

# The Coordinating Council of Broward



The CCB: Working Together

## The Broward Benchmarks 2000

Fort Lauderdale, Florida  
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## The Broward Benchmarks 2000

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# The Coordinating Council of Broward

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Robert "Skip" Johnston, President and CEO  
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Dear Broward Residents:

We are pleased to present *The Broward Benchmarks 2000*. As in previous editions, this report continues to break new ground by telling us how well our citizen's needs 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 in order to prosper? Are we able to afford good healthcare? Is our air clean and our water supply adequate? How well is our local government working? *The Broward Benchmarks 2000* answers such questions—and suggests where improvements are needed to better serve you.

The Coordinating Council of Broward (CCB) works to help all residents become more informed about our community, as we all work together to enhance the Quality of Life in Broward. This report is intended to establish a baseline for measuring our progress on numerous indicators of an improved Quality of Life. By publishing *The Broward Benchmarks* annually, we assure a focused approach to identifying areas of strength and priorities requiring improvements to reach our established goals. This report is available on-line today at [www.sfrpc.com/ccb.htm](http://www.sfrpc.com/ccb.htm). Plans for the future include conversion to a searchable database to make *The Broward Benchmarks* more convenient and productive. This further enhances its demonstrated value in research, strategic planning, budgeting, grants, business assistance and other services to public and private organizations countywide.

With your help, *The Broward Benchmarks 2000* will serve as a model to encourage our communities and citizens to form more constructive partnerships to improve our quality of life. Only by working together can we build a better, stronger Broward County, neighborhood by neighborhood, citizen by citizen.

As you review *The Broward Benchmarks* you will see that this work never ends. The Council hopes that these benchmarks and goals will help focus public attention on what needs to occur to make our community an even better place to live and work.

We would like to thank everyone who contributed in the preparation of this third edition of *The Broward Benchmarks*. The countless hours by so many volunteers have given us the best path to assure continual community improvement.

Please accept our invitation to welcome all who want to challenge Broward to be the best place to live, work and play.

Sincerely,

Dr. Willis Holcombe  
Coordinating Council Chair







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# *Introduction*







As a citizen of Broward County, what quality of life do you want us to have? How would we define and measure it? Would you want crime rates, employment and student achievement to 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 on all issues important to Broward citizens. With advice from many hundreds of volunteers over the last five years, we have divided Broward’s unique universe into seven areas that touch all parts of our lives. These areas are further divided by sections and topics. Each topic has specific benchmarks with past and present measures, and many have future targets – our mutual goals for Broward. When these goals are reached, our community will be better off. We will be safer, healthier and better educated; we will live in an enhanced environment; and more. However, if the numbers do 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.

Local agencies are using *The Broward Benchmarks* in strategic planning, resource allocation, new partnerships and other initiatives. Broward citizens don’t have to rely on vague notions about what’s going on in our county. Knowledge is power in the information age, and this report will inform and help both citizens and institutions.

Every successful business has a plan that defines demand and supply, holds its leadership accountable and targets on the “best practices” for management of its enterprise. *The Broward Benchmarks* may be seen as a business plan for best practices

in Health, Public Safety, Education, Economic and Human Services and related subjects. All of us, through our appropriate institutions, are held accountable for achieving these goals. Reporting outcomes in clear ways will help you judge how well we are doing and what we might change.

## BACKGROUND

Designing and compiling this 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, our business community, universities, constituency groups, government agencies, the Legislature, and the Governor’s Office have all contributed. They share our excitement about creating systematic ways to create a Better Broward.

In the beginning, The Council examined existing benchmarking practices, such as Oregon’s *Benchmarks*, similar work being done in some other Florida counties, and others. The greatest initial contribution came from the Florida Commission on Government Accountability to the People (GAP). Since then, we have developed customized ways to get and display the data and ideas. This new edition contains far more local information and realistic goals.

We know that one salient gap in the Benchmarks is the increasing multicultural composition of Broward. How do we 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 a county with some of the

fastest growth and greatest ethnic complexity in the nation.

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. We’re working on it, and your ideas are always appreciated.

## 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, as described in the next section. For each priority issue, The CCB has convened a “stakeholder group” to take specific action. Again, everyone is welcome to join the groups.

In ranking our priorities, citizen reviewers and institutions are asked to consider the following criteria:

- Is it a true countywide priority?
- Can meaningful goals be set?
- Can clear outcomes be defined?
- Does it address people’s most basic needs?
- Does it impact other quality of life factors?
- Is it proactive?

The Council has identified three tiers for addressing priorities:

- Tier I - critical community priority projects;
- Tier II – collaborative initiatives; and



- Tier III - basic support systems and practices.

Tier I priorities, limited to a small number selected from the highest community responses, are intended to be the primary focus of the Council's action strategies. The Council selected its four priority issues in December 1998. Tier II and Tier III are secondary priorities and systems to assure Tier I success. These include the Broward Information Network, the Community Resource Inventory and Targeted Needs Assessments.

## APPLICATIONS

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

1. **The Coordinating Council of Broward.** We will use *The Broward 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 play.
3. **Public officials and business executives** can use *The Broward Benchmarks* in setting priorities, allocating resources and creating partnerships.
4. **Cities and neighborhoods** may use this countywide information and develop their own localized benchmarks as a guide to local solutions.
5. **Provider and Service Agencies** should use *The Broward 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; and other positive outcomes. 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 County 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 health outcomes, not just number of hospital visits). 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 simple data on 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 include 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, including, where possible, web site addresses.

## BENCHMARKS, PRESENT AND FUTURE

As noted earlier, this third edition contains more and increasingly precise information. 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 – shape it to your needs. Thanks.







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# *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
Neighborhood Projects.....	The CCB Neighborhood Projects Committee
Children .....	Broward County Children’s Services Administration Division
Seniors .....	Area Agency on Aging of Broward County
Multicultural Population .....	The CCB Multicultural Advisory Board

### TIER II ISSUE PRIORITIES (ALPHABETICAL LISTING)

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

### TIER III BASIC COLLABORATION – INFRASTRUCTURE PRIORITIES

Broward Information Network	Quality of Life Indicators / Benchmarks
Community Resource Inventory	System Evaluation
Targeted Needs Assessments	Coordinated Legislative Agenda
Targeted Collaborative Support	





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