Performance measures are meaningful quantitative evidence used to monitor and track progress towards achievement of desired results.

Type	Description	Explanation	Examples
Outcome	The desired end result that demonstrates the impact of the services delivered	Typically qualitative, they are quantified through effectiveness measures, which compare them to a target or standard. Identify outcomes clearly so you can identify the measureable factors that will get you the results you desire.	▪ City facilities are clean, well-maintained and open ▪ Streets and roads are well-maintained and clean ▪ Travel/transit times are reasonable & predictable
Cost-Effectiveness	Amount of outcome achieved per amount of resources used	Another way to measure effectiveness is to measure how economically it is done. This is different from "efficiency" measure, which are the ratio of outputs created to inputs used. You can also measure the cost-effectiveness of different levels of service.	▪ Per customer cost to provide after-school programs ▪ Cost to provide 24-hour turnaround service on all building inspections
Effectiveness	Amount of achieved results, or the level of quality relative to the amount of work done	Called outcome measures because they measure the extent to which outputs achieve desired customer-focus results. Financial Policy 3 requires budgets to include proof that programs met intended objectives (effectiveness criteria). They tell you how effectively you are providing the service, but don't tell you how efficiently it is being done.	▪ Citizen, employee and customer satisfaction, quality and timeliness ratings from surveys ▪ Pavement condition index (PCI) ▪ % of improperly repaired meters
Productivity	Amount of quality work done per amount of resources used	Calculated by dividing an efficiency (or input) measure by an effectiveness measure. Productivity measures are an efficiency measure that measures amount of quality work done per amount of inputs used. Difficult to do, but productivity measures encourage both efficiency and effectiveness.	▪ Cost per properly repaired meter ▪ Cost per vacancy filled successfully

Efficiency	Amount of work done per amount of resources used	Efficiency is the ratio between outputs delivered and inputs used to produce the output. Efficiency measures tell you the quantity done relative to the inputs used; they do not tell you the quality of work done. Financial Policy 3 requires budgets to include proof that programs provide value in terms of dollars allocated (efficiency).	▪ Number of transactions per FTE ▪ Cost per work order completed ▪ Expenditures per case closed ▪ Road rehab expenditures per lane mile
Output	Amount of work produced or services delivered	Outputs are the amount of work done by the organization or contractors – the completed products of <u>internal</u> activity. They are also known as workload measures and can be compared with prior years to see if volume is up or down. They can be divided by indicators such as population to compare relative levels with other organizations. Outputs reveal the <u>quantity</u> of work done, but say nothing about the quality of the work or efficiently it was done.	▪ Tons of residential refuse collected ▪ Number of lane miles swept ▪ Number of applications processed ▪ Number of sets of city council minutes prepared ▪ Number of arrests ▪ Number of trees planted
Input	Amount of resources used (or available) to provide services	Inputs contribute to the production and delivery of an output, such as expenditures, labor units or physical resources. The amounts that were actually used (not the amounts budgeted) are the relevant numbers. Input measures don't really tell you anything about performance, but are necessary to create other measures.	▪ Employees or full-time equivalents (FTEs) hours/2,080 ▪ $ Expended ▪ Paid Hours ▪ Supplies used– electricity, water, gas, steel, cement, asphalt
Indicators	Describe the environment in which the service is provided	Indicators describe the external environment and provide context on operations, including those factors that impact services. Also called descriptors. Measures are controllable, indicators are usually not, but may be influenceable.	▪ Population ▪ Square Miles ▪ Crime Rates
Conditions	External requirements or demands that impact service delivery	Conditions are external requirements or demands that impact services. Include procedural requirements, but also things to which you must be responsive.	▪ Laws ▪ Regulations ▪ Calls for service ▪ Citizen Complaints