



THE ENTERPRISE FOUNDATION

Celebrating 21 Years of Rebuilding Communities

Performance Measurement Terms

Goals

Overarching purpose of a program, project or operation. They tend to be general and sometimes visionary.

Examples:

- Increase the capacity of CDCs to address community development needs
- Produce affordable housing for low-income families
- Improve the quality of child care for low-income families

Measurable Objectives

Specific numeric result that program, project or operation seeks to achieve over a specific time period or for ongoing operation. Also known as benchmarks or targets.

Examples:

- Raise CDC capacity to increase development of housing units by 50% in one year
- Repair child care spaces in 50 homes in 2003
- Provide loans to community-based organizations to develop 1,500 new affordable housing units in 2003

Success or Performance Indicator – the ‘unit’ that will be measured such as number of loans, number of technical assistance hours, number of partnerships developed, amount of funds raised etc.

Examples:

- loans closed
- equity invested
- units that equity investment produced
- documents added to online information database
- units built

Inputs

Resources such as funds and/or staff used to produce outputs and outcomes

Examples:

- funds invested in a project, program or operation
- hours of technical assistance provided to CBOs
- number and level of staff devoted to project, program or operation

Outputs

Numeric calculation of products and services delivered. These are completed products of internal activity. The amount of work done by the organization and/or its consultants.

Examples:

- units built or rehabbed
- loans committed
- grant applications submitted
- fundraising meetings
- technical assistance delivered
- training events held and people receiving training

Outcomes

An outcome that is expected to lead to a desired end but is not an end in itself. Also known as an intermediate outcome. Examples:

- reduction in loan processing time;
- reduced total development costs;
- increase in affordability controls utilized in affordable housing;
- more grant applications submitted in a year,
- improved feedback from trainees,
- increase in technical assistance provided
- increase in funds donated to Enterprise
- improvement in nonprofit production (as a result of TA)

Impact –End result that is sought usually with respect to people or communities (although end result cannot always be completely attributable to Enterprise interventions). Also known as End Outcomes.

Examples:

- number of people now living in decent housing,
- reduction in crime rates,
- changed value of real estate in the community,
- reduction in abandoned housing in the community

Local program example :

- Goal:** *Increase capacity of CDCs to produce affordable housing*
- Objective:** *Increase the collective production of 10 CDCs from 500 units per year to 1,000 units per year in 2003*
- Inputs:** *\$500,000 in operating support to 10 CDCs in 2002 and 2003
Two full-time equivalent (FTE) staff provide TA & training in 2002 and 2003*
- Outputs:** *Ten grant agreements executed for the CDCs
Twelve trainings delivered on housing development and production systems
2,000 hours of technical assistance provided in 2002 and 2003*

Outcomes: *1,000 two and three-bedroom affordable units developed in 2003*
Impacts: *2,500 low income families and their children now living in decent and affordable housing*
Homeless shelter population is reduced by 25% reducing the community's need for new shelters

For more information contact: Diana Meyer at dmeyer@enterprisefoundation.org