

Performance Measurement Flow Chart

COUNTY OF SAN MATEO EXECUTIVE OFFICE GUIDANCE ON PERFORMANCE

1 SET A GOAL

For your organization, department, program, initiative, or action plan

- Articulate why this is the goal.
 - Was the goal identified through a statute, needs assessment, funding requirement, or community-driven goal-setting process?
 - Were members of the community or clients most likely to be impacted by the work or investment involved?

Do you have a goal? **NO**

YES

2 MEASURE OVERALL POPULATION

Do you have current data that provides a sense of how well the target population or overall population is meeting the goal?

YES

3 MEASURE POPULATION SEGMENT

Is disaggregated data* available?

*Data broken down by different categories. Categories include but are not limited to: geography, income, race/ethnicity, age, sexual orientation, gender identity, gender expression, immigration status, etc. Consider intersectionality, e.g., race/ethnicity and location, age and income, etc.

Before proceeding, pause to consider whether the disaggregated data reveals a need to reconsider the goal in Step 1. Could selecting a more specific goal improve outcomes for the organization, department, program, initiative, or action plan?

YES

4 ANALYZE DATA

Do you know what contributes to disparities in the data?

How do you know? What are the known facts?

YES

5 TARGETED STRATEGIES

Develop targeted strategies to address the needs and challenges of population segments farthest from meeting the goal, as identified in Steps 3 and 4. Ensure compliance with CA Proposition 209.

Consider the following as you brainstorm strategies:

- What opportunities are within the purview of your department/program to improve outcomes for target populations?
- Where is direct impact possible?
- What strategies have the most potential to improve outcomes and meet the needs of the target population?
- What changes to existing programming could remove barriers or increase opportunities to improve community outcomes?
- What new efforts could be piloted and evaluated for expansion?

Review your strategies using the Strategy Implementation Considerations to ensure success.*

7 EVALUATE & IMPROVE

Continuous improvement is key! After some time, consider:

- What objectives were achieved?
- How is this seen in the data?
- What feedback have you received that could help you refine the program/initiative/next steps?
- Does the goal need to be reframed or adjusted?
- Can strategies be improved or built upon?
- Are you measuring the right things?
- Is new data needed to improve your understanding of needs and challenges?

Use the following questions to develop a goal, then move to **Step 2**:

- What is the purpose of your organization, department, program, initiative, or action plan?
- Review any current strategic or action plans and ask why those strategies were selected.
- Can you articulate what you hope to accomplish through this work?
- Is there something needed to allow the progress, success, or advancement of this organization, department, program, initiative, or action plan that isn't currently in place?

- What are possible ways to collect data and/or use proxy data to get started?
- Where can you access existing data?
- Who can you ask about data options?

This is an opportunity to make data collection your first strategy! Skip to Step 5.

NO

- Use disaggregated data to review how different segments of the population/community relate to the goal or overall population data.
- Identify which segments of the population are farthest from meeting the overall outcome(s).
- Then proceed to **Step 4**.

Consider the following questions:

- Are there specific barriers that some groups experience (e.g., financial, physical, geographic, language, cultural, etc.)?
- Have you checked in with relevant staff, community leaders, and/or the identified community/population to understand their specific challenges?
- What does the research show?
- Are certain groups lacking support or resources?
- What components are you able to impact to potentially improve?
- What are possible hypotheses that might explain disparities?

This is an opportunity to make research and community engagement a key strategy!

Ask why these disparities may exist several times to ensure that you're considering all options and getting to the root of the challenges. Then ask what determining factors you are able to address to move the needle.

6 TRACK, MONITOR, REPORT

Develop performance measures that will help you determine to what degree the strategies are effective in meeting the overall goal. Include the following:

- Output measures (How much did you do?)
- Quality measures (How well did you do?)
- Outcome measures (Is anybody better off? Who is better off and how?)
- Community Impact measures (How are you supporting those farthest from meeting the goal?)

For further guidance and examples, see links below.*