



SBEAP MEASUREMENT

KENYA STUMP
YVONNE WATSON

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1



WHY MEASURE?

- The level of influence of any organization is dependent on its ability to tell its story and demonstrate results

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WHY MEASURE?

- Organizational change
- External influences
 - Do we have enough resources?
 - Are you operating efficiently?
 - What are the benefits to the consumer?
 - Did you accomplish your goals?
 - What is your impact to the community?

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SMALL BUSINESS BY THE NUMBERS

Type of Regulation:	Cost per employee for firms with:			
	All Firms	<20 employees	20-499 employees	500+ employees
All Federal Regulations	\$ 5,633	\$ 7,647	\$ 5,411	\$ 5,282
Economic	\$ 2,567	\$ 2,127	\$ 2,372	\$ 2,952
Workplace	\$ 922	\$ 920	\$ 1,051	\$ 941
Environmental	\$ 1,249	\$ 3,298	\$ 1,040	\$ 710
Tax Compliance	\$ 894	\$ 1,304	\$ 948	\$ 780

SBA Office of Advocacy, "The Impact of Regulatory Costs on Small Firms", September 2005.
<http://www.sba.gov/advo/research/rs264text.pdf>

HOW DOES COMPLIANCE ASSISTANCE AFFECT THESE NUMBERS?

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Kentucky Example

- 3:1 benefit to cost ratio
- ~\$37,500 in net benefits per business assisted
 - ~\$1,875 in net benefits per employee
- KBEAP cost \$0.002/\$1 in KBEAP client sales for 2005

RESULTS ARE NOT INDICATIVE NATIONWIDE PROGRAM PERFORMANCE NOR ARE THEY TRANSFERABLE TO OTHER PROGRAMS

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5



ESTABLISHING A COMMON UNDERSTANDING

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6

Definitions:

Performance Measurement:

The ongoing monitoring and reporting of program progress and accomplishments, using pre-selected performance measures.

- Performance measure – a metric used to gauge program or project performance.
- Indicators – measures, usually quantitative, that provide information on program performance and evidence of a change in the “state or condition” in the system.

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Differences between PM and PE

Performance Measurement

- Ongoing monitoring and reporting of accomplishments.
- Examines achievement of program objectives.
- Describes program achievements in terms of outputs, outcomes in a given time against a pre-established goal.
- Early warning to management.

Program Evaluation

- In-depth, systematic study conducted periodically or on ad-hoc basis.
- Examines broader range of information on program performance than is feasible to monitor on an on-going basis.
- Explains why the results occurred.
- Longer term review of effectiveness.

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Definitions:

Program Evaluation:

A systematic study that uses measurement and analysis to answer specific questions about how well a program is working to achieve its outcomes and why.

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Relationship between PM and PE

- Performance measurement data provides information needed to conduct the evaluation and assess program performance.
- Lack of performance measurement data is a major obstacle to conducting an evaluation.

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Uses of Performance Measurement

- Assess whether program/project goals are being met.
- Assess allocation of resources to support activities.
- Provide information for policy/project decision-making.
- Demonstrate value of program to stakeholders and public.

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11

Uses of Performance Measurement (cont'd)

- Adopt new program or project approaches or change work processes.
- Coordinate program or project efforts with other internal or external programs/organizations.
- Set new or revise existing performance goals/objectives
- Provide information needed to conduct an evaluation.

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Limitations and Pitfalls of Performance Measures

- Provide descriptive data, not rigorously evaluative.
- Can encourage undesirable behavior.
- May require too much time and effort.
- Can be ignored, not automatically utilized.

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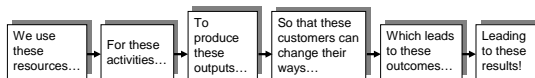
13

The Logic Model



What is a Logic Model?

A logic model is a diagram and text that describes/ illustrates the logical (causal) relationships among program elements and the problem to be solved, thus defining measurements of success.



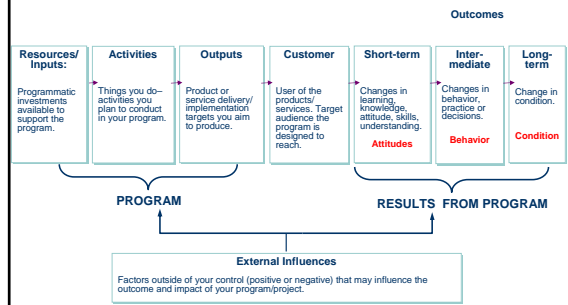
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Elements of the Logic Model

HOW → WHY



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17

MISSION

- To explore measurement issues of interest to the small business assistance programs (SBEAPs) individually as well as nationwide and work cooperatively with EPA and other interested parties to achieve the goals outlined by this subcommittee.
- "Did we (SBEAPs) accomplish what we set out to do as mandated under the Clean Air Act?"

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TASK COMPLETED



- Conducted two online training sessions
 - GoToMeeting (Sponsored by KSBDC)
- Developed national SBEAP Logic models for three program components
- Drafted measures based on Logic Models

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19

COMMENTS



This is so helpful. I was trying to develop a flow chart for the Governor's summit and a meeting with the Title V workgroup. This is exactly what I needed. I have to do some tweaking, but you have saved me tons of work. Thank you very much.

I enjoyed the online training and thought it was very useful. I had never done online training and was pleasantly surprised at how efficient it was. I would recommend it for more activities that we have a long way to go with this project, but we have gotten off to a great start.

I'm excited to begin the process internally and connect the training / learning to actual experience & implementation. And, perhaps most importantly, I feel confident enough to begin the process.

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20

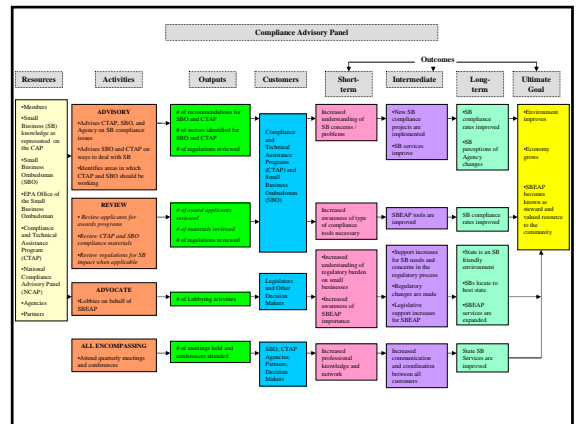
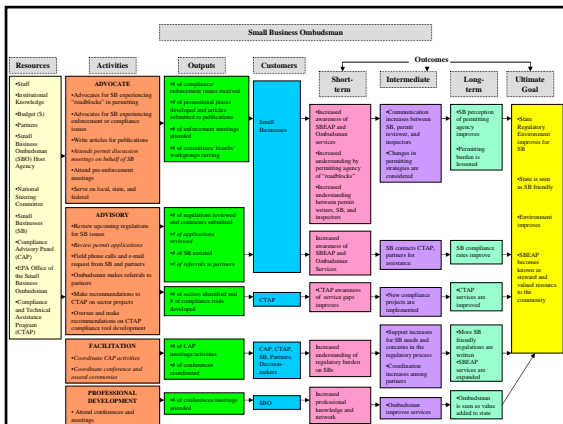
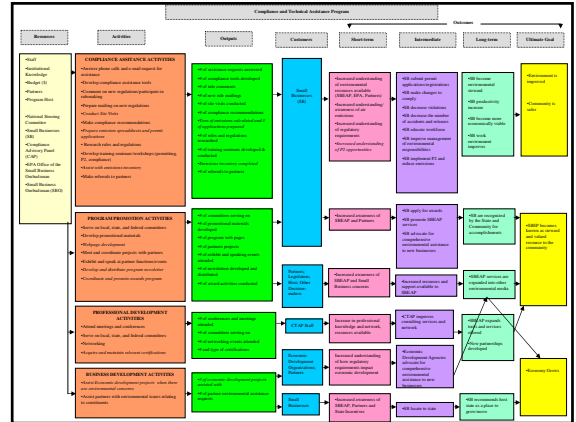
SBEAP LOGIC MODEL



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21



Key Steps in the Measurement Development Process

- STEP 1.1 Identify the information needed and the audience
- STEP 1.2 Identify measures in existing documents
- STEP 1.3 Review the logic model and select the appropriate logic model element
- STEP 1.4 Express the logic model element as a performance measure
- STEP 1.5 Determine if the measure clearly relates to the program/project goal or objective

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Types of Measures

Category	Definition	Examples
Resources/Inputs	Resources consumed by the organization.	Amount of funds, # of FTE, materials, equipment, supplies (etc.).
Activities	The work performed that directly produces the core products and services.	# of training classes offered as designed; Hours of technical assistance training for staff.
Outputs	Products and services provided as a direct result of program activities.	# of technical assistance requests responded to; # of compliance workbooks developed/delivered.
Customer Reached	Measure of target population receiving outputs.	% of target population trained; # of target population receiving technical assistance.
Customer Satisfaction	Measure of satisfaction with outputs.	% of customers dissatisfied with training; % of customers "very satisfied" with assistance received.
Outcomes	Accomplishment of program goals and objectives (short-term and intermediate outcomes, long-term outcomes--impacts).	% increase in industry's understanding of regulatory recycling exclusion; # of sectors that adopt regulatory recycling exclusion; % increase in materials recycled

Work Quality Measures

Category	Definition	Examples
Efficiency	The ratio of the amount of input to the amount of output. Focus is on operating efficiency. Relating output to some specific resource in terms of cost or time.	Cost per workbook produced; cost per inspection conducted.
Productivity	Measure of the rate of production per some specific unit of resource (e.g., staff or employee). The focus is on labor productivity.	Number of enforcement cases investigated per inspector.
Cost Effectiveness	Measure that relates outcomes to costs.	Cost per pounds of pollutants reduced; cost per mile of beach cleaned.
Service Quality	Measure of the quality of products and services produced.	Percent of technical assistance requests responded to within one week.

SBEAP DRAFT MEASURES

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28

Resources	Activities/Outputs	Customers	Short-term Outcomes	Intermediate Outcomes	Long-term Outcomes	Ultimate Goal
Budget expended per year**	# of type of compliance assistance requests	Small Business	40% of SBs reporting increase in understanding of regulatory requirements	SBs receive changes in compliance (paperwork) or SBs that submit compliance application of SBs that request process changes or assist	SB becomes environmental steward	Environment improves
Staff # of FTE dedicated to the program**	# of compliance assistance work developed	Economic Development	40% of SBs reporting an increased understanding of environmental resources available	SBs decrease the # of violations - 1 or more P2 opportunities	SB with environmental compliance	Communities are safer
Institutional Knowledge Train staff experience and education per FTE	# of compliance assistance workshops*	Partners # of Trade Assoc., Banks, Universities, Schools partnering with SBEP	40% of SBs reporting increased awareness of air quality assistance	SBs decrease the # of accidents Reduction in the # of environmental spills Decrease in # of OSHA citations	SB becomes more economically stable Increase in SB sales	Economy grows
Partners # of Trade Assoc., Banks, Universities, Schools partnering with SBEP	Comments on new regulatory requirements # of public hearings on rulemaking # of submissions of comments on rulemaking	Host Agency	40% of SBs reporting increased understanding of P2	# of SBs that implement 1 or more P2 opportunities	SB are recognized by the state	SBEP becomes valued resource in community
Host	Develop promotional material	Staff	40% of SBs reporting increased understanding of process available to produce resources	SBs provide SBEP services # of SBs that info. other SBs to SBEPs	SB productivity increases	SB reduce impact
SBEP	Make referrals to partners	Municipalities	40% of SBs reporting increased understanding of process available to produce resources	SBs receive permit applications/regulatory	SB reduce emissions	SBEP provides multimedial services
Small Business	Site visits**	PO/Trs	40% of SBs reporting increased understanding of process available to produce resources	SBs improve regional environmental responsibility	More new (unused) businesses reached under reach of SBEPs	SB known as a steward
Time		Non Profits	40% of SBs reporting increased understanding of process available to produce resources	SBs improve P2 and reduce emissions & waste generation	SB environmental burden & reduced	
SBEP			40% of SBs reporting increased understanding of process available to produce resources	SBs improve P2 and reduce emissions & waste generation	SBEP goes multimedia	
Program History			40% of SBs reporting increased understanding of process available to produce resources	SBEP programs connecting services and network	New partners type developed	
			40% of SBs reporting increased understanding of process available to produce resources	SB reduce emissions	SB productivity increases	

Efficiency	Productivity	Cost Effectiveness	Customer Satisfaction	Customer Reached	Service Quality	Other Measures
Cost per Compliance Assistance Activity By Type	# of Compliance Assistance requests/FTE	Cost per avoided violation	% of customer satisfied with assistance provided by type (on-site, workshop, book, phone, email, etc.)	% of target population trained/assisted (by sector)	% of assistance requests responded to in a time	# of compliance assistance requests handled by type (on-site, later, email, phone)
Type Includes: Tool Development, Workshop Delivered, Site Visit, Phone/Email Assistance	Time per FTE Compliance Assistance Request	Cost per emissions reduced	% customer who would recommend our services	% overall market penetration of SB	% requests completed within x timeframe	# of tools mailed versus emailed or downloaded
	# of Contacts per facility/FTE	Cost per permit issued	% customer who would use our services again	Type of customer reached	% of SB assisted	Knowledge improvement through service
	# of Compliance Assistance Activities by Type/FTE	Cost of program versus total client sales	Usefulness of compliance assistance materials	Referral Source	% trained who complied before deadline	
	Time of Compliance Assistance Activity By Type/FTE		% customer satisfied with overall services	# of businesses visited non-business	% of recommendations by type implements per assistance	
	Type Includes: Site Visits, Tools Developed, Workshops Delivered			Demographic Data (by/ employees, sales, etc)	% of assistance requests where SBEP is able to resolve all customer needs	

Blue measures indicate most common in review of those submitted by subcommittee members.

NEXT STEPS



- Take draft measures out to comment for the entire SBEAP group
- Develop Guidelines and Tools for gathering data on these measures
- Work with Promotional and Multimedia subcommittees
- Help develop a “Value Added” Report on SBEAP activities and outcomes nationwide

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31

CONTACT



- Kenya Stump, Sub-committee chair
 - 800-562-2327
 - Kenya.stump@uky.edu
- Yvonne Watson, EPA Office of Policy, Economics and Innovation
 - (202) 566-2239
 - Watson.Yvonne@epamail.epa.gov

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32