

## Exhibit 1-1: Performance Measurement 101 “Cheat Sheet”

Performance measurement is the process and set of procedures for assessing, on a regular basis, the results of an agency’s programs for its participants. By focusing on outcomes, we are seeking information about what happens for participants as a result of the program’s activities and outputs.

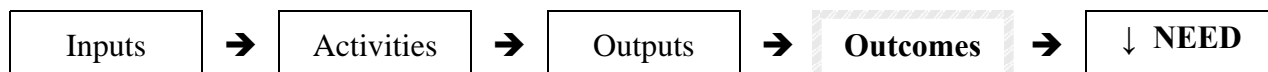
**Need** is the problem affecting the target population that you are trying to address. Need should be compelling, such that there is a significant consequence of not addressing the problem or need.

**Inputs** include resources dedicated to or consumed by the program, such as money, staff and staff time, volunteers and volunteer time, facilities, equipment and supplies.

**Activities** are what the program does with the inputs to fulfill its mission, such as providing developmentally appropriate day care for preschoolers or after-school tutoring for at-risk teens.

**Outputs** are a way to quantify the frequency and intensity of client involvement in activities. Outputs may also represent the volume of work accomplished, such as the numbers of participants served, housing units built, or classes provided.

**Outcomes** are benefits or changes for persons during or after participating in program activities. Outcomes may relate to change in client knowledge, attitudes, values, skills, behaviors, conditions, or other attributes. Impact outcomes represent the change in the need the program was trying to address.



### HOW TO WRITE OUTCOMES

A client-based outcome should be:

- **Focused on what the *client* will gain from the program.**
- **Measurable** with clear targets and methods for measuring change.
- **Specific** to the program, that can be attributed to that program.
- **Attainable.**
- **Understandable** to someone outside of the program.

The outcome statement must include specific *targets*, how they will be *measured*, the *strategies* or activities that the program must accomplish in order to meet the targets, and the *rationale* for why these targets have been selected. An outcome should state how the client’s knowledge, skills, attitudes, behavior or condition will change as a result of the program. The outcomes must be specific, telling what the client will get out of these services (not just that clients will be served, counseled, etc.). When giving level of achievement, state the number served/percent increase, not just "achieved" or "not achieved." Outcomes do not need to encompass every aspect of the program, just the primary focus.

#### Example

OUTCOME:	25% of program clients (50 clients) will get and keep a job for at least 6 months.
MEASUREMENT:	Caseworker and client report. Payscale verification with employer.
STRATEGIES:	Clients will be assessed for job skills and readiness, enrolled in a job skill workshop, placed in a living wage job, and provided weekly follow-up support to ensure the success of the placement.
RATIONALE:	200 clients will go through a job skill workshop. 50% of those (100) are expected to be placed in a living wage job. 50% of those (50) are expected to retain the job for at least 6 months.