

Measure Type	Description	Examples	Application
Outcome Measures	<p>These measures describe the positive changes in Utah's society, environment, economy, or other areas that the state hopes to see because of state spending. While outcome measures can't always demonstrate direct causation between state spending and changes in outcomes, they are still some of the most valuable indicators that state agencies are succeeding in their missions and that thoughtful spending is taking us in the right direction.</p>	<p>Public health outcomes like smoking rates and prevalence of mental health conditions. Economic outcomes like employment rates and housing affordability. Societal outcomes like graduation rates and recidivism.</p>	<p>These measures can be extremely valuable to high-level decisionmakers, including legislators and administrators, as they determine whether state agencies are making progress toward their overall strategic goals and delivering outcomes that are responsive to their constituents' needs. These measures are especially important when assessing mature programs or programs that make up a significant portion of state funding.</p>
Process Measures	<p>These measures describe how well work is being done, in terms of speed, cost, efficiency, or quality. When paired with outcome measures that tell us that spending is having an effect in a positive direction, these measures can tell us how effectively the state is using available resources to make those outcomes a reality.</p>	<p>Time to deliver a service or complete a task, the cost per unit of work, or the frequency of rework (as an indicator of quality).</p>	<p>These measures are often most valuable for those in managerial roles; process measures can either show where an agency's operations are working efficiently and using resources well, or pinpoint where there might be bottlenecks that limit potential impact. These measures can also be very useful in state operations that are more public-facing or customer-oriented; improvements in timeliness and efficiency can be very salient to Utahns' experiences and perceptions as they interact with state government services.</p>
Input and Output Measures	<p>These measures describe what resources have gone into a system and how much work has been completed using those resources. While these measures aren't as meaningful as outcome or process measures, they can still give useful context as to the scale of an operation, are generally easier to measure, and provide the foundation for calculating many</p>	<p>Funding received, staff hired, acres treated, events held, or the number of tasks completed.</p>	<p>While these measures are not as helpful as process or outcomes measures in evaluating the overall success of a program or spending, they can still provide some insights into the capacity and activity of a program; for instance, they can help identify whether backlogs may start to form over time if demand for a service is outstripping a program's current output. These can also be used in new programs that have not had enough time to collect long-term outcomes data.</p>