
INDEX

A

Accountability: and data, 89; importance of, 6, 75, 100; linkages, 118–119, 121–122, 134–135; and measurement, 83–84; for outcomes, 51–53, 54–55

Adopt an Indicator (TMT), 84, 117–118, 137

Advanced governance practice 1: Community problem solving, 7, 18–48, 125

Advanced governance practice 2: Organizations managing for results, 7–8, 49–75, 125–126

Advanced governance practice 3: Citizens reaching for results, 8, 76–122, 126

Advanced governance practice 4: Communities governing for results, 8–9, 123–190

Advanced governance practices: compared, 125–135; described, 7–11. *See also* individual practices

Advisory Neighborhood Commission (ANC) districts (Washington, D.C.), 167–168

Advocates, citizens as, 21, 25–27, 40–44, 79–80, 97, 110, 129, 155, 182

Agenda setters, citizens as, 21, 28, 96

Alfred P. Sloan Foundation, 87, 90

AmericaSpeaks, 28, 166–167, 169, 196, 200, 201, 203

Annie E. Casey Foundation (AECF), 79, 94–95, 99, 203, 213

Argust, Tom, 158, 159, 164

Asheim, Les, 92, 93

Assessment: of community governance, 12–14, 51, 54, 218–220; of performance, 32–33, 61–62, 80–81, 83, 90–93, 99, 111–112, 178, 181. *See also* Evaluation

Asset leveragers, citizens as, 21, 34, 37–39

Atcheson, Lynn, 117

B

Bailey, Barbara, 181

Bailey, Terry, 98, 100–101, 195

Bailin, Michael, 66, 67

Balanced Scorecard, 72, 210–213

Baltimore, Maryland, 53–56

Barnes, Kay, 174, 177, 180, 183, 189, 215

Bell, Vickie, 159, 161, 162–163

Benest, Frank, *xi*

Big Brothers Big Sisters of America, 62, 65

Big Sister Association of Greater Boston (BSAGB), 62, 63, 65, 210, 211, 214, 216, 222

Boston, Massachusetts, 56–60

Boyer, Vanessa, 102, 112

Boys and Girls Club of America, 62

Bruun, Thomas, 148

Bryan, Shep, 43

Budgeting: performance-based, 145–147, 160, 164–170; as policy setting, 6, 60, 67–69, 145–147, 160; for results, 67–69

Building 21st Century Leaders
(GKC), 202–203
Business plans, 62–63

C

- Canavan, Patrick, 170
Capacity building, 27, 64–65,
153–155, 178–180, 184–187,
201–204
Carter, Kathy, 116, 119, 121
Casey Foundation. *See* Annie E.
Casey Foundation
Cause-and-effect assumptions,
207–213
Charlotte, North Carolina, 72, 210,
212–213, 214
Chepenik, Lois, 40
Christian, Penny, 111
CHWC (Kansas City, Kans.), 133,
171, 181, 182, 194
CitiStat (Baltimore, Md.), 54–56
Citizen, defined, *xi–xii*, 2
Citizen engagement: cycle of,
19–20; importance of, 30, 117,
133–134; in policy develop-
ment, 29–32, 34–35, 39–44,
92–93, 109–113, 133–134,
140–155, 168–169; in strategic
planning, 45, 129, 133,
139–145, 149, 151, 153–154,
164–165; strengthening, 20–22,
79–80, 181–183, 192–206. *See*
also Citizens' roles; Representa-
tiveness
Citizen Initiated Performance As-
sessment (CIPA; Iowa), 78,
80–81, 83, 90–93, 220
Citizen leadership development, 27,
154, 201–204
Citizen learning, 27, 97–99,
136–137, 163, 168–169,
201–204
Citizen Schools, 22, 56–60, 65–66,
206, 216, 222
Citizen Schools Learning Triangle,
58
Citizen Summits (Washington,
D.C.), 45, 134, 138,
165–169, 200
Citizens as: advocates, 21, 25–27,
40–44, 79–80, 97, 110, 129,
155, 182; agenda setters, 21, 28,
96; asset leveragers, 21, 34,
37–39; collaborators, 21, 34–39,
79–80, 97, 129–131, 144–145,
155; compromisers, 21, 34; co-
producers, 34, 36–37, 150–151,
183; customers, 22, 32; evalua-
tors, 21, 32–34, 42, 79, 96–97,
110, 129; foundation builders,
21, 27–28, 96; issue framers, 21,
27–32, 41–42, 79, 90–91, 96,
110, 129, 142–143, 155, 182;
owners, 23; problem definers,
21, 28; solution identifiers, 21,
28; stakeholders, 21, 22–25, 96,
129, 181–182
Citizens League of Minnesota, 40
Citizens reaching for results (ad-
vanced governance practice 3),
8, 76–122, 126
Citizens' roles: in community
problem solving, 17–48;
compared, 129; defined, 19;
importance of, 6. *See also* Citizen
engagement
City Scan (Hartford, Conn.), 87,
88, 89
Civic Alliance to Rebuild Down-
town New York, 196, 197,
198–199
Clark Foundation. *See* Edna
McConnell Clark Foundation
Clarke, Mike, 180
Coalition for Healthier Cities and
Communities, 105
Coalition for Human Services
(PWC), 130
Cobb, John, 41
Collaborations: importance of, 6–7,
170, 214–216; nature and me-
chanics of, 129–131, 151–153,
173–190
Collaborators, citizens as, 21,
34–39, 79–80, 97, 129–131,
144–145, 155
Communities governing for results
(advanced governance practice
4), 8–9, 123–190
Community Agenda (United Way,
Fla.), 113
Community Board 1 (CB1; New
York, N.Y.), 26, 30–31, 33, 35,
36, 37–38, 46–47, 200
Community conditions. *See*
Indicators
Community development, 171–190
Community development corpora-
tions, 23, 127–129, 133, 138,
171–189
Community Development 2000
(CD2000; GKC), 138, 171–181,
187, 188, 189
Community governance, 5–7, 132
Community indicators. *See* Indica-
tors; Outcomes
Community Indicators Consortium,
100, 106
Community Leadership Institute
(CLI; PWC), 203
Community learning, 16, 74–75,
135–138, 153–155, 187, 223
Community Learning Network
(CLN; Denver, Colo.), 78–79,
80–81, 97–99, 195, 202, 216
Community movements, 104–105
Community outcomes, 4–5, 145. *See*
also Indicators
Community problem solving (ad-
vanced governance practice 1),
7, 18–48, 125
Community processes. *See* Core
community skills
Community Safety Collaborative
(CSC; Kansas City, Kans.),
185–186
Community services, 32, 34, 36, 53,
57, 66, 82
Community Technology Leaders
Training Program (Rochester,
N.Y.), 163, 202
Community well-being, measuring,
103–105
Compstat (New York, N.Y.), 54
Computerized Neighborhood Envi-
ronment Tracking (ComNET),
85–87, 89
“Concerned Neighbors” (New
York, N.Y.), 46–48

Connaughton, Sean, 139, 144, 147, 148, 152, 154, 193
 Connecticut Policy and Economic Council (CPEC), 85, 87–89
 Coproducers, citizens as, 34, 36–37, 150–151, 183
 Core community skills, defined, 3–5
 Corwin, Kate, 186
 Credibility, 33, 84–85, 106, 113–114
 Cunningham, Michelle
 Doucette, 88
 Customers, citizens as, 22, 32
 Cycles, illustrated: citizen engagement roles, 19, 97, 142; governing for results, 141, 156, 157, 175, 176; integrated community improvement, 110; investing in results, 64; managing for results, 52, 56, 59, 70; performance-based investment, 176; residents using data, 95–97

D

Data: and citizens, 78–79; collection, 85–90, 90–91; influence of, 93; using, 92, 94–101, 109
 Data intermediaries, 77, 93, 94
 Data leaders, 97–99
 Data warehouses, 78, 204
 Dayton, Ohio, 20, 23–25, 29–30, 31, 203, 221
 Denver, Colorado, 78–79, 97–99, 202, 216
 Des Moines Digital Survey (DMDS), 88, 89, 90, 91
 Des Moines, Iowa, 81, 84, 85, 88, 89, 203
 Des Moines Neighbors, 88, 89
 Diehl, Carole, 135, 182, 194
 District coalitions (Portland, Oreg.), 37
 District of Columbia. *See* Washington, D.C.
 Doherty, Ed, 155, 160, 161, 164, 214
 Donor Advisory Board (DAB; GKC), 173–174, 176, 177, 188–189, 218

E

Economic development, 44, 184
 Edna McConnell Clark Foundation (EMCF), 60, 61–67, 72, 206
 Education services, 43, 111–113, 151–152
 Effective Community Governance Model: defined, 2–16; illustrated, 3, 217
 El, Bill, 92
 Empowerment of citizens, 94–101, 164, 165–167
 Engaging citizens (core community skill), defined, 3–5
 Enterprise Foundation, 162
 Evaluation, 32–33, 61–66, 71, 72, 95, 99, 163, 176–178
 Evaluators, citizens as, 21, 32–34, 42, 79, 96–97, 110, 129
 Expectations, 14–15, 217–223

F

Fairbanks, Frank, 74
 Feedback. *See* Performance feedback
 Fire services, 146, 150–151
 Focus of community measurement, 81–82
 Foster, Karen, 116
 Fund for the City of New York (FCNY), 85–89

G

Gammick, Dick, 117, 120
 Gardner, Glenn, 161, 162, 164, 193, 216
 Gardner, John, 201
 Gatson, Chuck, 180, 182, 183, 194
 Geographic focus: analysis of improvement needs, 104, 155–164, 167–168, 174–175; of community measurement, 80–82, 105–106, 114–121, 164–165
 Geographic information systems (GIS), 54–56
 Gerhart, Craig, 68, 143, 146, 153

Gerson, Alan, 46, 47
 Getting things done (core community skill), defined, 5
 Glick, Deborah, 46
 Gloo, Don, 92
 Goldstein, Paul, 32, 35, 36
 Governance, defined, *viii*, 2
 Governing for results cycles, 141–142, 155–158, 174–180
 Governmental Accounting Standards Board (GASB), 34
 Grassroots groups. *See* Neighborhood associations
 Greater Kansas City Local Initiatives Support Corporation (GKC LISC), 172, 173–178, 182, 183, 186, 187, 188–189, 202–203, 218
 Greater Kansas City, Missouri and Kansas (GKC), 127, 129, 131, 133, 138, 171–189, 207, 215–216, 217

H

Hackworth, Thurman, Jr., 39
 Hamilton, Matt, 78, 195
 Hannon, Rick, 158
 Hartford, Connecticut, 76, 85, 89
 Harvard University, 213
 Healthy communities. *See* Community movements
 Heiman, Alice, 115, 117, 119
 Hickerson, Brian, 151, 153–154
 Holden, Eric, 180, 183, 186, 194
 Hruby, Karen, 116
 Human Services Council (SC; Jacksonville, Fla.), 113
 Hunter, David, 62, 65

I

Inclusiveness. *See* Representativeness
 Indicators, 107–109, 112–113, 116–117, 118–119, 121–122
 Information *Is* Power, 95–96, 99–100
 International City/County Management Association (ICMA), 118

Investment: in evaluation capacity, 61, 64–66; managing risk of, 61–62; in organizational capacity, 61–66, 67, 68, 173, 175–178, 189; for results, 60–67, 152–153, 175–178; strategic, 66–69, 213–214

Involvement. *See* Citizen engagement

Iowa, 78, 84, 90–93, 220. *See also* CIPA

Issue framers, citizens as, 21, 27–32, 41–42, 79, 90–91, 96, 110, 129, 142–143, 155, 182

J

Jackson, Emerald, 185–186

Jacksonville (Fla.) Chamber of Commerce, 107

Jacksonville Community Council Inc. (JCCI), 17, 18, 20, 28, 33, 40–44, 45, 77, 79

Jacksonville, Florida, 18, 37, 40–44, 102–114, 201, 203–204

Jacksonville Port Authority (JPA), 42–43

Jacobo, Gabriella, 98

JAXPORT, 42–43

Jenkins, John, 148, 149, 150, 153, 154, 155, 192, 194

Johannson, Chris, 92

Johnson, Carla, 92

Johnson, William, 158, 159, 164, 191, 192–194

Joint Venture: Silicon Valley Network, 196

Jordan, Audrey, 99

K

Kanak, Joe, 25, 32

Kansas City Community Development Initiative (KCCDI), 173, 183, 187, 218

Kansas City, Kansas. *See* Greater Kansas City

Kansas City, Missouri. *See* Greater Kansas City

Kansas City Neighborhood Alliance (KCNA), 173

Kasper, Phillip, 78

Kaw Valley Habitat for Humanity (GKC), 181

Kellogg Foundation. *See* W. K. Kellogg Foundation

Kesler, John, 105, 106

Kretzmann, John, 39

Kwapil, Bill, 108, 113

L

Land use planning, 43–44, 150, 155–164

Laney, John, 188

Leadership Jacksonville, 18, 203–204

Learning: by citizens, 27, 97–99, 136–137, 163, 168–169, 201–204; by communities, 16, 74–75, 135–138, 153–155, 187, 223; by organizations, 58–60, 73–75, 135–138, 153–155, 178–180; performance, 135; process, 135

Lee, Wally, 112

Lents Neighborhood Association

(Portland, Oreg.), 24, 26, 45

Leverage possessed by citizens, 21, 26, 30–31, 46–48

Leveraging assets, citizens, and resources, 37–39, 48, 87–88, 119, 161–162, 214–216, 220

Lewis, Grace, 168, 169

Linden, Russell, 215

Lindsey, Jim, 29, 30, 31, 32, 36

Local advisory committee (LAC; GKC), 177, 187, 188–189

Local Learning Partnership (LLP), 94–95, 98

Los Angeles, California, 20

Lower Manhattan. *See* CB1

Lukensmeyer, Carolyn, 28, 166, 196

Lynn, Susan, 117

M

MacLendon, Leslie, 181, 183

Making Connections (MC), 79, 94–99

Management by Objectives (Charlotte, N.C.), 72

Managing for results, examples, 53–60

Maple, Jack, 54

Marinovich, Carol, 174, 180, 182, 185, 187, 215

Martinson, Jerry, 62, 63, 65

Maser, Elisa, 117, 118, 119, 120

Mayor's Management Report (New York, N.Y.), 34

McKnight, John, 38–39, 215

Measurement: of outcomes, 4–5, 7–8, 50–51, 61–66, 68, 72, 74, 81–83, 104, 113, 117, 124, 126, 149, 176–181, 206–214; of service performance, 13, 54–56, 73, 78, 81–83, 90–91, 149, 207–212

Measuring results (core community skill), defined, 4–5

Michos, Mary Beth, 146, 151

Miles, David, 188

Moessner, Paul, 1, 25, 135, 149, 150, 152–153, 193

Morelock, Becky, 89

N

Nalbandian, John, 193, 194, 195

National Civic League, 6, 105, 192, 201, 202

National Neighborhood Indicators Partnership (NNIP), 79, 94–99

Neighborhood Action (Washington, D.C.), 165

Neighborhood associations, 20, 23–24, 34–35, 88–89, 131, 158–159, 184–185

Neighborhood Empowerment Team (NET; Rochester, N.Y.), 156–157, 164

Neighborhood Housing Services of Kansas City, Missouri

(NHS–Missouri), 180, 181, 183

Neighborhood Initiatives Bureau (Rochester, N.Y.), 158–159

Neighborhood Leadership Institute (Dayton, Ohio), 203

Neighborhood planning. *See* Greater Kansas City; Rochester, N.Y.; Washington, D.C.

Neighborhood Preservation Initiative (NPI; GKC), 173

Neighborhood Self-Help Fund (GKC), 173

Neighborhood Services Initiative (Washington, D.C.), 164, 167, 168
 NeighborLink Network (Rochester, N.Y.), 130, 137–138, 156, 162–163, 203
 Neighbors Building Neighborhood (NBN; Rochester, N.Y.), 130, 155–164, 193, 202
 Neperud, Ronelle, 186
 New Century Commission, 111–112
 New York, New York, 20, 23–25, 34, 85–89, 200. *See also* CB1; Civic Alliance
 NIMBY (not in my backyard), 36, 199

O

O'Connor, Drew, 105, 106
 Office of Neighborhood Involvement (Portland, Oreg.), 24
 O'Malley, Martin, 53, 54–55, 56, 69
 Organizational learning, 58–60, 73–75, 135–138, 153–155, 178–180
 Organizational values, 73–74
 Organizations managing for results (advanced governance practice 2), 7–8, 49–75, 125–126
 Outcomes: accountability for, 51–53; assumptions on achieving, 57–59, 179, 206–207, 210–214; managing for specific, 50–60; versus outputs, 49, 51–53

P

Participation, measurement of, 198–201
 Partnerships: citizen-government, 90–93; to focus resources, 82–83; government-nonprofits, 152–153. *See also* Collaborations; Coproducers; Relationships
 Pathways Mapping Initiative (PMI), 213
 Patrick, Diane, 180
 Peacor, Melissa, 152, 154

Peapatch, Virginia, 20, 38, 39, 216
 Penna, Robert, 207
 Performance feedback, 6, 51, 54–55, 127–129, 131–133, 147–149, 206–214
 Performance learning, 135
 Performance management. *See* Managing for results; Results management systems
 Performance measurement. *See* Measuring results
 Performance Team (PT; CIPA), 90–93
 Phoenix, Arizona, 73–74, 222
 Piton Foundation, 77, 78–79, 80, 85, 98, 100, 195
 Planning and Management System (PAMS; Sunnyvale, Calif.), 70–71, 72–73
 Policy development, citizen engagement in, 29–32, 34–35, 39–44, 92–93, 109–113, 133–134, 140–155, 168–169
 Portland, Oregon, 20, 23–25, 34, 35, 37, 202, 221
 Power sharing, 192–195
 Prince William County, Virginia (PWC), 1, 45, 67–68, 127, 129, 130–131, 133, 139, 140–155, 198, 200, 201, 203, 213, 214, 223
 Priority boards (Dayton, Ohio), 32, 37
 Process learning, 135
 Public Development Corporation (New York, N.Y.), 38, 39
 Public policy shaped by citizens, 39–44
 Public works, 49–53, 209

Q

Quality of life, citizens improving, 102–123
 Quality-of-life compacts (Truckee Meadows, Nev.), 83, 84, 216
 Quality of Life Index (Sunnyvale, Calif.), 72–73
 Quality-of-life indicators, 83, 107
 Quality of Life Indicators Task Force (JCCI), 102
 Quality-of-Life Money Game, 115

R

Ray, Clark, 168, 170
 RedShirt, Candace, 98
 Relationships: building, 84–85, 89, 106; organizational, 88–89, 99, 192–195
 Renaissance 2010 (Rochester, N.Y.), 157, 158, 163, 164
 Reno, Nevada. *See* Truckee Meadows region
 Rensselaerville Institute, 39, 178, 207–208
 Representativeness: dangers of lack of, 46–48; importance of, 3–4, 44–48, 166, 195–197
 Resources: importance of commitment, 6; linking to indicators, 113, 118–119, 121–122; linking to results, 6, 82–83, 134–135, 177–178
 Results management systems, 69–74
 Retzer, Jere, 35
 Rimer, Ned, 57
 Rochester, New York, 39, 129, 133, 134, 137–138, 155–164, 169, 191, 193, 202, 203, 206, 215, 216
 Rochester 2010: The Renaissance Plan. *See* Renaissance 2010
 Rockefeller Foundation, 94
 Roob, Nancy, 67
 Ryan, Thomas, 158
 Ryner, Steve, 143, 144–145, 154

S

Sampson, Jon, 90
 San Jose, California, 49, 50–53, 56, 209, 214
 Schaefer, William Donald, 53, 54
 Schultz, Fred, 40
 Schwarz, Eric, 22, 57–58, 65
 Seattle, Washington, 104, 106, 121
 Seefeldt, Kathleen, 153
 Service Efforts and Accountability Report (PWC), 147
 Setting measurement boundaries, 80–82, 105–106
 Shamer, George, 150, 151, 154
 Shechter, Jerry, 180, 186

Sloan Foundation. *See* Alfred P. Sloan Foundation
 Smith, Doug, 167
 Snodgrass, Michael, 171, 181, 182, 194
 Sparks, Nevada. *See* Truckee Meadows region
 Stakeholders, citizens as, 21, 22–25, 96, 129, 181–182
 Stamford, Connecticut, 89
 Stewardship Council (Rochester, N.Y.), 158
 Strategic Neighborhood Action Plans (SNAPS; Washington, D.C.), 164, 165, 167–168, 169
 Strategic planning, 67–68, 70–71, 73, 83, 133, 139–147, 149, 153–154. *See also* Neighborhood planning
 Stratton, Jim, 24, 26, 27, 36, 38
 Sunnyvale, California, 25, 69, 70–71, 72–73
 Sustainable communities. *See* Community movements
 Sustainable Seattle, 104, 106, 121, 222
 Swain, David, 106–107
 Swope Community Builders (Kansas City, Mo.), 180, 183, 194

T

Tanda, Wayne, 49, 50, 52, 209
 Technology: training, 162–163; transfer, 87; uses for citizen engagement, 166, 204–206. *See also* City Scan; ComNET; NeighborLink
 Theory of change, 62–64
 Timney, Mary, 197, 198, 199
 Tomenga, Judy, 90
 Truckee Meadows region, Nevada, 80, 84, 105, 114–121, 215, 216, 220–221
 Truckee Meadows Tomorrow (TMT), 77, 79–80, 84, 85, 102, 103, 106, 115–121

U

United Way: of America, 208–209; of Northeast Florida, 40, 83, 105–106, 108, 113; of Northern Nevada and the Sierra, 118, 119
 Urban Institute, 94

V

Value chains, 207–214
 Vanatter, Angie, 41

W

Wagner, Cathy, 185
 Wagner, Julie, 169–170
 Washington, D.C., 45, 129, 134, 138, 139, 164–170, 200, 203, 223
 Washoe County, Nevada. *See* Truckee Meadows region
 Welch, Judy, 24, 26, 45
 Westside Housing Organization (WHO; Kansas City, Mo.), 26, 180, 181, 185, 186
 Wheeler, Beverly, 167
 White, Jim, 188
 Wilbourn, Ed, 145–146, 147, 151–152
 Williams, Anthony, 165
 Wils, Madelyn, 47
 Wilson, Robert, 148
 W. K. Kellogg Foundation, 105, 162
 Wurst, Linda, 97

Y

Youth Advisory Council (Washington, D.C.), 134, 168, 169
 Youth Leadership Jacksonville, 203
 Youths as engaged citizens, 76, 85–86, 88, 115, 134, 168, 169. *See also* Citizen Schools