Guide to Good Measures

Controller's Office
City Services Auditor

April 2015

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Introduction

Purpose of This Guide

The purpose of this guide is to help you create and improve your department's performance measures. It is not a user's guide for the Citywide Performance Measurement Database. Rather, it will explain what constitutes good performance measures, give you the tools to develop them, and provide you with information on why good performance measures are valuable.

Key definitions are in ***bold italics***. The appendix has additional information, such as an organizational chart of performance measurement in the City and a glossary of common terms.

City and County of San Francisco's Performance Measurement Program

The City and County of San Francisco ("the City") has many performance measurement programs. Most of these programs are implemented in coordination with the Controller's City Services Auditor (CSA) division. CSA's City Performance Unit provides leadership on the City's efforts to measure and improve performance and service delivery. It provides technical assistance to City departments to analyze and improve service through performance measures, maintains the performance measures database, and conducts the biennial City Survey. Departments enter performance measure information at least semi-annually into the database.

Performance Measurement Standards

The International City/County Management Association (ICMA) developed criteria for excellence in local government performance measurement. The ICMA Center for Performance Measurement applies these criteria when awarding Certificates in Performance Measurement. The Performance Measurement Team uses these criteria as a standard for performance measurement work and as goals for future development.

Criteria for the Silver Certificate include:
- Coordination: Designation of a primary staff person to oversee performance measurement efforts in the jurisdiction.
- Data collection: Collection of performance data over a 2-year period.
- Public reporting: Incorporation of jurisdiction performance data in documents, online, or in public mailings; identification and discussion of targets or goals for key measures.
- Training/support: Primary contact conducts at least one information or training session in a year.
- Verification: Efforts to verify, correct, or further explain any data that may be in question.

The Gold Certificate criteria include all of the above plus the following:

- Accountability: Adoption of policies for holding staff accountable to report performance data.

- Networking: Sharing of performance measurement experiences/lessons-learned with other communities.

- Planning: Consideration of performance data in measuring progress toward strategic plan goals.

- Reporting context and analysis: Incorporation into public reporting of sufficient data to judge past performance; comparison values from other jurisdictions, groups, or private industry; and narrative text to explain the meaning or significance of the data.

The Platinum Certificate criteria include all of the above plus the following:

- Data collection: Tracking of key outcome measures.

- Leadership: Internal emphasis on performance measurement.

- Surveying: Conduct and reporting of customer satisfaction surveys.

- Reporting context and analysis: Use of graphs, color-coding, dashboards, etc.

Overview of Performance Measures, Performance Measurement, and Performance Management

A **performance measure** is a specific quantitative measure or qualitative assessment of an activity or outcome. Performance measures are usually classified as inputs, outputs, outcomes, and efficiency measures. Synonyms for performance measures include performance metrics and key performance indicators (KPIs).

Performance measurement is the regular tracking of performance measures to analyze the results, outcomes, and efficiency of services or programs.

Performance management is the use of performance measurement information to improve goal attainment. Performance management might include multiple performance measurement initiatives.

The performance measurement process generally includes setting goals, collecting data, analyzing performance measures, and reporting results. The value of performance measurement lies in the ability to evaluate and improve programs. Performance measurement is powerful because:

- What gets measured gets done.

- If you measure results, you can tell success from failure.

- If you see success, you can reward it.

- If you recognize failure, you can correct it.

- If you demonstrate results you can win public support.

For more information on performance measurement and the City's programs, visit the Controller's Performance Measurement website.

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Performance Measurement
http://www.sfgov.org/controller/performance

Budget and Performance Measurement System
http://budget.sfgov.org/

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History

Brief History of Performance Measurement in the City

The Controller's Office is responsible for promoting efficiency and effectiveness of City government. The City and County of San Francisco began listing performance measures without data for some departments in the Mayor's Proposed Budget for fiscal year (FY) 98.

In FY 00, the Mayor's Proposed Budget included prior, current, and budget year performance data in tabular form for all of the City's nearly 50 departments. In 2000, the Controller's Office began collecting performance data and targets for all City departments in an Access database on a semi-annual basis. Until this point, data was collected annually for the budget proposal through a decentralized system relying on various spreadsheets and word processing documents. In November 2003, San Francisco voters passed Proposition C, which reinforced this effort, requiring the Controller's Office to measure efficiency and effectiveness (including the quality of service provided and citizen perceptions of quality).

Since 2007, the data has been collected semi-annually by the Controller's Office and stored in a new, web-based database called the Citywide Performance Measurement System. The database includes detailed information on goals, measures, measure definitions, data sources, data collection methodologies, and explanatory detail for each semi-annual update. Many of the over 1,100 measures include multiple years of historical data. Performance information is used for multiple purposes, including department management, reporting for the annual budget process, publication of select measures in the Mayor's Budget Book, DataSF, and Board of Supervisors hearings.

The Controller's Office offers training to department contacts on how to enter the appropriate data prior to each semi-annual data entry deadline, which has historically fallen in February (with budget requests) and August (at the fiscal year end). Departments are ultimately responsible for the measures they choose and the data they enter, although the Controller's Office provides departments with technical help and consultation. For a timeline of performance measurement activities and reporting,

Precedents and Mandates

- U.S. Government Performance and Results Act (1993)

The federal Government Performance and Results Act of 1993 sought to shift the focus of government decision-making and accountability away from outputs - such as grants dispensed or inspections made - to a focus on outcomes, such as real gains in employability, safety, responsiveness, or program quality. Under the Act, agencies were required to develop multi-year strategic plans, annual performance plans, and annual performance reports.

- City Charter Section 9.114: Mission-Driven Budget (1996)

The 1996 San Francisco Charter included a section mandating mission-driven budgeting for all departments. Section 9.114 requires departments to provide certain information to the Board of Supervisors per instructions issued by the Controller in consultation with the Mayor. This information includes overall mission and goals of the department, specific programs and activities, the customer or client served, outcomes, strategic plans, productivity goals, total cost of the program or activity, and the extent to which the department achieved its goals.

- San Francisco Performance and Review Ordinance (1999)

Although mission-driven budgeting in the City Charter was a major step towards formalizing departmental performance measurement, it did not become explicitly mandated until the San Francisco Performance and Review Ordinance of 1999. The Ordinance states that all departments need efficiency plans by the year 2003. Efficiency plans include sections addressing customer service, strategic planning, and performance evaluation. The plans are submitted by department heads to the Mayor and the Board of Supervisors and cover at least three years ahead of the fiscal year in which they are submitted. The customer service element includes identifying customers and benchmarking. Strategic planning includes mission statements, outcomes, and feasibility. The performance components include clearly defined performance measurements for each departmental objective; prior fiscal year targets and actual performance for each measure; current fiscal year targets and year to date actual performance; proposed budget year performance targets; and a discussion of any variance between targets and actual performance. A 2006 amendment changed the deadline for the annual submission of the plan and added detailed instructions for its content.

- CSA Proposition C Charter Mandate (2003)

In November 2003, San Francisco voters passed Proposition C establishing the City Services Auditor (CSA) division in the Controller's Office. City Charter Appendix F, Section 101, mandates that CSA monitor the level and effectiveness of services provided by the City. Specifically, CSA must assess measures of effectiveness, including the quality of service provided, citizen perceptions of quality, and the extent a service meets the needs for which it was created.

What are Performance Measures?

What are Input, Output, Efficiency, and Outcome Measures?

A performance measure is a specific quantitative measure or qualitative assessment of an activity or outcome. Measures are indicators of the effort invested in, the amount produced, cost of producing, and the quality or outcome of a service. Ideal performance measures include a mix of *input*, *output*, *efficiency*, and *outcome* measures, as described below.

- *Inputs* are resources expended to produce services and products (ex. in dollars or labor hours).

    o Example: 200 total work hours for program planning

    o Example: Dollars per year spent on tree maintenance

- *Outputs* are products and services delivered (ex. quantities of goods and services produced, numbers of clients served, or amount of work completed). Although output measures do not reflect effectiveness, they are necessary to understand the nature and scope of services provided by a department. Outputs may include workload measures (ex. number of requests).

    o Example: 50 audit reports produced

    o Example: Number of uninsured indigent clients receiving mental health services

- *Efficiency* (unit-cost ratio) is expressed as the ratio of cost to amount of output, or vice versa. An efficiency measure can also be expressed as the ratio of cost to the amount of outcome.

    o Example: $5000 per outcome or output

    o Example: Labor hours per curb mile swept

- *Outcomes* are results, benefits, or effectiveness of an activity or program for the customers or public. Outcomes are not what the program itself did but the consequences of what the program did. Outcomes can be events, occurrences, or conditions outside of an activity that are of direct importance to customers or the public. These measures may be difficult for one agency to control due to external factors. Outcome measures are usually expressed in rates or percentages. See page 34 for a note on intermediate and end outcomes.

    o Example: Participant rating or employment rate resulting from youth job training efforts

    o Example: Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)

Overview of Performance Measures

Measure Type	Definition	Examples
Inputs	Resources expended to produce services and products	Dollars spent
		Staff hours used
Outputs	Products and services delivered	Eligibility interviews conducted
		Library books checked out
		Children immunized
		Purchase orders issued
Efficiency	Ratio of cost to amount of output, or vice versa	Cost per appraisal
		Plans reviewed per reviewer
Outcomes	Results, benefits, or effectiveness of an activity or program for customers or the public	Percent of job trainees who hold a job for more than six months
		Percent of juveniles not reconvicted within 12 months

Source: Adapted from Fairfax County's "Manages for Results" (2007).

Comparing Outputs and Outcomes

Whereas outputs are goods and services performed or delivered, outcomes are the effectiveness or quality of the results achieved by a program or service. See the chart for a comparison of outputs and outcomes.

Output	Outcome
Lane miles of road repaired	Percent of lane miles in good condition
Number of staff training programs held	Number of supervisors observed to effectively implement improved practices
Number of crimes investigated	Conviction rate for Part 1 crimes
Square feet of facilities maintained	Percent of users rating building facilities as good

Guidelines for Good Performance Measures

Our guidelines for good performance measures are based on industry standards and best practices. The literature on performance measurement can be applied in many ways. The following guidelines represent our best thinking on how to achieve a good performance measurement system in your department; how to develop a good set of performance measures with a balance of inputs, outputs, efficiency, and outcomes; and how to construct a good individual performance measure. For a bibliography and list of references, see page 39.

How to Create a Good Performance Measurement System

A performance measurement system is a comprehensive and systematic process of using performance measurement to assess, monitor, and improve the accomplishment of program and service delivery goals and objectives[1]. Performance measures quantify progress towards goals and tell you what you are doing (inputs) and accomplishing (outputs and outcomes). Read on for an overview of the performance measurement process, uses, audiences, management, and staffing. Although performance measures have varied audiences and multiple uses, you should use performance measures primarily for department and program management.

The performance measurement process generally includes:

- Identifying mission and programs through strategic planning.

- Assessment of customer needs and priorities.

- Setting program goals.

- Setting performance measures for goals.

- Collecting and analyzing data for performance measures.

- Reporting results.

- Using results to redesign programs and/or reallocate resources.

- Refining measures (refinement with the need for constancy and comparability over time).

- Auditing performance data periodically.

Performance measures have multiple uses:

- Managing operations
- Maintaining accountability and evaluating services, including services delivered by community based organizations
- Monitoring progress toward goals
- Evaluating and auditing programs
- Making policy and budget decisions
- Motivating employees and monitoring their performance
- Performance-based contracting
- Communicating priorities and expectations to stakeholders

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[1] Definition from Government Finance Officers Association 31.

- Fostering public discourse

Performance measures will be useful to varied audiences:

- Department and program management
- Elected officials
- The public

Use performance measures for department and program management:

- Spend resources for tracking and reporting the information you need in order to manage.
- Good measures are critical to ensuring that your work contributes to your department's high level goals.
- Performance measures can raise important questions, but cannot tell you what should be done or why the program caused the measured results.

Staffing:

- Designate a person or team to be responsible for performance measurement within your department over time.
- Executive-level leadership and staff develop mission and strategic planning.

Dos and Don'ts for a Performance Measurement System

Dos	Don'ts
Do create a performance measurement culture involving staff at all levels.	Don't think this is a quick and easy process.
Do appoint a performance measurement champion.	Don't develop a measure based on data that has not been or cannot be collected.
Do communicate results.	Don't measure without linking to a strategy—make measures consistent with a set of goals, mission, etc.
Do use performance measurement to effect improvements and reward high performance.	

How to Develop a Good Set of Performance Measures

When developing or revising a set of performance measures, it is important to think about the balance of inputs, outputs, efficiency, and outcomes. A balanced set of performance measures provides the best mix of information for a comprehensive look at performance. Keep in mind that a major purpose of performance measurement is to raise questions, but it rarely provides complete answers about why something occurred and what should be done in the future.

Criteria for a Good Set of Performance Measures

Emphasize outcomes: Do not exclude an outcome measure merely because the program has been doing very well on it for a period of time. Include any outcome measure that is important for the program.

Comprehensive: Some minor facets of performance may be overlooked, but the major performance elements or program components are addressed by a good set of measures. Address your department's mission, core services, and functions

Selective and non-redundant: The best sets of performance measures limit information overload for all because each measure contributes something distinctive. If a measure is duplicated or overlaps with other measures, it becomes less important. However, for internal tracking, you should use as many measures as you believe will be useful and for which you have sufficient resources for regular data collection.

Cost effective and practical: In some cases, measurement costs may exceed their value. Good sets of performance measures include the best measures given your resources and ability to measure. Sometimes the most costly measures are the most important.

Your Logic Model

A logic model is a systematic and visual tool that can help you understand the relationship among the resources you have to operate your program, the activities you plan, and the changes or results you hope to achieve. It can help you define the relationship between your goals, inputs, outputs, efficiency, and outcomes. (Note that logic models distinguish between outcomes and impacts, but we do not use this distinction in the City.)

There are many ways to develop a logic model. These are some examples to get you started.

Logic Model Development Template

Goal	Resources	Activities	Outputs	Outcomes			Impact
What are we trying to accomplish?	In order to accomplish our set of activities we will need the following:	In order to address our problem or asset we will conduct the following activities:	We expect that once completed or underway these activities will produce the following evidence of service delivery:	We expect that if completed or ongoing these activities will lead to the following changes:			We expect that if completed these activities will lead to the following changes:
				Short-term	Medium-Term	Long-Term	

Source: Kellogg Foundation *Logic Model Development Guide (2004)*.

- Logic Model for Police Effectiveness Review Public Workshops (page 35).

- Logic Model for Bicycle Helmet Public Information Campaign (page 36).

How to Construct a Good Performance Measure

A strong foundation for a successful performance measurement program and set of measures lies in constructing a good individual performance measure. Use the SMART Model and Thought Process to develop a good performance measure. Compare a good measure to targets and benchmarks to understand how well you are performing relative to your goals and other jurisdictions.

SMART Model

Good measures incorporate the SMART Model:

S	*Specific*	**Be clear on what you are trying to achieve and measure.** Users should understand what is measured and reported.
M	*Measurable*	**Ensure that the things you want to measure are actually measurable.** Identify expected outcomes and how they will be measured (e.g., quantity, quality, accuracy, time, cost, or safety). Is the data available in an accurate, timely, and cost-effective manner? Performance measures should be accurate and exhibit little variation due to subjectivity or use by different raters. Do not select measures that program personnel can easily manipulate to their advantage.
A	*Achievable*	**Good targets are attainable, yet require you to stretch to achieve them.** They should not be so difficult that you set yourself up for failure, nor so easy that you are not challenged by them.
R	*Results Oriented/ Relevant*	**Focus on results, rather than process or activities. Relevant means that you align individual goals with broader organizational goals.** A good measure provides insight on the achievement of goals and objectives. Output and outcome measures should be written in terms of results or conditions to be achieved, rather than activities to be performed.
T	*Time Based*	**Establish clear milestones to measure progress.** Measures are compiled and distributed promptly and regularly enough to be of value to operating managers or policymakers.

Source: Adapted from *The Manager's Guide to Rewards* (Jensen 2007)

Example: Using the SMART Model in the Communities of Opportunity Audit

The San Francisco Budget Analyst presented an audit of Communities of Opportunity (COO) to the Board of Supervisors on October 15, 2008. The analysts used the SMART standard to examine COO's plans and practices. Analysts looked at whether their goals are Specific, Measurable, Relevant, and Time Based. With regard to Specific, they examined whether COO's goals are well defined, both individually and as a unit. With regard to Measurable, they examined what data COO collects and reports, and what their plans are for collecting and sharing data going forward. With regard to Relevant, they reviewed the extent to which the data provides insight into objectives, and the extent to which short-term goals relate to primary goals. With regard to Time Based, analysts matched specific deadlines to short-term and long-term quantifiable objectives. The Budget Analyst used SMART to audit the department's goals and performance measures as a whole, but the same principles can be applied to your individual measures.

Thought Process

The process of creating measures for a department can take many forms, but we suggest that you consider the following Thought Process to create measures from the ground up.

- **Who are the stakeholders and customers? What are their expectations?**

    o Example: Fire Department - residents of the City and County of San Francisco (customers) expect prompt responses to fire calls.

    o Decide who your customer is. Who is the primary beneficiary? (ex. community, client)

    o Describe what the customer expects. If you don't know, how can you find out? Are you willing to guess?

- **Describe ways to find out if you are fulfilling the expectations.**

    o Example: Effective response to calls for service. Possible measure might be average response time in seconds.

    o Express the expectation you describe above as an outcome or output of your work.

    o Describe what would happen if you meet your customers' expectations and if you fail to meet them.

    o Describe some ways to measure achievement of expectations. That is, describe a way that you, or anybody else who was interested, could come to know if you are successful. Think about how well the measure you have selected is connected to the outcome or output of your work. Are there multiple measures that might be useful? If so, could they be combined into an index (see page 23)?

- **Describe how often you should measure the indicators.**

    o Example: Citizen evaluation on a biennial basis through the City Survey.

    o Example: Monthly measurement of average response time in seconds.

    o How much will it cost to measure? Will you measure it often enough to learn something useful? Would it be more useful to measure more (or less) frequently?

- **What comparisons will be used to make the measure meaningful (baseline, benchmark?)**

  o Example: Pick comparable jurisdictions and compare your average response time to theirs.

  o Example: Use standards from professional associations, state or federal requirements, etc.

  o Do you need a baseline? Baseline data will provide you something to measure your performance against and shows how a change, such as a new program, impacts performance.

  o Will you use benchmarks? How will you get them? See the following section for information on benchmarks.

- **What is a reasonable performance target, or the right level of performance?**

  o Example: Why should San Francisco's response time be different from Boston's? What can we do to improve our average response time based on available resources? Can we streamline?

  o Is there a reasonable performance target for your measure? If so, what would happen if you do not achieve it? What would happen if you do? How would a new performance target be chosen? See the following section for information on targets.

  o Specify the trigger points that would require decisions or other action. What would those decisions or actions be?

- **How will you report your performance measure?**

  o Example: Publish an annual performance report online or a monthly performance dashboard.

  o Write out a plan for how the measure will be used. Who needs to know what? Why?

  o Design a report that includes your measure. Decide who the report is for—who's the audience? What will make it memorable? What if it is one of 10 reports?

  Adapted from Dr. Larry Grant's "Developing Performance Measures."

Develop Targets and Compare to Benchmarks

As indicated by SMART and the Thought Process, targets and benchmarks are crucial to crafting a good measure. ***Targets*** are the desired performance levels of measures. Without a target, someone external to the organization may not understand a certain level of performance because it has no context. Targets can be fixed annually or measured relative to "stretch" goals, such as being at the top of your peer group. Stretch goals usually compare the performance of your group to peer groups or against the completion on a regular basis.

Establish realistic short-term and more ambitious long-term targets to help you achieve your desired results on a regular basis. Short-term targets will keep staff motivated and allow you to document steady progress. Long-term targets will help the department stay focused on reaching your ultimate goals.

Benchmarks are standards against which you can compare your department's performance. Benchmarking is most valuable when combined with analysis of performance gaps between your organization and the best-in-class performers, identification of differences that account for that gap and the adaptation of key processes in an effort to close the gap. Types of benchmarks:

- Historical:
    - Your department's past performance. Reporting periods must be the same length (monthly, quarterly or annually) in order to compare performance.
- Industry standards:
    - May be set by another level of government or a professional association
- Performance of similar jurisdictions or organizations:
    - Most difficult comparison to make because the jurisdictions must have a similar mission and customer base. The International City/County Management Association (ICMA) has a list of benchmarks for municipal services.
- Best practices:
    - Compare to innovative programs in other cities, counties, or the private sector, regardless of strict comparability of the organization.

How to Measure Performance

Having read through an overview of performance measures and our guidelines, the following section will help you understand the different ways to measure performance, including how to characterize inputs, outputs, efficiency, and outcomes. Performance measures should provide valid, useful data that explicitly recognize the measures' limitations. It is up to you to decide whether to report the data as something you want to minimize or maximize. Do you want to convey the percent not improved after services or the percent improved? Although you may want to report the data in a positive light, sometimes it is advisable to create a measure that will lead to more attention on a problem that needs to be addressed. Health and safety programs commonly report the number of deaths and homicides in order to highlight negative trends. Measures of unmet need can show you how to improve performance by filling gaps in service delivery. In general, inputs, outputs, efficiency, and outcomes should be clearly defined, directly related to a program's mission, goals, and objectives, and consistently measured over time. This section is particularly useful when developing a good measure and deciding between different ways of measuring performance.

Measuring Inputs

- Example: Number of labor hours dedicated to street sweeping.

- Example: Dollars spent on tree maintenance.

When creating your input measures, consider shared costs and comparisons over time:

- Shared costs

  - Example: Solid waste collection and disposal divisions may share supervisors and facilities.

  - A possible complication in measuring inputs is shared costs between divisions or departments. Procedures are needed to allocate these joint costs and avoid overlap.

  - Managerial/cost accounting exercises can be useful so that groups have a better appreciation of the total cost.

- Comparing costs over time

  - Changes in price levels, accounting procedures, or definitions of costs may require data adjustments.
  - If comparisons are made over a long period of time, you should apply a price index to convert to "constant values" or note that inflation may be an external factor that may explain some of the change.

Measuring Outputs

- Example: Number of uninsured indigent clients receiving mental health services.

- Example: Hours of recreation programming for children aged 6-12.

Outputs are goods and services delivered to external or internal customers. They are measured quantitatively. Outputs are important for controlling operations but do not describe the quality of the service.

You can use output measures to determine the extent to which a program achieved its stated performance goals as a percent of output accomplished. Actual outputs are divided by the total number of outputs planned for a specific time period:

> **Measure of Goal Attainment**
>
> Percent of output $=$ $\dfrac{\text{Number of output performed by staff}}{\text{Number of output planned for period}}$
> accomplished

Measuring Efficiency

- Example: Amount of child support collected per dollar expended in collection efforts.

- Example: Labor hours per curb mile swept.

- Example: Cost per lane-mile with satisfactory rideability.

The most commonly used efficiency measure is the input-output ratio. Program efficiency can be measured in two ways:

1. Input per unit of services:

> **Measure of Cost per Service**
>
> Cost per service $=$ $\dfrac{\text{Total program inputs}}{\text{Total output}}$

2. Level of service provided per input:

> **Measure of Service per Cost**
>
> Output per employee $=$ $\dfrac{\text{Total output (performed by program staff)}}{\text{Total inputs (number of employees)}}$

Example: Municipal Courts

Municipal Courts			
Output Measure	Total Output	Total Inputs	Efficiency Measure
Number of court hearings	68,865 court hearings	50 program employees	1,377 court hearings/employee

Source: Adapted from *An Elected Official's Guide to Performance Measurement* (2000).

Cost per unit of service must be weighed against the outcomes or quality of the service. Although efficiency measures assess how well program resources are used, a program may not be effective in accomplishing its goals and intended outcomes. Efficiency measures are most useful when paired with outcome measures because they present a whole picture of how a program or activity is doing. Comparing efficiency measures to outcomes provides a way to avoid increasing outputs at the expense of service quality.

- Example: The number of customer service agents per client is low, resulting in cost savings for the department as a result of reduced personnel and inputs. However, this might also result in negative outcomes because of long wait times or unprofessional service. By comparing efficiency (personnel/total customers) to outcomes (wait time per customer relative to ideal wait time), you have a better indicator of your overall performance.

Other measures of efficiency

Equipment and personnel utilization rates: This type of measure does not directly assess the amount of output obtained from resources but can be helpful as an efficiency measure.

- Example: Percentage of available hours that each type of equipment (or employee) was utilized (or not) for productive operation.

- Example: Number of instances in which employee inactivity exceeded x hours.

Productivity index: Measures percentage change relative to a pre-selected period of time. A productivity index measures relative efficiency rather than absolute efficiency. Indices can be calculated for each efficiency measure.

- Example: If an outcome's value in the base year was 200 tons collected per employee-hour and 225 in a subsequent year, the (base 100) productivity index value would be:

$$\frac{225}{200} \times 100 = 112.5$$

This is a 12.5 percent increase. A base year (or period of multiple years) is given the value of 100.

Measuring Outcomes

- Example: Airport
  Goal: Maintain or increase customer satisfaction
  Measure: Overall rating of the airport (measured by passenger survey where 5 is outstanding and 1 is unacceptable)

- Example: Recreation and Park
  Goal: Provide excellent parks and programs
  Measure: Percentage of San Franciscans who rate the quality of the City's park grounds (landscaping) as good or very good

An important element of outcome measures is **service quality,** or the extent to which programs deliver what is promised to their customers. There are many ways to measure customer satisfaction, focus groups, surveys, mystery shoppers, and inspections. The practicality, validity and cost of the data collection procedure will influence the development of service quality performance measures. For programs that are expected to have lasting effects after customers finish receiving services, such as behavioral health programs, it is important to track customer satisfaction after the service is completed.

- Example: Percent of businesses reporting overall satisfaction with the solid waste collection service they receive.

- Example: Percent of households reporting satisfaction ("excellent" or "good") with park services.

Compare the planned level of performance to actual performance with respect to effectiveness and service quality. The following table compares a fictional example of planned and actual outcomes for police effectiveness.

Example: Police Department

Police Effectiveness Outcomes		
Measure	Planned Outcomes	Actual Outcomes
Crime rate per 1000 residents	61	63.5
Conviction rate for arrests for driving under the influence	90	80.5

Source: Adapted from *An Elected Official's Guide to Performance Measurement* (2000).

Number vs. Percentage

- Example: Number of requests responded to within 48 hours.

- Example: Percent of requests responded to within 48 hours.

As described previously, outputs can be represented by a raw number or a percentage. Both types are useful in understanding service delivery. Whereas the raw number provides a big picture view of the services delivered, a percentage contextualizes the raw number in relation to the total number of requests or expected outputs. In *Performance Measurement*, Harry Hatry recommends providing both the number and percentage values for your measures because the number does not indicate the rate of success and the percent by itself does not indicate the size of success.

Efficiency and outcome measures can also be represented by raw numbers or percentages. Generally, percentages provide context to the data. However, numerical values can be extremely useful in some cases. For example, average customer satisfaction ratings in numerical form (1-5) might prove to be a more informative measure than the percentage of customers who rate the service as a "5." Consider your audience and goals in order to determine whether a number, percentage, or both might be relevant to your audience.

Measuring Unmet Need

- Example: CalWORKs participation rate.

- Example: Job placement rate for aided individuals.

You should consider measuring unmet need in order to identify gaps in service and plan for ways to meet critical needs. Outcomes tell you how effective and at what level of quality you deliver a service. By extension, measures of unmet need tell you what you are missing from your outcomes. Measures of unmet need are thus a kind of outcome measure.

For example, the CalWORKs participation rate provides the percentage of eligible families that participate in predefined acceptable activities. By knowing the percentage of families that are actually participating, you also know the percentage of families that are not participating. This measure gauges the unmet need for CalWORKs families. Similarly, the job placement rate for aided individuals describes the impact of the aid and how much you need to improve to meet the needs of all aided individuals. Other examples of unmet need include the number of homeless individuals and the number of unemployed in an area.

Composite Measures

- Example: Customer service percentages for ratings of "excellent" and "good."

A composite measure is a combination of two or more individual measures into a single measure that results in a single score. This type of measure may be constructed by combining items which were designed to measure the same concept or by combining items which are understood to be related. Note that a composite measure is also referred to as an index (not to be confused with efficiency index).

Comparing How to Measure

There are many ways to represent performance information. See the chart below for a comparison of the many ways to show data.

Type of Measure	Department	Measure
Number of clients served	JUVENILE PROBATION	Number of detainees served
Number/population	POLICE	Ensure the safety of persons riding public transportation (MUNI) in the City; offenses reported as per 1,000 riders
Composite measure	ASIAN AND FINE ARTS MUSEUMS	Number of visitors to City-owned art museums
Percentage rating	ACADEMY OF SCIENCES	Percentage of randomly surveyed visitors rating the quality of the Aquarium as good or better
Percentile	DEPARTMENT OF EMERGENCY MANAGEMENT	Response to code 3 medical calls (in minutes & seconds) in 90th percentile
Percentage within a target	DEPARTMENT OF EMERGENCY MANAGEMENT	Percentage of emergency calls answered within ten seconds, 90% of the time
Average with benchmark	AIRPORT COMMISSION	Average immigration and customs wait times as a percent of the average of five comparable airports

Using and Reporting Performance Information

How to Use Performance Information

Data Analysis

Analyzing performance measure data will help you identify appropriate actions that may be needed to address gaps in service delivery and reward good performance. Below are some basic steps for analyzing performance information based on Harry Hatry's *Performance Measurement*. Where possible, include comparisons of results for the same measures across time, across different geographic areas within a community, and between peer communities. Comparisons help contextualize the data and provide a detailed picture of the impact of your programs.

- Make Sense of the Numbers

  - Identify and highlight key findings.
  - Seek explanations for unexpected findings and missed targets (ex. staff shortages; bad weather).
  - Identify contributing factors, both internal and external.
  - Analyze data covering periods of more than two years for longer-term trends.
  - Provide recommendations to officials for future actions, including experimentation with new service delivery approaches if applicable.

- Examine Aggregate Performance Information

  - Compare the latest data to previous time periods.
  - Compare the latest data to established targets and use the data to create new targets.
  - Adjust targets to reflect changes in the data.
  - Compare the program's outcomes to those of similar programs and to any outside standards.

- Examine Findings

  - Examine consistency and interrelationships among inputs, outputs, and outcomes
  - Examine the outcome measures together to obtain a more comprehensive perspective on performance
    - Example: Compare trained observer ratings for a traffic safety program to findings from a customer survey.

- Examine Breakout Data

  - Break out and compare outcomes by customer characteristics to provide important information on what is working for particular population or client subgroups.
    - Example: Outcomes for different age ranges.
    - Other characteristics: Location of residence, race or ethnicity, disability, and ability to speak English.

- o Break out and compare outcomes by service characteristics to provide basic information about service approaches and enable your agency to compare unit performance.
  - ▪ Example: Outcomes for individual facilities.
- o Break out and compare outcomes by workload to provide information on which categories of complaints are more difficult to resolve than others.
  - ▪ Example: Police track the percentage of cases solved that fell into each category of case difficulty.
  - ▪ Develop categories of difficulty and define each category thoroughly.

Reporting Performance Measures

- Present jurisdiction totals and comparisons of interest:

  - o Between current and previous results.
  - o Among different areas of the community (ex. neighborhoods, voting districts).
  - o Among client groups (e.g., different age, sex, income, racial or ethnic groups).
  - o Among different categories of workload difficulty.
  - o Between actual outcomes and targets set by the program.
  - o Against peer communities.

- Include explanatory information and commentary from program personnel:

  - o Discuss meaning and response to the findings.
  - o Clearly define each measure name whose meaning is unclear.
  - o Identify changes in definitions, including the way the data is collected or calculated.
  - o If samples have been used, identify applicable statistical confidence ranges and response rates.

- Current reporting in San Francisco:

  - o Semi-annual update in Cognos
  - o Mayor's Budget Book
  - o Comprehensive Annual Financial Report (CAFR)
  - o DataSFAnnual Performance Report
  - o Government Barometer
  - o Board of Supervisors Hearings
  - o Public Requests

- Other common reports

  - o Department or program annual reports
  - o Department and performance dashboards
  - o Websites

Citywide Performance Measurement Database

Please refer to the performance measurement training for more information on the Citywide Performance Measurement Database, aka Performance Measurement System, a component of the Budget and Performance Measurement System (BPMS):

http://budget.sfgov.org/PDF/PM_Training.pdf

Performance Measurement Hierarchy in Database: Mission, Program, Goal, Measure

A ***mission*** is a description of your department's purpose.

- Example: Muni strives to provide a convenient, reliable, accessible and safe transit system that meets the needs of all transit users within the City and County of San Francisco.

A ***program*** is a component of your department's mission. Departments programs in the database reflect their budget programs.

- Example: Rail and Bus Services.

A ***goal*** describes how your department plans to be successful in a given program.

- Example: Improve overall performance and promote long-term financial stability.

As described previously, a ***measure*** (or ***performance measure***) is a specific quantitative measure or qualitative assessment of results obtained through a program or activity. Each performance measure in the database contains data over an extended period of time.

Yes/No Measures

Some departments have performance measures in the database with yes or no values in the data fields. For example, the Controller's Office measures if the City receives a certificate of achievement for excellence in financial reporting each year. A "1" value means that the City did receive a certificate, whereas a "0" value means that it did not. It is preferable to use a "1" (yes) or a "0" (no) in this manner and maintain consistency throughout the database.

Target Settings

When inputting your targets into the Performance Measurement System, be sure to consider the target setting. Does a value above, below, or within a certain range of your target mean you have positive performance? For example, a measure with an average survey rating should be clarified to explain whether a "1" is positive or negative. The measure description should indicate whether rating increase is positive or negative.

Deleting Measures

Performance measures may be deleted from the Performance Measurement System in consultation with a member of the Performance Measurement Team. Common reasons for deleting a measure include that it is no longer relevant because your mission or goals changed. Measures are also deleted if data are not available or accurate. An archive for deleted measures is currently in development. Please contact a member of the Performance Measurement Team for more information.

Appendix

Organizational Chart of Performance Measurement in the City and County of San Francisco

```
                          ┌─────────────────┐
                          │   Department    │
                          │   Mission &     │
                          │   Objectives    │
                          └────────┬────────┘
                                   │
                          ┌────────▼────────┐
                          │   Department    │
                          │   Programs &    │
                          │     Goals       │
                          └────────┬────────┘
                                   │
                          ┌────────▼────────┐        ┌──────────────────┐
                          │   Department    │◄──────►│ Other Performance│
                          │   Performance   │        │ Measure &Decision│
                          │    Measures     │        │  Support Systems │
                          └────────┬────────┘        └────────┬─────────┘
                                   │                          │
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Controller	Citywide Performance Measurement System	Department	Mayor's Office

| Review, Analysis & Audits | Annual Performance Reports | Other Reports (CAFR, Barometer) | | Review & Analysis | Efficiency Plan & Annual Reports | SFStat | | Review & Analysis | Mayor's Budget Book |

Timeline for Performance Measurement in the City and County of San Francisco

	July – August FY begins	September	October – November	December	January	February	March – May	June FY ends
Process	Database Trainings	Submit Performance Measure Data (for Previous Fiscal Year)		Controller/ Mayor's Budget Book Instructions	Database Trainings	Submit Performance Measure Data (Current Year, Projected, and Budget Year Targets)	Content Review for Mayor's Budget Book	
Outputs		Controller Issues Annual Performance Report					Annual CSA Performance Measure Quality Assessment	Mayor's Budget Book Released

City & County of San Francisco, Citywide Performance Measurement Program
Guide to Good Measures Handout

Purpose:

"…to help you create and improve your department's performance measures."

Key Terms:

Performance Measure: a specific quantitative measure or qualitative assessment of an activity or outcome.

Performance Measurement: the regular measurement and analysis of the results, outcomes and efficiency of services or programs.

Performance Management: the use of performance measurement information to improve goal attainment.

Uses of Performance Measurement:

- What gets measured gets done.
- If you measure results, you can tell success from failure.
- If you see success, you can reward it.
- If you recognize failure, you can correct it.
- If you demonstrate results, you can win public support.

Types of Measures:

Inputs: resources expended to produce services and products.

Outputs: products and services delivered.

Efficiency: ratio of cost to amount of output.

Outcomes: results, benefits, or effectiveness of an activity or program for the customers or public.

Benchmarks: measures that allow comparison to other agencies, counties, standards.

Performance Measurement Process:

1. Identify mission and programs through strategic planning.
2. Assessment of customer needs & priorities.
3. Set program goals.
4. Set performance measures for goals.
5. Collect and analyze data for performance measures.
6. Report results.
7. Use results to redesign programs and/or reallocate resources.
8. Refine measures, balancing the need for refinement with the need for constancy and comparability over time.
9. Audit performance data periodically.

Uses of Performance Measures:

- Managing operations.
- Maintaining accountability & evaluating services.
- Monitoring progress towards goals.
- Evaluating and auditing programs.
- Making policy and budget decisions.
- Motivating employees & monitoring their performance.
- Performance-based contracting.
- Communicating priorities & expectations to stakeholders.

Criteria to Set Good Measures:

- Emphasis on outcomes.
- Comprehensive of mission, core services & functions.
- Selective, Non-redundant.
- Cost effective.
- Practical (challenging but realistic).
- Aligned with management initiatives.
- Accurate, reliable & valid.
- Well-defined & easily understood.
- Timely.
- Complete & balanced among types of measures.

Questions?   **Email:** performance.con@sfgov.org   **Internet:** www.sfgov.org/controller/performance   **Intranet:** http://budget.sfgov.org

Sample Performance Measurement Database Report: Metric Detail Report

Dept: CONTROLLER
Program: PAYROLL & PERSONNEL SERVICES
Goal: Provide accurate, timely financial transactions
Msr: Percentage of payroll transactions not requiring correction

Fiscal Period	Actual Value	Target Value	Projected Value
JUN - FY2006	97%	99%	99%
DEC - FY2007	99%	99%	99%
JUN - FY2007	99%	99%	99%
DEC - FY2008	99%	99%	99%
JUN - FY2008	99%	99%	99%
JUN - FY2009		99%	99%
DEC - FY2010		99%	
JUN - FY2010		99%	

Fiscal Period	Actual Value	Target Value	Projected Value
FY2007	99%	99%	99%
FY2008	99%	99%	99%
FY2009		99%	99%
FY2010		99%	

Measure Definition   Corrections to payroll transactions include cancellations, reissues, and recovery of overpayments (PPSD). Approximately 31,000 employees receive pay deposits/checks each pay period. Retroactive payments such as those generated by a labor decision may result in additional paychecks.

Data Collection Method   Collection Method: Problems/corrections are counted manually and entered in an excel spreadsheet entitled "Payroll Summary Report:
and Frequency   Problems vs. Checks Issued." Maintained at PPSD office, 875 Stevenson Street, 2nd Floor. Timing: Every pay period.

Example of a Good Measure

Who? Department of Public Health

What? "Percentage of environmental health complaints abated"

Why? The measure is good because it focuses on outcomes, or complaints abated, relates directly back to the Department's goal, and has frequent data reporting.

How? Instead of just reporting the number of environmental health complaints or inspections, the measure indicates the Department's effort to resolve complaints within 30 days. Although the number of environmental health complaints and inspections alone provide useful information, this measure links information to the Department's goal to "protect and respond to the environmental health of San Francisco residents." The Department reports data for the measure on a monthly instead of a semi-annual basis. The high reporting frequency makes sense because of the availability of daily data in their database (see Data Collection Method and Frequency for more details). To the extent that a Department has access to frequent data reports, a good measure will have a higher data reporting frequency in order to paint a more complete picture and provide more timely information for operational decision-making.

Dept: PUBLIC HEALTH
Program: COMM HLTH - PREVENTION - BEHM
Goal: Protect and respond to the environmental health of San Francisco residents
Msr: Percentage of environmental health complaints abated

Fiscal Period	Actual Value	Target Value	Projected Value
JUN - FY2006	68%	75%	62%
DEC - FY2007	63%	70%	70%
JUN - FY2007	65%	70%	
DEC - FY2008	80%	68%	75%
JAN - FY2008	79%		
FEB - FY2008	83%		
MAR - FY2008	82%		
APR - FY2008	75%		
MAY - FY2008	76%		
JUN - FY2008	85%	75%	75%
DEC - FY2009	80%	75%	
JUN - FY2009		75%	75%
DEC - FY2010		75%	
JUN - FY2010		75%	

Fiscal Period	Actual Value	Target Value	Projected Value
FY2007	64%	70%	70%
FY2008	80%	68%	75%
FY2009	80%	75%	75%
FY2010		75%	

Measure Definition	Percentage of complaints that are abated within 30 days through the Environmental Health Section's Public Services Program (Code Enforcement Program). Staff works with property owners, tenants, tourists, hotels, business owners and employees, other government agencies and the Office of the City Attorney to correct Health code violations.
Data Collection Method and Frequency	Collection Method: EHS Agency internal database at 1390 Market St / Fox Plaza. Timing: The EHD database is the primary source of the complaint and inspection statistics provided. The database is updated on a daily basis and is reliable from day to day and month to month for monthly stat reports. Inspection staff enter their "dailies" every day and post their inspections on a daily basis.

More Examples of Performance Measures

- **Sheriff's Department**

  Goal: Decrease future criminal activity through alternative sentencing programs.

  Input: Average daily expenditure on alternative sentencing programs.

  Output: Average daily number of participants in alternative sentencing programs.

  Efficiency: Expenditure per participant in alternative sentencing programs.

  Outcome: Success rate of alternative sentencing program at reducing re-arrest (Percentage of participants per year who avoid arrest; Participant rating of alternative sentencing program effectiveness on a scale of 1-5).

- **Human Services Agency**

  Goal: Provide effective rehabilitation services.

  Efficiency: Number of clients served per total spent on rehabilitation services.

  Problem: Does not address the results of the service provided. You could pair an efficiency measure with an outcome measure or include outcomes in the measure itself (see below).

  Improved measure pair: Number of clients served per total spent on rehabilitation services; Number of clients who gave up illegal drugs or alcohol.

  Improved measure: Number of clients served who gave up illegal drugs or alcohol per total spent on rehabilitation services.

- **Police Department**

  Goal: Efficiently solve crimes.
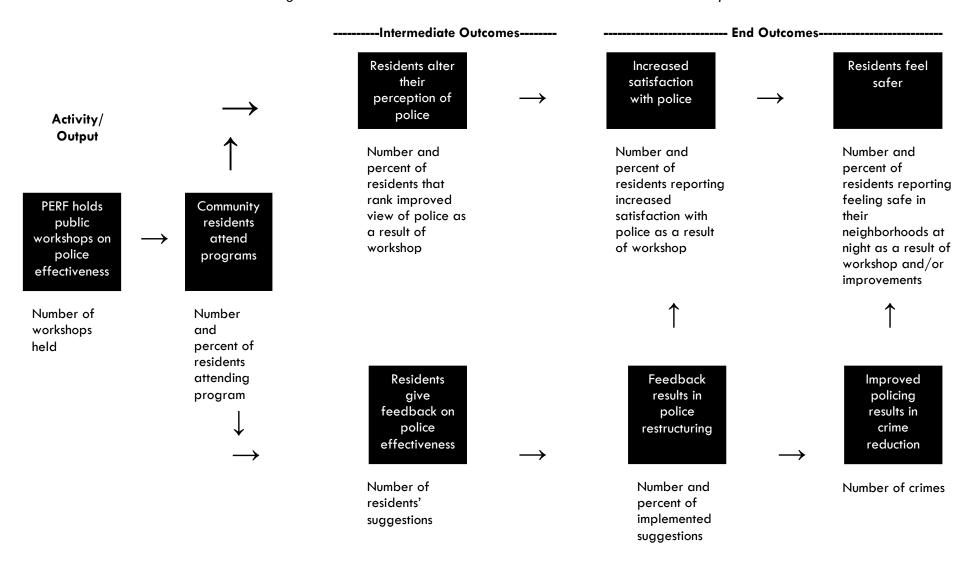
  Measure: Number of arrests per officer.

  Problem: Measuring the number of arrests alone does not indicate how effective officers are at solving crimes.

  Improved Measure: Number of arrests that pass the preliminary hearing per officer.[2]

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[2] *How Effective are Your Community Services?* 176.

Logic Model – San Francisco Police Effectiveness Review Public Workshops

-----------Intermediate Outcomes--------   -------------------------- End Outcomes-------------------------

Activity/ Output

| PERF holds public workshops on police effectiveness | Community residents attend programs | Residents alter their perception of police | Increased satisfaction with police | Residents feel safer |

Number of workshops held

Number and percent of residents attending program

Number and percent of residents that rank improved view of police as a result of workshop

Number and percent of residents reporting increased satisfaction with police as a result of workshop

Number and percent of residents reporting feeling safe in their neighborhoods at night as a result of workshop and/or improvements

| Residents give feedback on police effectiveness | Feedback results in police restructuring | Improved policing results in crime reduction |

Number of residents' suggestions

Number and percent of implemented suggestions

Number of crimes

Source: Adapted from Harry Hatry's Logic Models in <u>Performance Measurement</u> (2006).

Logic Model

Bicycle Helmet Public Information Campaign

Situation	Inputs	Target Systems	Activities	Outputs	Outcomes - Impact		
					Short-Term	**Intermediate**	**Long-Term**
Funding for an informational campaign to encourage bicyclists to use helmets has been received	• Three full-time staff members • Volunteers with traumatic brain injuries • Space and equipment (donated by a local nonprofit agency)	• Individuals and organizations aligned with riding bicycles for recreation and / or transportation • Journalists and publications covering disability, athletic, and mainstream issues • Bicycle helmet and bicycle manufacturers conducting marketing/ public relations campaigns • Community-based charities interested in bicycle helmet give-away programs • Community and state chapters, and the national association on brain injury	• Gather current information on deaths due to bicycling accidents • Gather information about rate of traumatic brain injuries from bicycle accidents currently documented • Gather data about injury prevention from use of helmets when bicycling • Develop press kits for media • Develop and support use of Public Service Announcements for television and radio • Attract key individual journalists to the issue of traumatic brain injuries from bicycle accidents • Promote attention and award recognition to media attention on helmet use campaign	• *Special Report Comparing Costs of Helmet Safety and Traumatic Brain Injury produced and shared with all local, state, and national TBI-related agencies* • Fact sheets produced on available data concerning incidence rates of traumatic brain injury and helmet safety programs distributed by local, state, and federal elected officials • Establish national recognition program for effective helmet safety programs and solicit volunteer "celebrity" to work in association with this recognition effort • PSA announcements about people benefited by helmet safety programs and people (including family members) experiencing injuries that they consider preventable through the wearing of a helmet while bicycling • Contact Governors' Committees for People with Disabilities concerning past "journalist awards" and also coverage (related through pres kits) of helmet safety effects on TBI (including consumer stories)	• Bicycle riders will become more aware of benefits of wearing helmet while cycling • Disability and mainstream journalists will be more aware of bicycle helmet use	• Bicycle riders will use helmets more frequently	• Frequency of deaths due to bicycling accidents will decrease • Rate of traumatic brain injuries from bicycling accidents will decline
					Data	**Data**	**Data**
					• Focus groups measuring change in awareness • Individual interviews with volunteer group of bicyclists • Focus groups with disability and mainstream journalists • Individual interviews with journalists to asses specific changes in awareness and understanding	• Focus groups to asses helmet use and attitude regarding helmet use • Survey of TBI-related consumer organization to identify new information sharing campaigns implemented s a result of project activities and information sharing	• National data sources

Dissemination Planning and Actions/Intensive Utilization Activities

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Source: Research Utilization Support and Help (http://www.researchutilization.org/logicmodel/examples.html).

Glossary

Balanced scorecard: A management instrument that translates an organization's mission and strategy into a comprehensive set of performance measures to provide a framework for strategic measures and management. The scorecard measures organizational performance across several perspectives: financial, customers, internal business processes, and learning and growth.

Baseline data: Initial collection of data to establish a basis for comparison.

Benchmark*: Standards against which you can compare your department's performance.

Customer: The person or group that establishes the requirement of a process and receives or uses the outputs of that process, or the person or entity directly served by the organization.

Efficiency*: Expressed as the ratio of cost to amount of output, or vice versa.

Goal*: Statement of direction, purpose or intent based on the needs of the community. Operationally, a goal is a broad statement of what a program expects to achieve sometime in the future.

Indicator: Something that can be observed that may show or demonstrate a property of interest. For example, smoke indicates fire. By applying some sort of rule of measurement to an indicator, one has a measure.

Input*: Resources expended to produce services and products (ex. in dollars or labor hours).

Mission: An enduring statement of purpose; the organization's reason for existence. The mission describes what the organization does, who it does it for, and how it does its work.

Metric: "Metric" is used in the Cognos database to signify "performance measure," but the Performance Measurement Team prefers to use "performance measure" in all communication.

Objective*: Defined method to accomplish an established goal. A broader definition is that an objective is something to be accomplished in specific, well-defined and measurable terms and that is achievable within a specific time frame.

Performance Measure*: A specific quantitative measure or qualitative assessment of an activity or outcome. Performance measures are usually classified as inputs, outputs, outcomes, and efficiency measures. Synonyms for performance measures include performance metrics and key performance indicators (KPIs).

Performance Measurement*: The regular tracking of performance measures to analyze the results, outcomes, and efficiency of services or programs.

Performance Management*: The use of performance measurement information to improve goal attainment. Performance management might include multiple performance measurement initiatives.

Performance Target:** A level of performance that is sought. A value of a performance measure used as a desired or positive point of comparison.

Outcome*: Results, benefits, or effectiveness of an activity or program for the customers or public. An assessment of the results of a program activity as compared to its intended purpose.

Output***: Products and services delivered (ex. quantities of goods and services produced, numbers of clients served, or amount of work completed).

Quality*: Level of satisfaction expressed by customers of a particular program with respect to goods and services delivered to them by a governmental unit or department.

Stakeholder: Any person, group, or organization that can place a claim on, or influence, the organization's resources or outputs; is affected by those outputs; or has an interest in or expectation of the organization. Strategic direction: The organization's goals, objectives, and strategies by which it plans to achieve its vision, mission, and values.

Strategic Planning: A continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.

Vision: An idealized view of a desirable and potentially achievable future state where or what an organization would like to be in the future.

*Source: "An Elected Official's Guide to Performance Measurement" by the Government Finance Officers Association (GFOA).

**Source: "Developing Performance Measures" by the Public Strategies Group, Inc.

***Source: Internal adaptation based on all sources.

Source for all others: *Serving the American Public: Best Practices in Performance Measurement* by the National Performance Review (NPR).

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*Available on loan from CSA. Contact the Performance Measurement Team for details.

Additional References

Associations and Organizations

Governing Magazine: http://www.governing.com/

Government Accounting Standards Board (GASB): http://www.gasb.org/

Government Finance Officers Association (GFOA): http://www.gfoa.org/

Government Performance and Results Act of 1993: http://www.whitehouse.gov/omb/mgmt-gpra/gplaw2m.html

Innovations in American Government: http://www.innovations.harvard.edu

International City/County Management Association (ICMA): http://icma.org/main/

National Center for Civic Innovation (NCCI): http://www.civicinnovation.org/main.html

Public Performance Measurement & Reporting Network (PPMRN): http://www.ppmrn.net/

Urban Institute: http://www.urban.org/

Other Jurisdictions

Austin, Texas: http://www.ci.austin.tx.us

Bellevue, Washington: http://www.bellevuewa.gov

Eugene, Oregon: http://www.eugene-or.gov

Long Beach, CA: http://www.longbeach.gov

Sunnyvale, California: http://sunnyvale.ca.gov

Performance Measurement Team

Contact

The Controller's Office is available to work with departments to refine and/or develop measures. We also validate performance data and assist with the Citywide Performance Measurement System.

For technical assistance, please contact the Controller's Performance Measurement Program via email at **performance.con@sfgov.org** or directly at the numbers below:

Websites

For more information on performance measurement and the City's programs, visit the Controller's Performance Measurement website and the Controller's Budget and Performance Measurement intranet site:

<div align="center">

Performance Measurement
http://www.sfgov.org/controller/performance

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About This Guide

The Guide to Good Measures was prepared by Guianna Henriquez, a City Hall Fellow in the Controller's Office, City Services Auditor Division. Many thanks to the Performance Measurement Team and Mike Wylie for their input and advice.