Overview of key resources reviewed for performance indicators:

- *City of Houston - Consolidated Action Plan, Code of Ordinances, Disaster Recovery, Urban Houston Framework, Departmental Performance Indicators portal*
- *Houston-Galveston Area Council - 2040 Regional Transportation, Our Region, Livable Centers plans*
- *Center for Houston's Future – Community, Health Profile and Environment reports (built environment, civic vitality, diversity, economy, education, health, natural environment and public safety)*
- *Rice University Shell Center for Sustainability – Houston sustainability indicators website (social demography, economic development, environment,*
- *Management Districts – quality of life and economic development strategies*

National best practices for selecting successful indicators:

- *Validity - Is there sound data to accurately depict real situations?*
- *Relevance – is it appropriate for and pertinent to the community's important issues*
- *Reliability – can it be researched reliability over a period of time?*
- *Measurability - can data be obtained for the entire community?*
- *Clarity – understandable by a diverse range of constituents.*
- *Comprehensiveness – represents many parts of an issue and reduces the need for an excessive number of indicators*
- *Cost-effectiveness – data collection/maintenance is not overly cumbersome.*
- *Comparability – sufficiently general so that differing scales of geography can be compared to one another*
- *Attractiveness – the more appealing and meaningful the indicator is, the more likely it is to be monitored over time. Collaboration with stakeholders during selection of indicators is key.*
- *Appropriateness – how appropriate is the indicator to political, institutional, jurisdictional, or other contexts?*

1. Focus data collection and indicator reporting efforts on what's most important to the community

- *Challenge: Today, there are entities that track similar performance indicators. For example, multiple agencies may report on similar indicators for air quality, socioeconomic and demographic trends, health and education.*
- **Strategy**: Narrow possibilities to a selection of indicators that are most important for Houston. Be realistic about how many indicators the Planning and Development Department can track. Then, only add more if there are reliable partners.
- **Strategy:** Focus efforts on data sources that provide insights as to trends in Houston over time (as opposed to only providing a snapshot of information).

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- **Strategy**: Create long-term partnerships to track the performance of the goal.

- *Challenge: Some indicators are only being compared to other communities in the Houston area or Texas.*
- **Strategy**: Analyze the best practices of cities and choose indicators that allow Houston to be compared to other major urban areas across the US and abroad. Houston is an international city!

- *Challenge: Different types of indicators can be updated at different frequencies (i.e. annually, quarterly). If data can't be updated very frequently, it may feel old shortly after publishing.*
- **Strategy**: Use data sources that are updated at least annually.

- *Challenge: Categorizing performance indicators by the vision and theme categories of People, Place, Culture, Education, Economy, Environment and Public Services may not adequately express the interrelatedness of information. For example the performance indicator of "number of trees planted" furthers goals across multiple vision and theme categories.*
    - *Place: Inviting and accessible parks and public spaces that provide recreation experiences, respect the environment, and connect people and places*
    - *Place: Beautiful streetscapes and public spaces*
    - *Environment: Efficient use and reuse, and conservation of resources*
    - *Environment: Clean, plentiful, and accessible water, air, land, and food resources*
    - *Public services: Ample, efficient, and well-maintained infrastructure*
- **Strategy**: Accommodate a "many to many" relationship between the themes, goals, strategies and performance indicators.

2. Address gaps that exist today

- *Challenge: Gaps in the People category include adequate performance indicators for "Equal access to opportunity and prosperity", "engaged and informed residents", and "an integrated community that reflects our international heritage".*
- **Strategy**: Explore national benchmarks and best practices for how other communities are assessing participation in civic affairs, community and neighborhood organizations.
- **Strategy**: Use existing data available through the City or national third-party organizations (such as the US Census Bureau) to formulate human dignity performance indicators that ensure equal access to opportunity.

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- *Opportunity: There is currently an abundance of potential performance indicators that could be used to track the success of goals for the Place category. Areas in which adequate data exists include information for proximity to parks/amenities, disaster recovery efforts, litter, graffiti, trees, land use mix, population densities near housing and employment opportunities, crime prevention and emergency response.*
- *Challenge: Gaps in the Place category include adequate performance indicators for "attractive, walkable neighborhoods and diverse housing types, values, and character".*
- **Strategy**: Leverage available resources to develop performance indicators for understanding the state of Houston's sidewalk infrastructure and modal split.

- *Challenge: Gaps in the Culture category include adequate performance indicators for "a community that respects our history", "unique and internationally recognized cultural and entertainment opportunities" and a "culture that encourages innovation".*
- **Strategy**: Work with the cultural plan team to determine methods of measuring consistently these cultural attributes of a community.

- *Opportunity: Several entities are monitoring performance indicators for the Education category. Examples of quality performance indicators that apply to the General Plan include percentage of school enrollment, total population graduating/receiving degrees, proximity to educational amenities, graduation rates, and achievement of state or national standards for meeting reading levels.*
- *Challenge: A gap in the Education category includes the need for further definition of the following goal "schools and communities that invest in each other".*
- **Strategy**: Gather additional feedback from advisory committees and citizens to determine a clear intent for this goal.

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