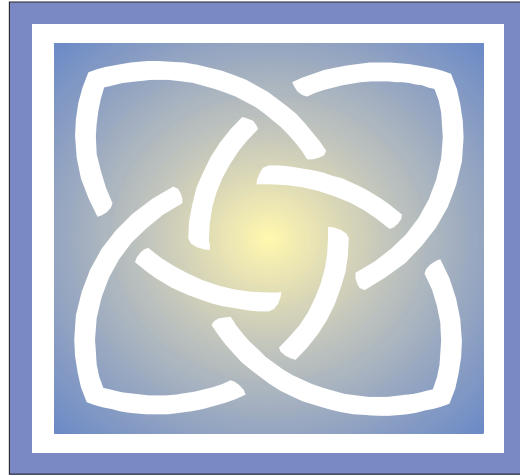


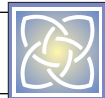
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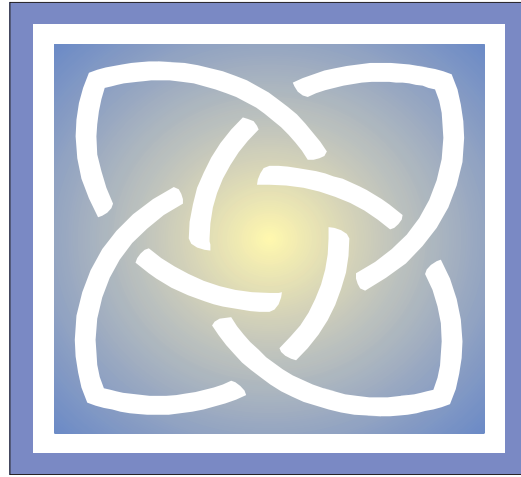
“The CCB: Working Together”

The Broward Benchmarks

Fort Lauderdale, Florida
February 1999



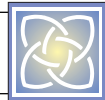
The Coordinating Council of Broward



“The CCB: Working Together”

The Broward Benchmarks

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"The CCB: Working Together"

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Dear Broward Residents:

The Broward Benchmarks break new ground by telling us how well the needs of all our residents are being met. Are our children getting the education they need to become self-sufficient and think critically? Do we feel safe in our homes, communities and workplaces? Does Broward have the jobs we need to prosper? Are we able to afford good healthcare? Is our air clean and our water supply adequate? Is our local government telling us what outcomes it gets from taxpayer-funded programs? *The Broward Benchmarks* answer such questions—and suggest where improvement is needed to better serve our people.

The Coordinating Council of Broward is working to challenge all of us to become more informed about our community as we work collaboratively to enhance the Quality of Life in Broward. This report is intended to establish a baseline for measuring our progress towards such an improved Quality of Life. *The Broward Benchmarks* will be produced on an annual basis, which will facilitate a more focused approach to identifying areas of strength and priorities requiring improvements as we reach our established goals.

The Broward Benchmarks can serve as a model to encourage our local communities and citizens to form a more constructive partnership with each other and our government to improve our quality of life. We must work together to build a better, stronger Broward County, neighborhood by neighborhood.

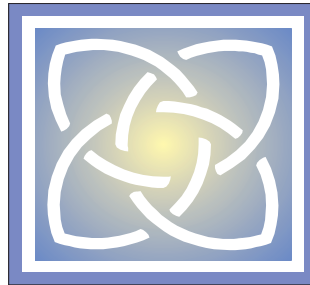
As you review this document, you will see from the goals that our work, while quite successful thus far, has only just begun. All of us who care about the future of Broward County must get involved in achieving a higher quality of life for our community. The Council hopes that these benchmark goals will help focus public attention on what needs to occur to make our community an even better place to live and work.

I would like to thank everyone who contributed in the preparation of this second edition of *The Broward Benchmarks*. The countless hours you have devoted have given us the means to assure continual community improvement.

Please accept my invitation to use this information to challenge all of us to an even higher standard of performance in the years ahead.

Sincerely,

Frank V. Sacco
Chairman



"The CCB: Working Together"

Introduction

What quality of life do you want for Broward County at the dawn of the next century? Where should rates of crime and employment and graduation be? Better? Yes, but better than what, and how much better? This is the role of The Broward Benchmarks – to accurately frame where we were, where we are, and where we’re going.

Broward’s unique universe has been divided into seven areas that touch all parts of our lives. These areas are further divided by sections and topics. Ultimately, each topic has benchmarks with past and present measures, along with future targets – our goals for Broward. When these goals are reached, our community will be better off. We will be safer, better educated, live in an enhanced environment, and more. However, if the numbers move in the wrong direction, we will have the right information to change the way we do things, and successfully work together for a better future.

We are already seeking to involve local agencies in using benchmarks and tying their program budgets to these outcomes. This process may suggest budget shifts to effect better results in areas of greater public concern.

Our citizens won’t have to rely upon vague notions about what’s going on in Broward. Knowledge is power in the information age, and this report will both inform and alert citizens and institutions in joint battle for a better Broward County.

Every successful business has a plan, which holds its leadership accountable and targets on the “best practices” for management of its enterprise. Benchmarks are Broward’s plan for where we must go. All of us should be held accountable for achieving these goals. Benchmarks will report those outcomes in clear ways and will help citizens fairly judge how well we are doing and, by inference, how effectively we are using our resources.

We all have a role in making Broward a better place to live. At the same time, we hope that you will look at

the total picture of how Broward is doing and decide how you can contribute. Working together, we can make it happen.

BACKGROUND

Designing and compiling this 1999 report has been a continuing project of the Quality of Life Committee of The Coordinating Council of Broward, but the final product is the work of many contributors. The general public, the business community, universities, constituency groups, government agencies, the Legislature, and the Governor’s Office of Planning and Budgeting all have contributed. They share our excitement about the prospect of a document that will provide specific information about conditions in our community.

Initially, The Council examined existing statewide benchmarking practices, such as Oregon’s *Benchmarks*, and similar work being done in Florida, in Duval, Leon and Hillsborough counties. The greatest initial contribution came from the Florida Commission on Government Accountability to the People (GAP).

The Broward Benchmarks will always be a work-in-progress. Many indicators in this second edition have significantly more data than the original 1998 report.

One salient gap in the Benchmarks presentation is that of the multicultural composition of the resident population of Broward, and how to represent the cultural and linguistic complexity obscured by data that is categorized in blocks of white and non-white, or white, black, Asian, Native American, and Hispanic. These are categories that do not fit the reality of Broward County, a county that grew from 1,255,488 to 1,460,890 from 1990 to 1998.

This is clearly a critical issue, as diversity is not so simple as language and origin, but encompasses myriad cultural beliefs and ways of being, experiences, expectations and priorities. Its significance is clear in all domains: health, education, employment, communication, safety, laws and governing. The Council will

publish a supplemental report on the complex composition of Broward’s growing populations to assure a higher quality of life for all. We will also publish supplemental reports with other special studies.

PRIORITY ISSUES

In December 1998 The Council adopted a set of four priority issues around which to organize its efforts to improve the quality of life in Broward County (see the next section of this report). For each priority issue, an organization was identified to convene a stakeholder group and facilitate the development of a plan of action. These priorities emerged out of the work of the Quality of Life Committee, an intensive effort to obtain public input conducted in mid-1998, and a strategic planning workshop held in October 1998.

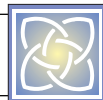
The Quality of Life Committee identified a set of preliminary priority issues that were published in the February 1998 edition of *The Broward Benchmarks*. In preparing to receive public input on the preliminary priorities, the Committee restructured the initial list of issues into two tiers, one with nine “overall” priority issues, and the other with 35 “specific” preliminary priority issues. The issues were presented for public input with no initial ranking.

In ranking the priorities, all reviewers were asked to consider the following criteria:

- Is it outcome oriented?
- Can a meaningful goal be set?
- Does it address people’s most basic needs?
- Does it impact other quality of life factors?
- Is it proactive?

The Council sponsored three open public forums in different areas of Broward County in April 1998. The Council also sponsored three focus groups in May 1998 with representatives of service providers and community advocacy groups.

The Council has identified three tiers for addressing



priorities:

- Tier I - top community priority projects;
- Tier II – institutional collaborative initiatives; and
- Tier III - basic support / process projects.

Tier I priorities, limited to a small number selected from the highest priorities set by The Council, with input from the community, are intended to be the primary focus of the Council's action strategies. The Council selected its four priority issues in December 1998. The remaining issues are now listed under Tier II. In addition, the Council continues to pursue its basic collaboration infrastructure priorities (Tier III), which, aside from these benchmarks, include the Broward Information Network, the Countywide Resource Inventory and targeted needs assessments.

The Council has begun to convene stakeholder groups that will identify the most appropriate ways to respond to each priority, through such endeavors as joint legislative initiatives, joint grant applications, and other collaborative initiatives. Some of the initiatives required to address priority issues may not be entirely within the scope of responsibility of the entities that belong to The CCB. The CCB may choose to use its influence to call attention to these issues by parties who can have a more direct impact on them.

APPLICATIONS

The Broward Benchmarks will be valuable to at least five groups:

1. The Coordinating Council of Broward will use the *Benchmarks* as a tool to focus the community on higher system performance and accountability.
2. Citizens who wish to participate in improving their communities. Information and concrete measures of outcomes will shape public opinion needed to help make Broward a better place to live, work, and retire.

3. Public officials and business leaders can use the *Benchmarks* as a basis for setting priorities and allocating resources.
4. Cities and neighborhoods may use this countywide information to develop their own benchmarks as a guide to local solutions to local problems.
5. Provider and Service Agencies should use the *Benchmarks* as a constant reminder of the bottom line. Citizens want employment, not just job training programs; skills for the workforce, not just a high school diploma. Local agencies need to show how their programs and services help improve that bottom line. They need to demonstrate how and why tax dollars and private resources are being used to benefit the daily lives of Broward residents. In short, they must effectively contribute to a measurably higher quality of life for all.

SCOPE

The Council selected issues that affect Broward broadly and can be easily understood. We looked for benchmark measures that were both compelling and actionable.

The *Benchmarks* measure results, not efforts (for example, successful job placements, not just number of persons trained). A few definitions in the language of performance measurement may be helpful:

Inputs tell us the volume of resources used to produce services or achieve a goal. Most often inputs are measured by dollars or number of staff. This is the traditional frame of reference for line-item budgets.

Outputs are measures of services and products, such as number of children vaccinated, level of voter turnout or quantity of waste recycled.

Outcomes, the specific indicators, tell us how we have benefited in some definitive way from services provided. Outcomes are pervasive in this document

since they are the core measures of our quality of life.

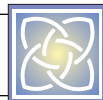
It is tempting to measure inputs because they are easily obtained and described. However, this simplicity, such as budgets, numbers of teachers or how many counselors are available for children in foster care, tell us only about our commitment, and even then incompletely. We need information about what really counts: the *results* of our commitment. In some cases, you will see benchmarks that do not measure outcomes, since direct measures are not available. Examples are school class sizes or estimates of people without health insurance. What we really want to know is whether students are learning and if people are healthy, and we are striving to get to all of this information. These additional measures are included because we believe they illuminate important elements in our understanding of the issues.

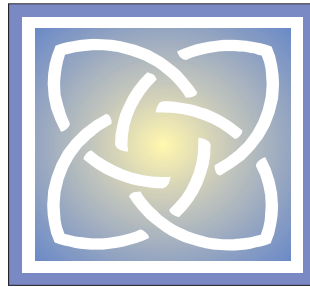
We encourage you to read the endnotes for each benchmark before you try to interpret the numbers. The endnotes explain what has been measured and provide information to help understand why each benchmark has been included. The endnotes are also useful for those who want additional detailed information about a topic, since the data source is listed for each benchmark.

BENCHMARKS, PRESENT AND FUTURE

As noted earlier, benchmarking is an evolutionary process. This second edition contains more and increasingly precise information when compared to the original. Access to information will continue to improve. Conditions and priorities will continue to change. We will need to adopt new benchmarks or drop old ones. We invite your comments and suggestions. Should topics be added or dropped? Could the format or wording be made clearer? Do you have other suggestions? It's your report.

We invite your use of this exciting tool for improving our community, our values and our lives.





"The CCB: Working Together"

CCB Priorities

CCB PRIORITIES

TIER I ISSUE TOP PRIORITIES AND DESIGNATED CONVENERS OF STAKEHOLDER GROUPS

Jobs, Better Pay and Benefits	The Broward Alliance
Healthcare Access	Broward Regional Health Planning Council
Mobility / Transportation Access	Broward County Metropolitan Planning Organization
Education	Broward Workforce Development Board

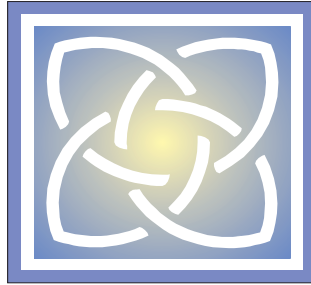
TIER II ISSUE PRIORITIES (ALPHABETICAL LISTING)

Abuse, Elderly	Job Creation
AIDS / Communicable Diseases	Life Cycle Job Training
Business Development	Low Birth-weight Babies
Crime, Juvenile	Mental Health, Access to
Crime Rate	Mental Health, Adolescents
Day Care, Subsidized	Nursing Home, Access to Quality
Domestic Violence	Poverty Level, Percentage of Population
Environmental Issues	Recreational Facilities
Governmental Accountability	Redevelopment
Growth Rate – Infrastructure	Relations (Race, Cultural, Religious)
Guidance, Internship	School-to-Work Programs
Homelessness	Sense of Community
Housing, Affordable	Substance Abuse
Independent Living	Suicide Rate
Infant Mortality	Teenage Unemployment
Injuries, Unintentional	Unwed / Teenage Motherhood
Jail Overcrowding	

TIER III BASIC COLLABORATION INFRASTRUCTURE PRIORITIES

Broward Information Network	Quality-of-Life Indicators / Benchmarks
Countywide Resource Inventory	Joint Monitoring / Evaluation
Targeted Needs Assessments	Coordinated Legislative Agenda





"The CCB: Working Together"

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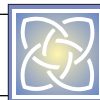
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