

Community and County Capability Maturity Model (CMM) – Version 1.0

Level 2 is the norm where the level of performance is considered acceptable

CMM Level	Description	Fire-Fighting Analogy	CoE * (Point values)
Level 1	Chaotic - unpredictable cost, schedule, and performance.	Reacting to the problem (<i>Run with the hose and put out the fire</i>)	0-100
Level 2	Repeatable – “It Works.” Intuitive, cost and quality highly variable, reasonable control of schedules, informal and ad hoc teams, methods and procedures. Some key elements, or key process areas (KPA), identified.	General improvement orientation <i>(Install more fire hoses to get the fires quickly and reduce their impact)</i>	100-200
Level 3	Defined. Qualitative - reliable costs and schedules, improving but unpredictable quality performance.	Systemic evaluation and improvement. <i>Evaluate which locations are most susceptible to fire. Install heat sensors and sprinklers in those locations</i>	200-300
Level 4	Managed. Quantitative - “reasonable” objective feedback on performance	Learning and strategic improvement <i>Install system-wide hear sensors and a sprinkler system that is activated by the heat preceding fires</i>	400-700
Level 5	Optimizing. Quantitative basis for continued capital investment in process and systemic improvements. The key elements to achieve this highest level of maturity include reducing problems, innovations and process change management.	Organizational analysis and innovation. <i>(Use fireproof and fire-retardant materials. Replace combustible liquids with water-based liquids. Prevention is the primary approach for protection, with sensors and sprinklers as the secondary line of protection.</i>	700-1,000

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Supporting Methods and Tools

Version 1.0

Level 1: Initial	Chaos – order without predictability	Supporting Methods and Tools (1)
Level 2: Repeatable	Predictable patters, habits – good and bad, Intuitive, “The way we’ve always done it.”	Internal Controls (2)
Level 3: Defined	We know what we are trying to do – documented policies, practices, processes, strategic (action) plans	SWOT, Strategic Plan, Annual Report to the Community
Level 4: Managed	Indicators and metrics to provide feedback on what is working and what needs improvement	Annual review and updates to plans; Performance trends validate progress (1)
Level 5: Optimizing	We know what is working, what is not, and have plans for improvement	County-wide Strategic Plan, Annual reviews and reports; Performance trends validate progress

(1) [Support Guide, Brown County Leader Network](#)

(2) State of Indiana: [Uniform Internal Control Standards for Indiana Political Subdivisions](#)