		21 Recommended Practices for Performance Measurement Systems in Local & State Government
		**General Standard 1: _Goals and Measures Are in Place_** **The operating organization has goals and measures that gauge the effectiveness and efficiency of major programs and operations. Best practices include:**
1.1		The organization has established one or more goals that describes what it is trying to achieve.
1.2		The organization's goals and major programs and operations are aligned.
1.3		The organization's goals were developed through a strategic planning process that resulted in a written plan.
1.4		The organization's current goals are consistent with those in its strategic plan.
1.5		All goals have one or more relevant measures.
1.6		The organization has a mix of measures, such as outcome, intermediate outcome, output, and efficiency measures, that demonstrate progress towards intended results and the economic use of resources.
1.7		The organization's measures are quantified or quantifiable.
		General Standard 2: _Actual Results Are Tracked_ **The organization tracks actual results against performance targets and validates the reliability of such data. Best practices include:**
2.1		Suitable numerical targets are established for every measure at least annually.
2.2		The organization tracks actual results for each measure.
2.3		The organization compares actual results to targets on at least an annual basis.
2.4		The organization has identified the methods and sources for the collection of actual results, including relevant limitations.
2.5		The organization has documentation that supports its actual results.
2.6		The organization has processes to validate that actual performance results are accurate and reliable.
		General Standard 3: _Results Are Reported_ **The organization is regularly reporting performance measurement data for each of its goals [to a Select Board, School Board, or other public oversight body, citizen group, etc.]. Best practices include:**
3.1		As part of performance report(s) the organization includes one or more goals related to its major programs or operations.
3.2		As part of performance report(s) the organization includes a description of the strategies that it will be pursuing to meet its goals.
3.3		As part of performance report(s) the organization includes measures that are linked to reported goals.
3.4		As part of performance report(s) the organization includes a variety of measure types, such as outcome, intermediate outcome, output, and efficiency measures.
3.5		The goals and measures reported are generally consistent from year-to-year.
3.6		As part of performance report(s) the organization includes future targets for each reported measure.
3.7		As part of performance report(s) the organization includes a comparison of its prior years' numerical targets to its actual results for each reported measure.
3.8		As part of performance report(s) the organization incorporates a narrative explanation of its results, including, when applicable, (1) an analysis of why a target was not met and corrective actions being taken and (2) relevant data limitations.