

## **DRAFT Performance Measurement System for the Neighborhood Resource Center of the Office of Neighborhood Involvement**

*At the Nov. 20 ONI BAC meeting, a short presentation will be given on a proposed performance measurement system for the programs of the NRC. This system has been reviewed and discussed by a Performance Measurement Advisory Group, consisting of NRC stakeholders. On Nov. 20, the ONI BAC will be asked for their approval of this proposed system. If approval is granted, implementation planning and training will commence, and 2009-10 budget documents will incorporate proposed measures.*

### **What is Being Proposed?**

A performance measurement system for the 8 programs of the ONI NRC, including the Neighborhood Program and the Diversity and Civic Leadership Program. The system consists of quantitative measures, a handful of qualitative questions to complement the quantitative, some questions for a citywide survey, and a parking lot of quantitative measures for future consideration. The system is cyclical: NRC programs collect and submit data twice a year; data is totaled across programs and analyzed; data is packaged and reported; and results are discussed.

### **How was it created?**

Beginning in April 2008, an assessment was conducted of each NRC program's objectives and corresponding results. Each program prioritized results. Common results formed the basis for this proposed system. The 14-member Performance Measurement Advisory Group developed system criteria to help guide this system.

### **What is its Value?**

This system will help the ONI NRC understand its collective impact, be able to learn from results and make program adjustments accordingly, and tell the story of NRC-related community involvement better. This will aid in program understanding; measure what matters to shared, strategic goals, and encourage program implementation.

### **Why is it Needed?**

About half the programs of the ONI NRC have performance measures in place. This effort strengthened the current measures in place and developed a set of measures to which all programs could contribute, therefore demonstrating the collective impacts of NRC programs. The creation of this system was developed at the same time as the refinement of ONI's bureau mission and goals; measures will help understand the extent to which ONI bureau goals are accomplished. This system provides a mechanism to conduct and discuss programs based on performance information.

### **What are Some Specific Features of this System?**

- Dashboard measures – Six quantitative measures will be used as key indicators to quickly understand program efforts and report on progress.
- City Systems/Linkage – This system supports City budget and auditing requirements.
- Preamble to Guide Interpretation – This system will be accompanied by a section explaining the decentralized, diverse nature of NRC programs, and unique factors to consider in interpreting data (e.g., more of a particular measure is not always better).
- The approach for this program emphasizes a “spirit of co-discovery” (Dewar). Separate checklists will be developed for program compliance.
- Not every program needs to contribute to all measures. Centralized measures are limited in that important measures of each program won't be reflected (but can be reported out).
- Report out qualitative with quantitative to offer depth and real-life stories to balance numbers.

## PROPOSED MEASURES & QUESTIONS FOR ONI NRC PERFORMANCE MEASUREMENT SYSTEM

**KEY**

*Goals = this is proposed language for ONI bureau goals; results and measures relate to each goal area, and will be realigned as goals are confirmed*  
*Result = this 'result' is language that reflects a desired outcome of program efforts identified by each NRC program*  
*Quantitative Measures = these 18 measures were prioritized by PMAG for collection starting in the first year*  
*Phase 2 Measures = these measures are considered important but due to limited resources, they are on a parking lot for future consideration*  
*Qualitative Questions = 3-5 written narratives are requested from each program*


*Notes = this column is for corresponding general survey population questions, and other information related to the result/goal area*  
**db** = proposed for the 'Dashboard' level as a key indicator to be reported out more frequently and to be considered  
**URG** = these measures specifically track participation by/ benefits to underrepresented groups  
Underlined = measures of effectiveness: demonstrate impact/result of program efforts

RESULT	QUANTITATIVE MEASURE	PHASE 2 MEASURES	QUALITATIVE QUESTIONS	NOTES/ General Survey
<b>GOAL ONE (proposed): Increase the number and diversity of people who are involved and volunteer in their communities and neighborhoods</b>				
<b>Result A:</b> <b>Community members will initiate, maintain, and/or participate in community and neighborhood activities.</b>	A1: # of activities (includes events, meetings, and community involvement projects initiated and/or maintained by groups) <span style="float: right; font-size: 2em;"><b>db</b></span>	<u>A3: % of intended activities that were completed within a reporting period</u>	(ALSO COULD APPLY TO GOAL 3) Describe two* projects that staff has committed the most time to: <ul style="list-style-type: none"> <li>- Label as victories or defeats</li> <li>- Label as brand new or ongoing</li> <li>- At least one project which influenced a local government policy, program, procedure, or project</li> </ul> * Programs other than DCL and Neigh Program to report on 1 project	OPTION A- How often in the past 12 months have you been involved in any of the following activities: worked on a community project, attended a public meeting, or volunteered for any of the following: NAs, BAs, community groups, school groups, civic or political groups, non-profit org's., & gov't boards /committees.
	A2: Types of activities (events, activities, meetings, and community involvement projects (content, intensity, geography, etc.)	<u>A4: % of participants who were satisfied overall with a meeting, event, or activity</u>		this question has many dimensions and is context-dependent
<b>Result B:</b> <b>Community members will contribute to their communities by participating on</b>	B1: Attendance at meetings, events, activities, appropriate community - involvement projects, and mediation/ facilitation (pend. samp. verif.) <span style="float: right; font-size: 2em;"><b>db</b></span>	B4: Level of Attendee Involvement (giving, organizing vs. receiving, just attending)		

RESULT	QUANTITATIVE MEASURE	PHASE 2 MEASURES	QUALITATIVE QUESTIONS	NOTES/ General Survey
grassroots decision-making boards / committees, and attending other meetings, events and/or activities.	B2: Attendance demographics by % (race, age, living status, gender, and disability—pending sampling verification)	B5: Degree of Attendee Volunteerism (official paid capacity?)		
	B3: Attendance Frequency (% of first-time or ongoing participants)			
<b>Result C</b> Community members will increase their awareness of City issues and ONI-sponsored programs, including neighborhood activities	C1: # of direct communications disseminated to community members about ONI-sponsored programs and City issues			
	C2: Estimated # of people reached by direct communications			
<b>GOAL TWO (proposed): Strengthen neighborhood and community capacity to build identity, skills, relationships, and partnerships</b>				
<b>Result D</b> Community leaders and volunteers will increase their knowledge and skills to address their issues.	D1: # of those trained on leadership and/or organizational development skills — in group trainings/workshops, group meetings, or through one-on-one mentoring/TA	D2: % of trainees who said they increased their learning/were satisfied overall with training experience/training helped strengthen their organization	Describe a new and promising partnership with community and/or government organizations: - include partnership with an underrepresented group	Option A: How strongly do you agree or disagree with the following statements • People in this neighborhood get along with each other. • People in this neighborhood can be trusted. • People are willing to help other neighbors. • People in this neighborhood are willing to work together to improve our area.
		D3: Type of leadership development opportunity (e.g., content, intensity, geography)	Describe an effort to improve your constituents' capacity.* Examples include: - Participants of leadership training – how were they able to use what they learned? 1) Community members who received guidance/technical assistance 2) Community members helping each other 3) Brand new participants	

RESULT	QUANTITATIVE MEASURE	PHASE 2 MEASURES	QUALITATIVE QUESTIONS	NOTES/ General Survey
			* Only to be completed by Neighborhood Program, DCL, and RNW	
<b>Result E</b> More effective working partnerships (in quality and quantity) will develop between neighborhood associations, district coalitions, area employers, business association, and other community organizations, particularly those serving URGs.	<u>E1: % of events, activities, and/or community-involvement projects in which organizations are in Basic or Complex partnership</u> <b>db</b>			
	E2: Types of partnerships among events, activities, and/or community involvement projects (with URGs, intensity, geography, content, etc.) <b>URG</b>			
<b>Result K:</b> Participants of ONI-sponsored activities will sustain their involvement in community issues.		K1: # of former DCL participants who are still involved 3 years after participation <b>URG</b>		
		K2: # of former neighborhood leaders and other ONI-sponsored program leaders who are still involved in their communities <u>X</u> years after start of involvement		
<b>GOAL THREE (proposed): Increase community and neighborhood impact on public decisions</b>				
<b>Result F</b> New policies, procedures, projects and programs will ultimately be created by government agencies through advocacy efforts of	<u>F1: % of policies, procedures, projects and programs proposed that were partially and/or completely adopted—including land-use decisions</u> <b>db</b>	F2: Type of proposed policies, procedures, projects, and programs (e.g., content, direct benefit to URGs etc) <b>URG</b>		How responsive do you think local government is to the opinion of people like you (or "in your community" for "like you")?

RESULT	QUANTITATIVE MEASURE	PHASE 2 MEASURES	QUALITATIVE QUESTIONS	NOTES/ General Survey
community members to respond to community-identified needs. (includes efforts to prevent and modify policies)				
<b>Result H</b> Community members will identify and advocate for issues to improve their communities and their social/economic. Status, with a focus on City issues.	H1: # of issues advocated for by community members (including issues which spawn policies, procedures, programs—e.g., NA land-use position, DCL recommendation, etc.)	H3: % of intended issues that were <u>advocated for within a reporting period</u>		
	H2: Type of issues advocated for by community members (e.g., content, intensity, direct benefit to URGs)			
<b>Result I</b> City and ONI Contractor staff will increase their knowledge and skills to engage all community members in local decision-making		I1: # of City staff/ONI contractors trained—in group trainings/workshops, group meetings, or through one-on-one mentoring		
<b>Result L:</b> Community members representing a broad range of backgrounds will participate in local decision-making		L1: # of City-sponsored meetings, forums, town halls, and other PI opportunities, including City boards and commissions		
		L2: # of participants at City-sponsored meetings, including demographics and prior levels of involvement		
<b>Result M:</b> Community members will be		M1: # of participants satisfied with the process (e.g., equal chance to		

RESULT	QUANTITATIVE MEASURE	PHASE 2 MEASURES	QUALITATIVE QUESTIONS	NOTES/ General Survey
satisfied with the processes of ONI-sponsored activities.		offer input, feeling heard, understanding another's perspective)		
<b>Result N:</b> Community members will have an impact on public decisions.		N1: # of participants who felt their input influenced public officials on a particular decision		
<b>GOAL FIVE (proposed): Provide accurate information and responsive and effective services to community members and organizations</b>				
<b>Result G</b> The City's investment in ONI-sponsored programs will leverage volunteer community members' contribution time and energy to participate in or attend meetings, events, and other activities.	G1: \$ value of City resources for ONI-sponsored programs compared to \$ value of ONI-sponsored programs cash donations and grants; in-kind donations; (and volunteer time for meetings, events and activities – pending methodology) 		Describe an effort to improve your organizational capacity. Examples include communications piece, databases, websites; strategic planning	
	G2 \$ value of cash donations and grants to ONI-sponsored programs			
	G3: \$ value of in-kind donations to ONI-sponsored			
	G4: \$ value of volunteers' time spent in ONI-sponsored meetings, events, activities			