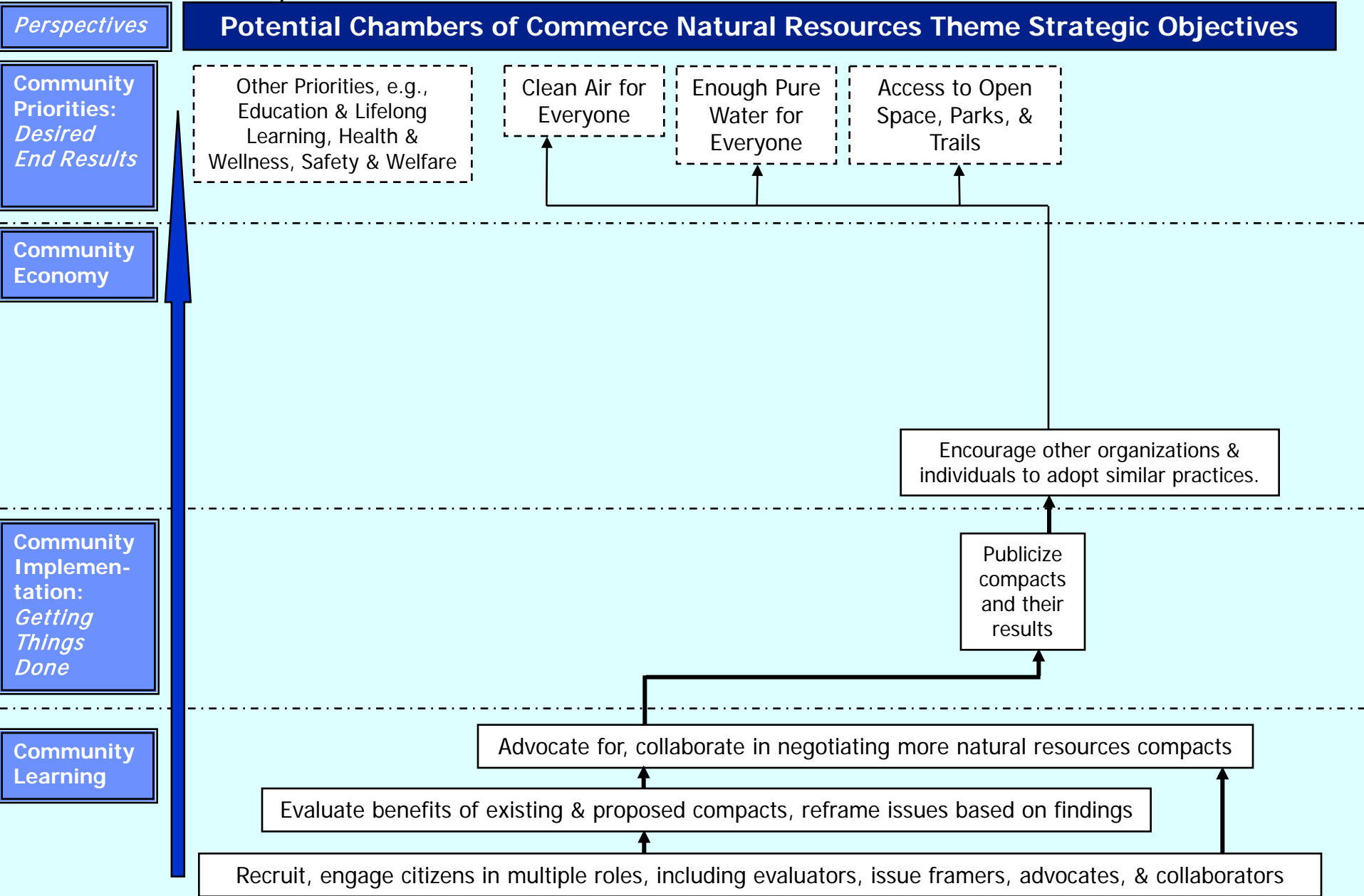
Community Implementation: *Getting Things Done*

Community Learning



Cascaded Community Balanced Scorecard: Chambers of Commerce

Potential Chambers of Commerce Natural Resources Theme Strategic Objectives



Potential EDA Natural Resources Theme Strategic Objectives

Perspectives

Community Priorities: *Desired End Results*

Community Economy

Community Implementation: *Getting Things Done*

Community Learning

Other Priorities, e.g., Education & Lifelong Learning, Health & Wellness, Safety & Welfare

Clean Air for Everyone

Enough Pure Water for Everyone

Access to Open Space, Parks, & Trails

Encourage other organizations & individuals to adopt similar practices.

Advocate for, collaborate in negotiating more natural resources compacts

Evaluate benefits of existing & proposed compacts, reframe issues based on findings

Potential TMT Natural Resources Theme Strategic Objectives

Perspectives

Community Priorities: *Desired End Results*

Community Economy

Community Implementation: *Getting Things Done*

Community Learning

Other Priorities, e.g., Education & Lifelong Learning, Health & Wellness, Safety & Welfare

Clean Air for Everyone

Enough Pure Water for Everyone

Access to Open Space, Parks, & Trails

TMT Reports Results

Encourage other organizations & individuals to adopt similar practices.

Publicize compacts and their results

Advocate for, collaborate in negotiating more natural resources compacts

Evaluate benefits of existing & proposed compacts, *reframe issues* based on findings

Recruit, engage citizens in multiple roles, including evaluators, issue framers, advocates, & collaborators



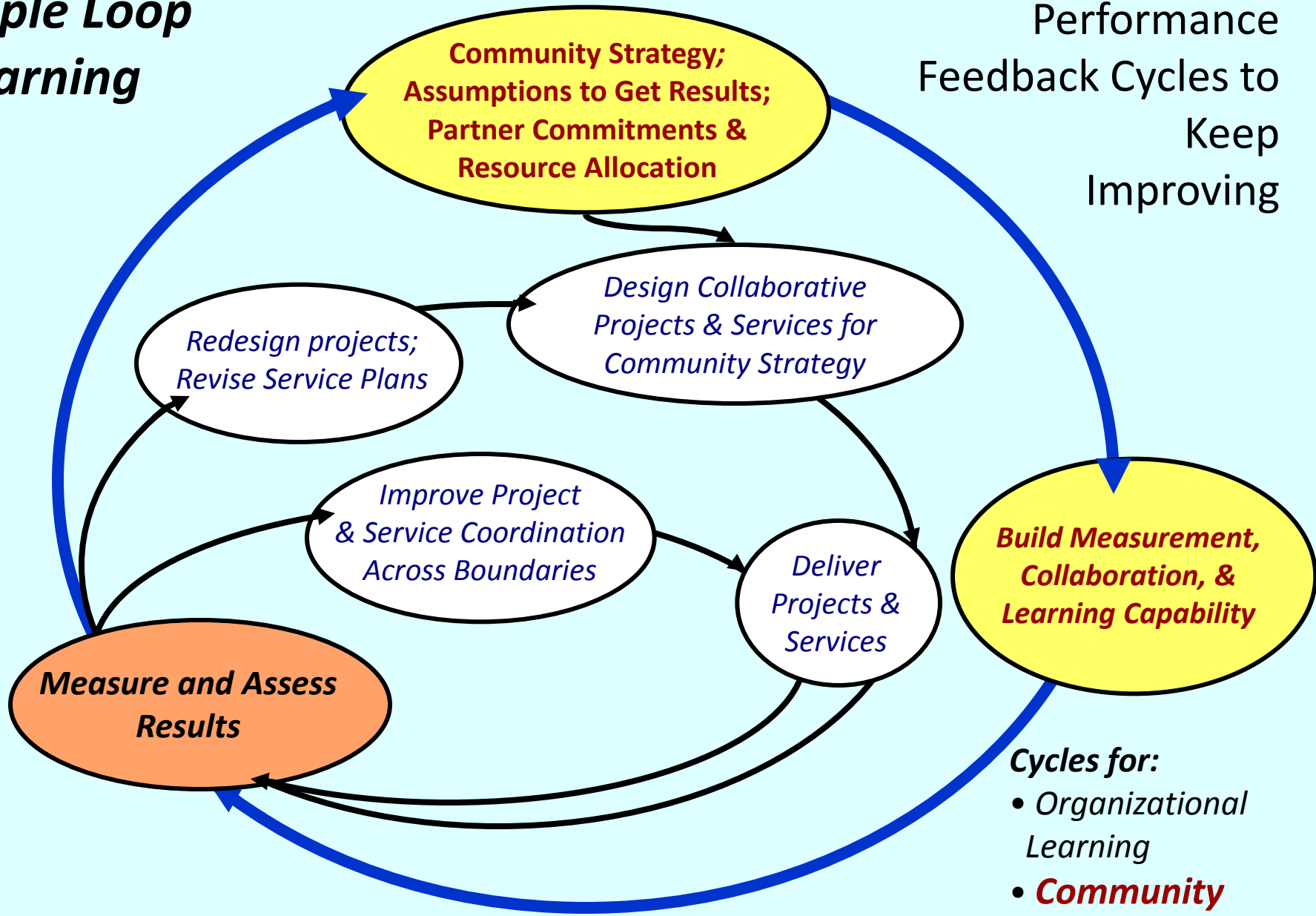
Natural Resources Community Balanced Scorecard Results

Joint Community Accountability	Now	In 10 Yrs	In 20 Yrs
Clean Air for Everyone	●	●	●
Enough Pure Water for Everyone	●	●	●
Access to Open Space, Parks, Trails	●	●	●

Specific Partner Accountability	Power Company	Builders & Dev. Assoc.	Chamb'rs of Comm.	CBOs & Schools	Local Gov'ts	EDA	TMT
Free up resources	●			●	●		
Favorable bond rating	●				●		
Reduce Future Infrastructure Costs	●	●			●		
Encourage others	●		●	●	●	●	●
Conserve natural resources	●	●		●	●		
Publicize compacts & results	●		●	●	●		●
Negotiate more compacts	●	●	●		●	●	●
Evaluate, reframe issues	●	●	●	●	●	●	●
Recruit, engage citizens			●	●	●		●

Triple Loop Learning

Performance
Feedback Cycles to
Keep
Improving



- Cycles for:**
- Organizational Learning
 - **Community Learning**

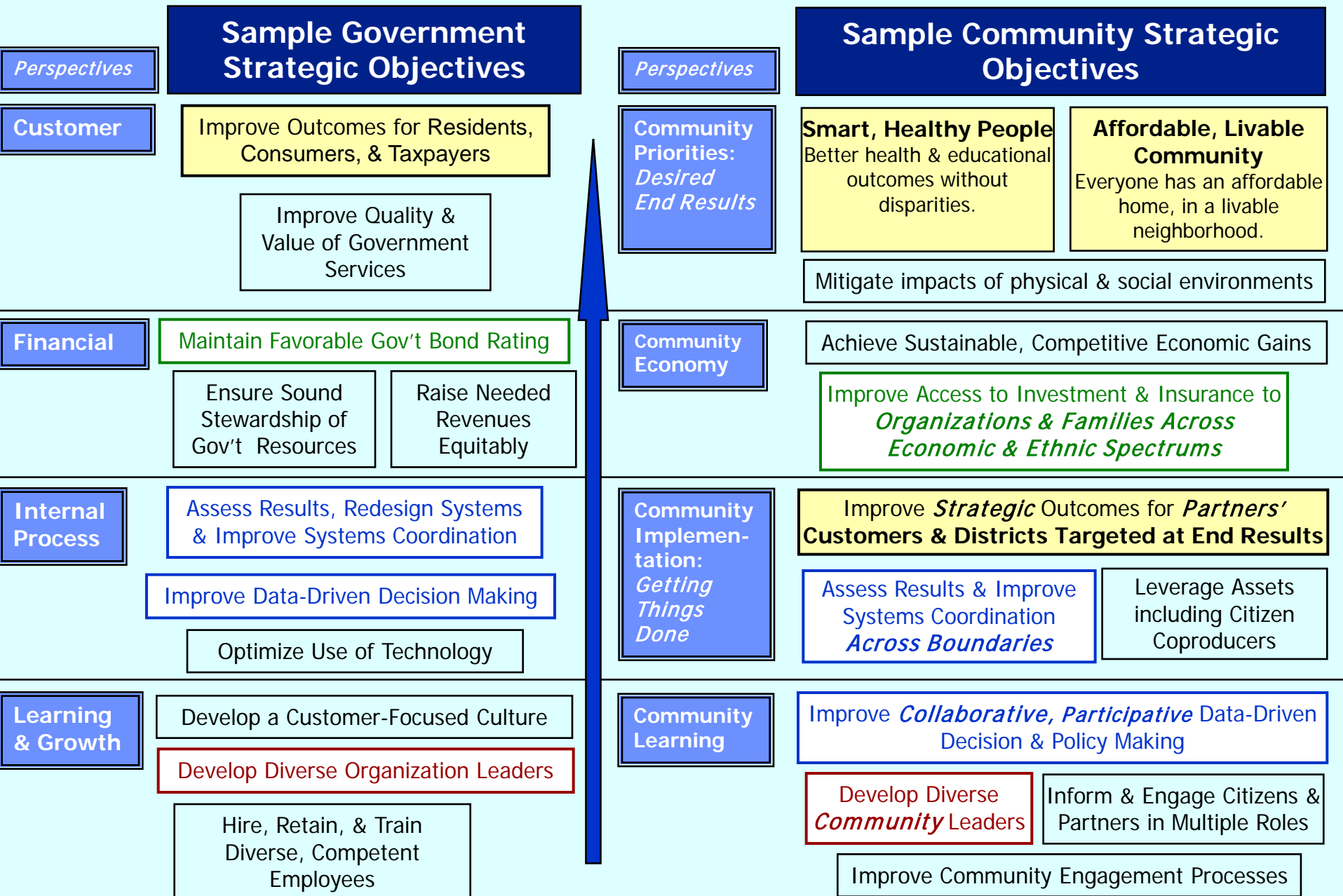
Collaborative Practices Essential

- Partners agree on shared purpose involving citizen-tested goals and outcomes all want to achieve.
- Decision makers are at the table whenever needed, in fact or by real delegation—no waiting to confirm agreements.
- Partners each commit to open communication and accountability for their own actions and measured results.
- Partners are accountable to each other and to the community.
- “Facilitative leadership” and “network leadership” styles more important than “command & control.”

Collaborative Community Learning

- Need commitment to “mutual learning approach” among partners and engaged citizens, e.g.:
 - Make differences among participants opportunities for learning, not win-lose situations:
 - Focus on interests, not positions
 - Combine advocacy and inquiry
 - Test assumptions (consistent with balanced scorecard) including hidden assumptions and inferences
 - Jointly define problems and design solutions
- Openly share information & review each others’ results to “close the loop” of community learning.

Differences from Typical Government Scorecard Strategy:



Community Balanced Scorecard: Next Steps

- Demonstrations in communities that combined Effective Community Governance and Community Balanced Scorecard tools: ***Partners Welcome***
- Identification of tools and tactics to increase the likelihood of successful applications and achieve results that matter for communities
- www.RTMteam.net

Selected Resources

On Effective Community Governance & Citizen Roles:

- Epstein, P., Wray, L., Coates, P. with D. Swain. *Results That Matter*. (San Francisco: Jossey-Bass, 2006)
- Effective Community Governance: www.effectivegovernance.com

On Balanced Scorecards:

- Niven, P. *Balanced Scorecard Step-By-Step for Government and Nonprofit Agencies*. (Hoboken, New Jersey: J. Wiley & Sons, 2003)

On Collaborative Practices:

- Crosby, B. & J. Bryson. *Leadership for the Common Good*. (San Francisco: Jossey-Bass, 2005)
- Goldsmith, S. & W. Eggers. *Governing by Network: The New Shape of the Public Sector*. (Washington, D.C.: Brookings Institution Press, 2004)
- Linden, R. *Working Across Boundaries*. (San Francisco: Jossey-Bass, 2002)
- Schuman, S. (Editor). *Creating a Culture of Collaboration: The International Association of Facilitators Handbook*. (San Francisco: Jossey-Bass, 2006)

Selected Resources (continued)

More Resources Related to Citizen Roles:

- Tools to Help Citizens as Stakeholders (Owners):
 - From the Governmental Accounting Standards Board (www.seagov.org):
 - Criteria to help governments prepare performance reports for citizens: *Special Report: Reporting Performance Information: Suggested Criteria for Effective Communication*. (August 2003).
 - Guide to help citizens understand and use public performance reports: *Government Service Efforts and Accomplishments Performance Reports: A Guide to Understanding*. (July 2005).
- To Help Citizens as Advocates & Issue Framers on Policy Issues:
 - Jacksonville Community Council Inc. (JCCI) Citizen Issue Study Process: <http://jcci.org/projects/studyprocess.aspx>
- Tools to Help Citizens as Issue Framers:
 - Best practices in community strategic planning: <http://www.cairf.org/research/bpstrategic.pdf>
 - Future Search interactive planning process: <http://www.futuresearch.net>
 - AmericaSpeaks “21st Century Town Meeting” for large-scale engagement of citizens on issues, planning, priority setting: <http://www.americaspeaks.org>

Selected Resources (continued)

More Resources Related to Citizen Roles (cont.):

- Tools to Help Citizens as Evaluators:
 - Manual on measuring effectiveness of nine common local public services: Hatry, H., et. al. *How Effective Are Your Community Services?* Third ed. (Washington, DC: Urban Institute and International City-County Management Association, 2006).
 - JCCI Articles and guidebook on conducting citizen-driven Quality of Life assessment, including guidelines for selecting indicators: <http://jcci.org/statistics/understandingindicators.aspx>
 - Community Indicators Consortium network of indicators, practitioners, and researchers: <http://www.communityindicators.net>
- Tools to Help Citizens as Collaborators:
 - “Asset-based” community improvement approach: Kretzmann, J. & J. McKnight. *Building Communities from the Inside Out*. (The Asset Based Community Development Institute, Northwestern University. 1993) <http://www.northwestern.edu/ipr/abcd.html>
 - Children First, a call to individuals, families and organizations to give kids the care and support they need: <http://www.slpschools.org/cf/>

Question and Answers

www.RTMteam.net

& www.sam-lg.org