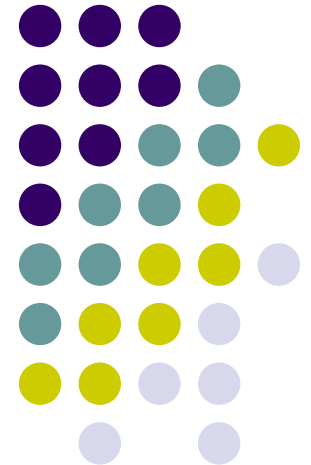


Performance Measurement

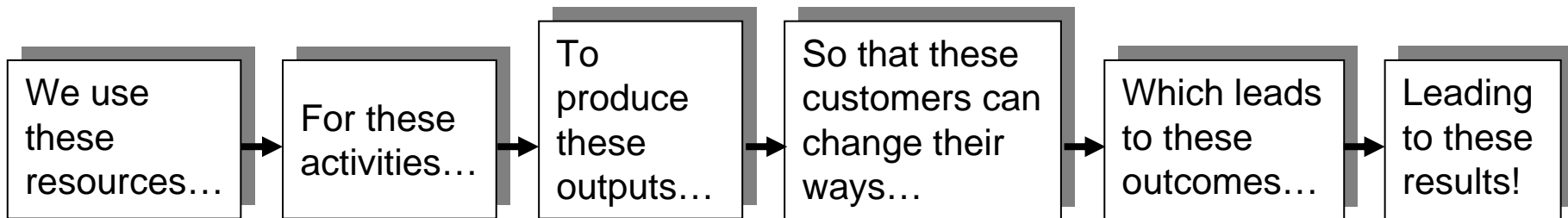
Logic Modeling





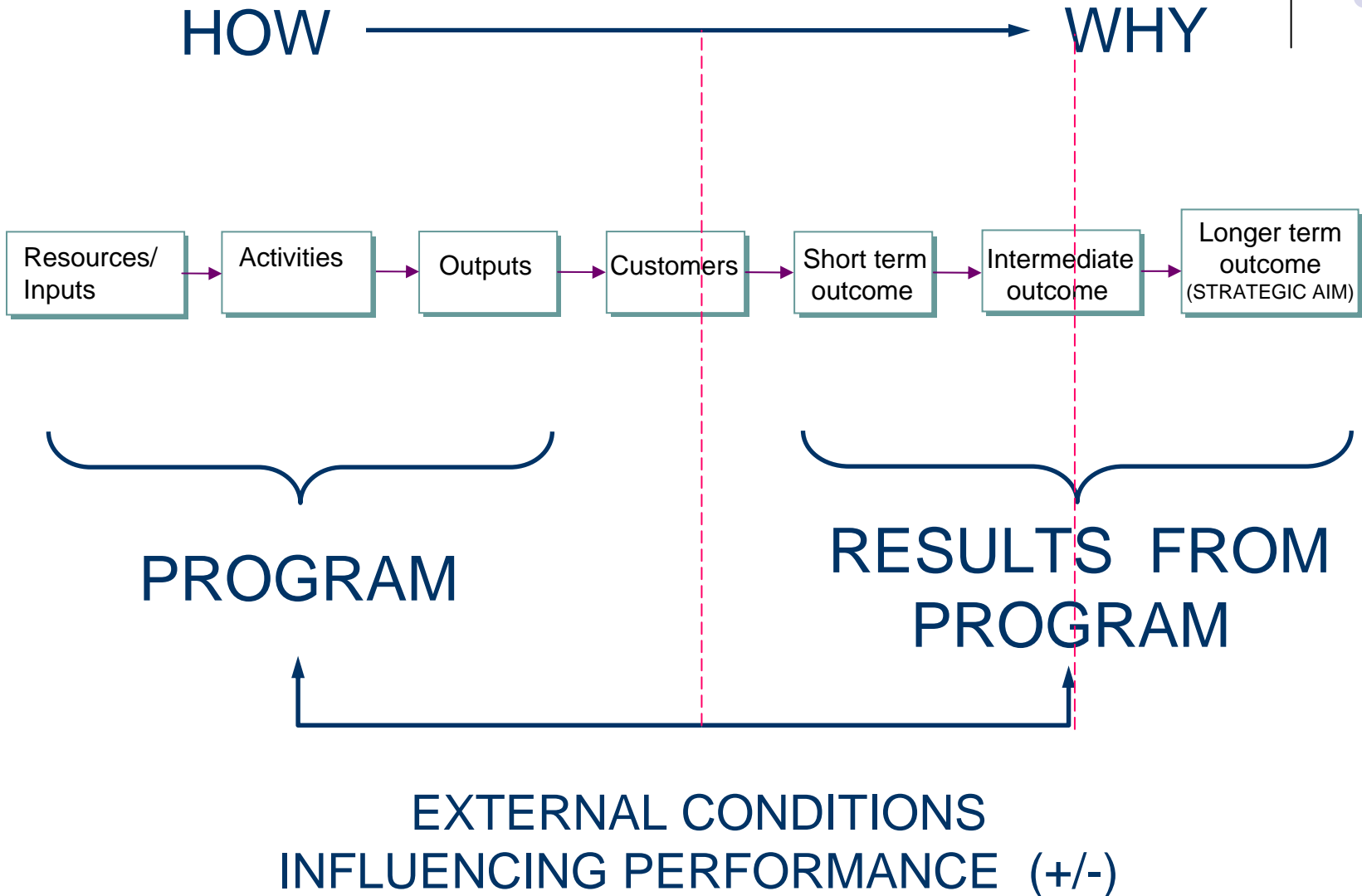
What is a Logic Model?

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.



Source: Yvonne Watson, NCEI Evaluation Support Division, watson.yvonne@epa.gov

Logic Model

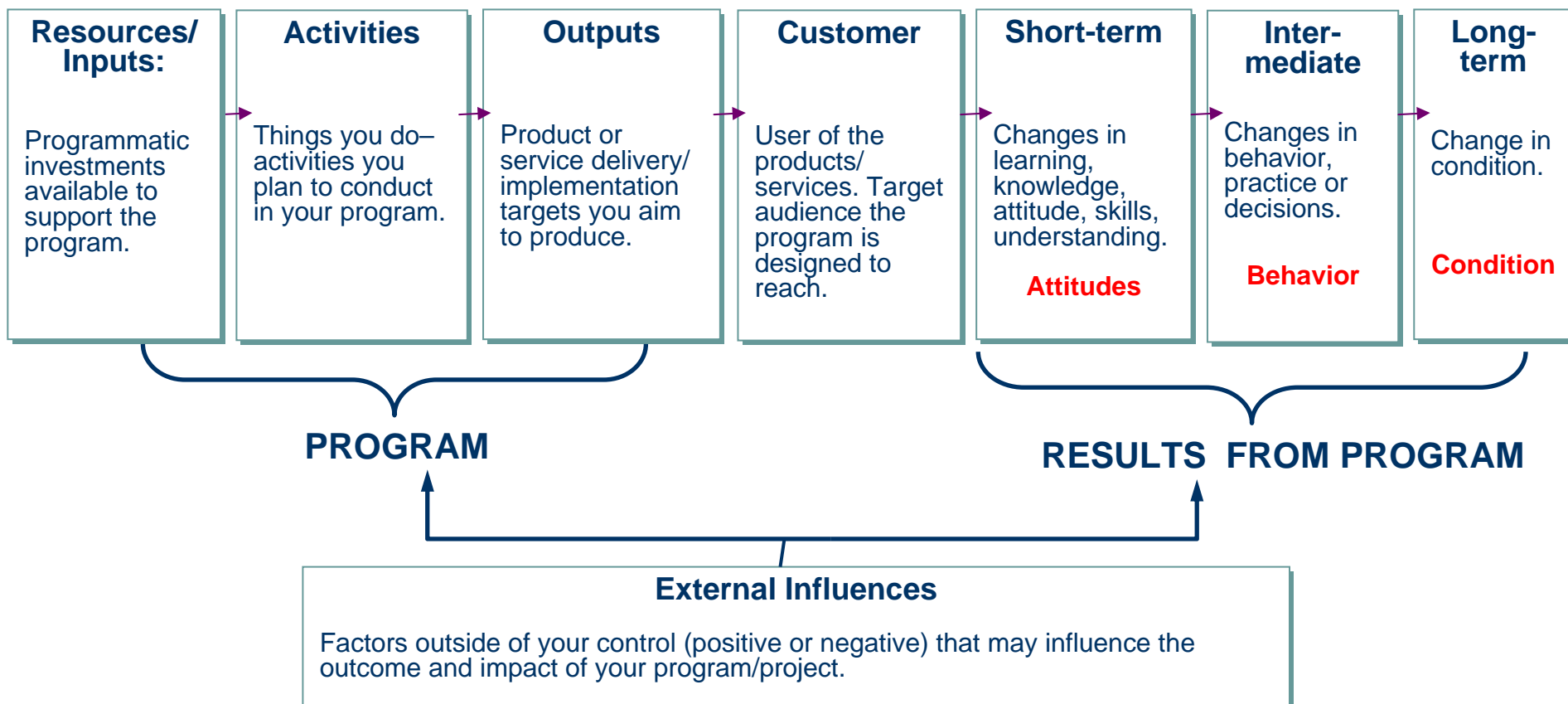


Elements of the Logic Model



HOW → WHY

Outcomes



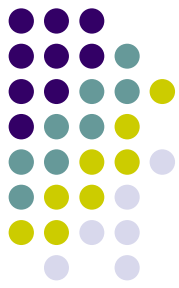
What are Logic Models Used For?



- Staff and managers can use logic models to...
 - Develop program/project design
 - Identify and develop performance measures for their program/project
 - Support strategic planning
 - Communicate the priorities of the program/project
 - Focus on key evaluation questions

Source: Yvonne Watson, NCEI Evaluation Support Division, watson.yvonne@epa.gov

What are the Benefits of Logic Models?



- Illustrates the logic or theory of the program or project.
- Focuses attention on the most important connections between actions and results.
- Builds a common understanding among staff and with stakeholders.
- Helps staff “manage for results” and informs program design.
- Finds “gaps” in the logic of a program and work to resolve them.

When Can You Use Logic Models ?



- For new program's to make transparent the underlying assumptions about how the new program is to work to solve its problems and develop useful measurement/evaluation systems
- For existing programs to understand and check assumptions about how the program is supposed to work

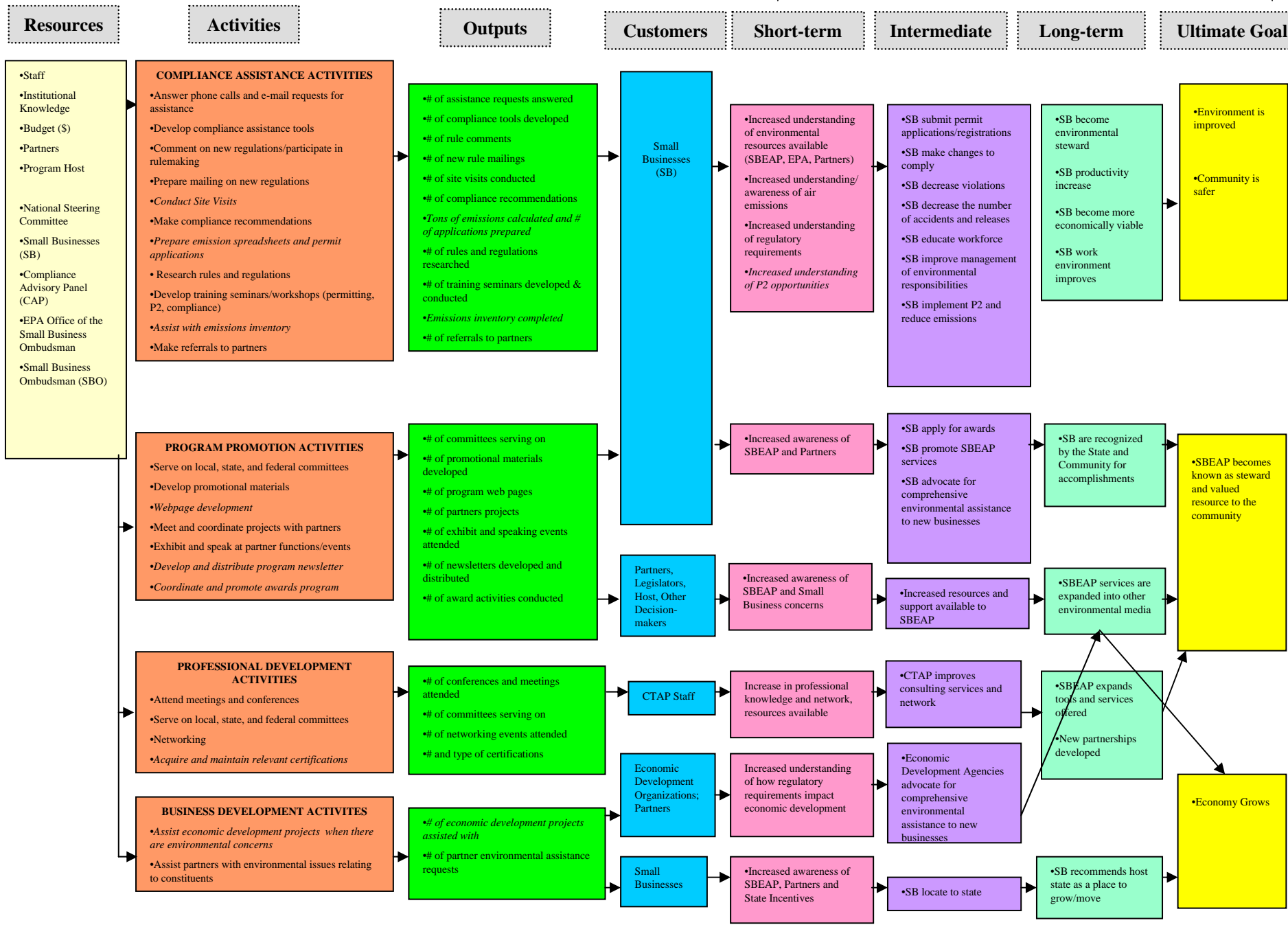
The Process of Measurement



- Formation
- Training
- Development
- Prioritization of Measures
 - Survey of SBEAPs on Measures (July 2006)
 - Recommendation of Measures to NSC
- Revision

Compliance and Technical Assistance Program

Outcomes



Resources

- Staff
- Institutional Knowledge
- Budget (\$)
- Partners
- Program Host
- National Steering Committee
- Small Businesses (SB)
- Compliance Advisory Panel (CAP)
- EPA Office of the Small Business Ombudsman
- Small Business Ombudsman (SBO)

- Staff
- Institutional Knowledge
- Budget (\$)
- Partners
- Program Host
- National Steering Committee
- Small Businesses (SB)
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Compliance and Technical Assistance Program

Resources

Activities

- Staff
- Institutional Knowledge
- Budget (\$)
- Partners
- Program Host

- National Steering Committee
- Small Businesses (SB)
- Compliance Advisory Panel (CAP)
- EPA Office of the Small Business Ombudsman
- Small Business Ombudsman (SBO)

COMPLIANCE ASSISTANCE ACTIVITIES

- Answer phone calls and e-mail requests for assistance
- Develop compliance assistance tools
- Comment on new regulations/participate in rulemaking

Activities

COMPLIANCE ASSISTANCE ACTIVITIES

PROGRAM PROMOTION ACTIVITIES

PROFESSIONAL DEVELOPMENT ACTIVITIES

BUSINESS DEVELOPMENT ACTIVITIES

•Assist economic development projects when there are environmental concerns

•Assist partners with environmental issues relating to constituents

BUSINESS

- Assist economic development projects when there are environmental concerns
- Assist partners with environmental issues relating to constituents

Compliance and Technical Assistance Program

Resources

Activities

Outputs

- Staff
- Institutional Knowledge
- Budget (\$)
- Partners
- Program Host
- National Steering Committee
- Small Businesses (SB)
- Compliance Advisory Panel (CAP)
- EPA Office of the Small Business Ombudsman
- Small Business Ombudsman (SBO)

COMPLIANCE ASSISTANCE ACTIVITIES

- Answer phone calls and e-mail requests for assistance
- Develop compliance assistance tools
- Comment on new regulations/participate in rulemaking
- Prepare mailing on new regulations
- Conduct Site Visits
- Make compliance recommendations
- Prepare emission spreadsheets and permit applications
- Research rules and regulations
- Develop training seminars/workshops (permitting P2, compliance)
- Assist with emissions inventory
- Make referrals to partners

PROGRAM PROMOTION ACTIVITIES

- Serve on local, state, and federal committees
- Develop promotional materials
- Webpage development
- Meet and coordinate projects with partners
- Exhibit and speak at partner functions/events
- Develop and distribute program newsletter
- Coordinate and promote awards program

PROFESSIONAL DEVELOPMENT ACTIVITIES

- Attend meetings and conferences
- Serve on local, state, and federal committees
- Networking
- Acquire and maintain relevant certifications

BUSINESS DEVELOPMENT ACTIVITIES

- Assist economic development projects when there are environmental concerns
- Assist partners with environmental issues relating to constituents

- # of asst
- # of compliance tools developed
- # of rule comments

Compliance Assistance Activities

Program Promotion Activities

Professional Development Activities

Business Development Activities

- # of economic development projects assisted with
- # of partner environmental assistance requests

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Compliance and Technical Assistance Program



Compliance and Technical Assistance Program

Resources

Short-term Outcomes

- Staff
- Institutional Knowledge
- Budget (\$)
- Partners
- Program Host
- National Steering Committee
- Small Businesses (SB)
- Compliance Advisory Panel (CAP)
- EPA Office of the Small Business Ombudsman
- Small Business Ombudsman (SBO)

- Answer questions
- Develop
- Communicate
- Prepare
- Conduct
- Make
- Prepare
- Research
- Develop
- Assist
- Make

- Serve
- Develop
- Webpage
- Meet
- Exhibit
- Develop
- Coordinate and promote

- Attend meetings and conferences
- Serve on local, state, and federal committees
- Networking
- Acquire and maintain relevant certifications

- Assist Economic development projects when there are environmental concerns
- Assist partners with environmental issues relating to constituents

Compliance Assistance Activities

Program Promotion Activities

Program Promotion Activities

Professional Development Activities

Business Development Activities

- Increased resources
- Increased Partners
- Increased emissions
- Increased requests
- Increased

- Increased

- Increased Business

- Increased network

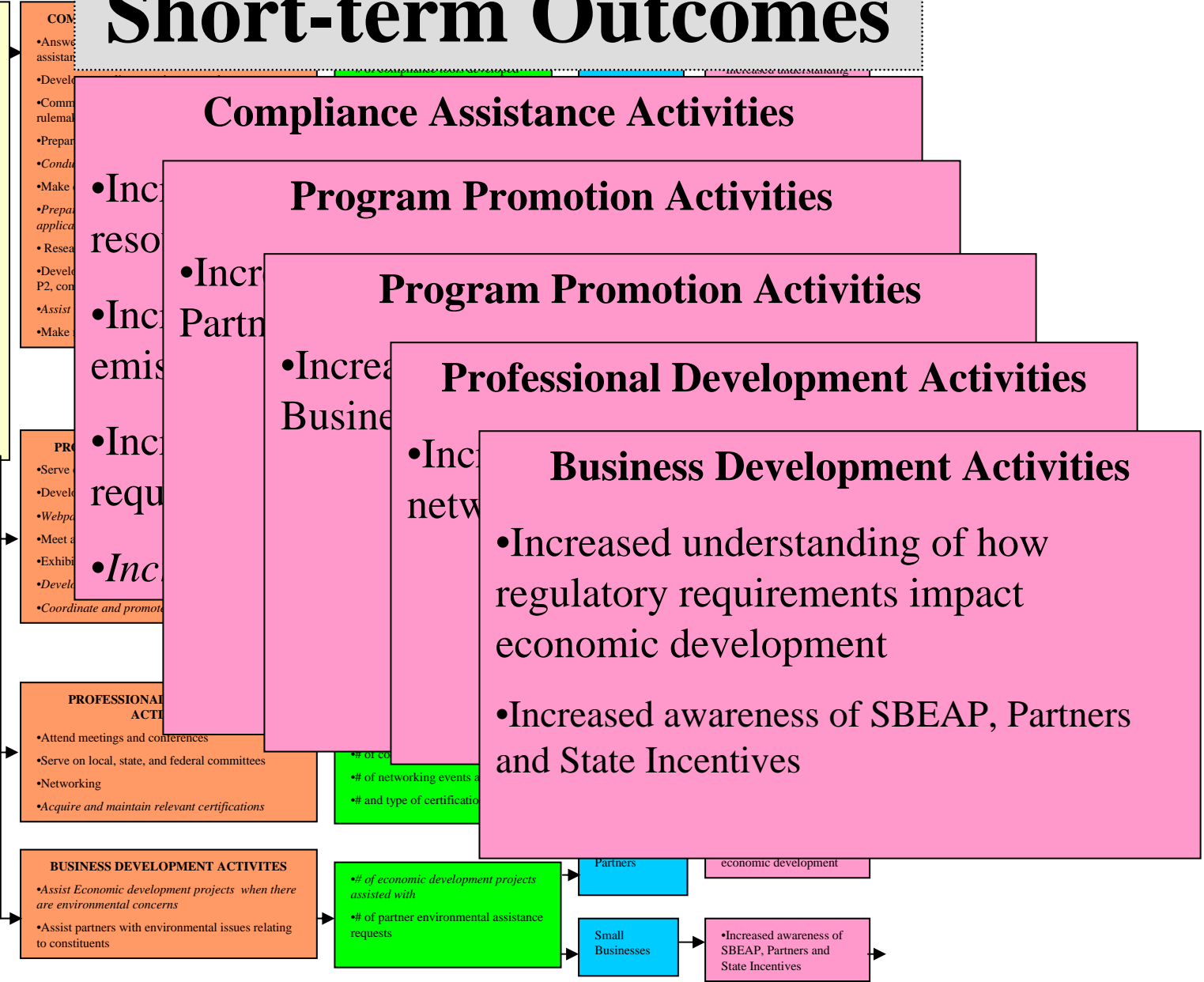
- Increased understanding of how regulatory requirements impact economic development
- Increased awareness of SBEAP, Partners and State Incentives

- # of CO
- # of networking events a
- # and type of certification

- # of economic development projects assisted with
- # of partner environmental assistance requests

- Partners
- Small Businesses

- economic development
- Increased awareness of SBEAP, Partners and State Incentives



Intermediate Outcomes

Resources

- Staff
- Institutional Knowledge
- Budget (\$)
- Partners
- Program Host

- National Steering Committee
- Small Business (SB)
- Compliance Advisory Panel (CAP)
- EPA Office of the Small Business Ombudsman
- Small Business Ombudsman (SBO)

COMPLIANCE ASSISTANCE ACTIVITIES

- Answer phone calls and e-mail request for assistance

- # of assistance requests answered
- # of compliance tools developed

Compliance Assistance Activities

- SB submit permit applications/registrations
- SB make changes to comply
- SB decrease violations
- SB decrease the number of accidents and releases
- SB educate workforce
- SB improve management of environmental responsibilities
- SB implement P2 and reduce emissions

Compliance Assistance Activities

- SB a...
- SB p...
- SB a...
- In...
- enviro sup...
- businesses

Program Promotion Activities

Professional Development Activities

- CT...
- serv...

Business Development Activities

- Economic Development Agencies advocate for comprehensive environmental assistance to new businesses
- SB locate to state

- are environmental concerns
- Assist partners with environmental issues relating to constituents

- # of partner environmental assistance requests

Partners; Legislators; Host; Other Decision-makers

CTAP Staff

Economic Development Organizations; Partners

Small Businesses

- Increased SBEAP at Business

- Increase in knowledge resources

- Increased awareness of how regulatory requirements impact economic development

- Increased awareness of SBEAP, Partners and State Incentives

advocate for comprehensive environmental assistance to new businesses

- SB locate to state

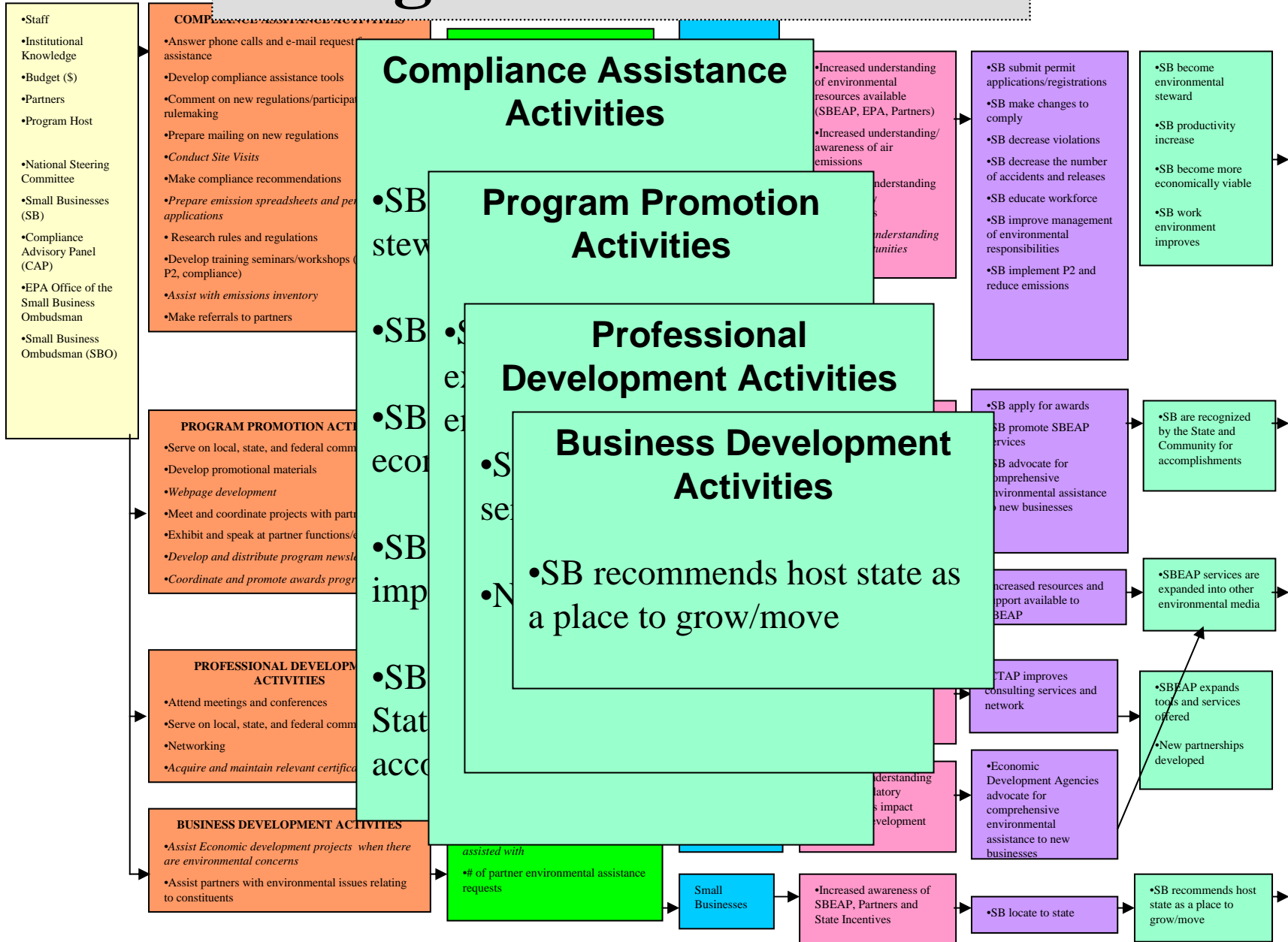
Compliance and Technical Assistance Program

Long-term Outcomes

Resources

Intermediate

Long-term



Compliance and Technical Assistance Program

Outcomes

Ultimate Goal Outcomes

Resources

- Staff
- Institutional Knowledge
- Budget (\$)
- Partners
- Program Host
- National Steering Committee
- Small Businesses (SB)
- Compliance Advisory Panel (CAP)
- EPA Office of the Small Business Ombudsman
- Small Business Ombudsman (SBO)

Activities

- #### COMPLIANCE ASSISTANCE ACTIVITIES
- Answer phone calls and e-mail request for assistance
 - Develop compliance assistance tools
 - Comment on new regulations/participate in rulemaking
 - Prepare mailing on new regulations
 - Conduct Site Visits
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 - Research rules and regulations
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- #### PROFESSIONAL DEVELOPMENT ACTIVITIES
- Attend meetings and conferences
 - Serve on local, state, and federal committees
 - Networking
 - Acquire and maintain relevant certifications

- #### BUSINESS DEVELOPMENT ACTIVITIES
- Assist Economic development projects when there are environmental concerns
 - Assist partners with environmental issues relating to constituents

- # of assistance requests answered
- # of compliance tools developed
- # of rule comments
- # of compliance mailings

Compliance Assistance Activities

Program Promotion Activities

Professional Development Activities

Business Development Activities

Professional Development Activities

Economy Grows

- SBE and v
- # of attendees
- # of committees served
- # of networking events
- # and type of certifications

- # of economic development projects assisted with
- # of partner environmental assistance requests

- Small Businesses

- Increased understanding of environmental resources available (SBEAP, EPA, Partners)

- SB submit permit applications/registrations
- SB make changes to apply
- decrease violations
- decrease the number of accidents and releases
- improvement and

- Economic Development Organizations; Partners

- Increased understanding of how regulatory requirements impact economic development

- Economic Development Agencies advocate for comprehensive environmental assistance to new businesses

- Small Businesses

- Increased awareness of SBEAP, Partners and State Incentives
- SB locate to state

- SB become environmental steward
- SB productivity increase
- SB become more economically viable
- SB work environment improves

- SB are recognized by the State and Community for accomplishments

- SBEAP services are expanded into other environmental media

- SBEAP expands tools and services offered
- New partnerships developed

- SB recommends host state as a place to grow/move

- Environment is improved
- Community is safer

- SBEAP becomes known as steward and valued resource to the community

- Economy Grows

- Economy Grows

- Economy Grows

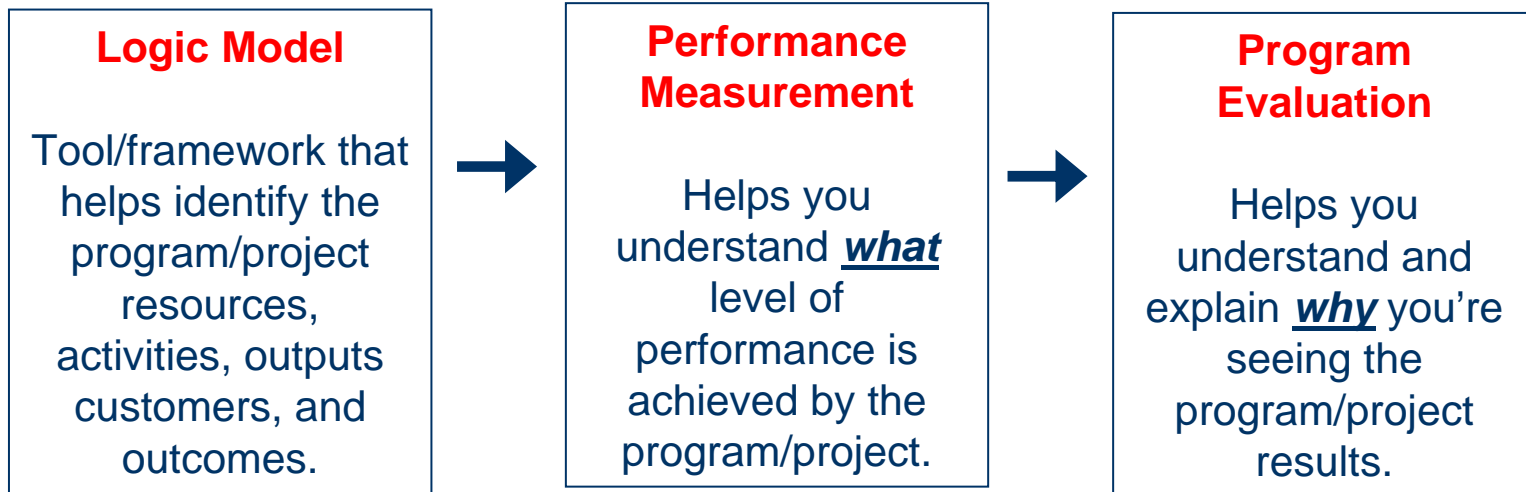
- Economy Grows

- Economy Grows



PERFORMANCE MANAGEMENT

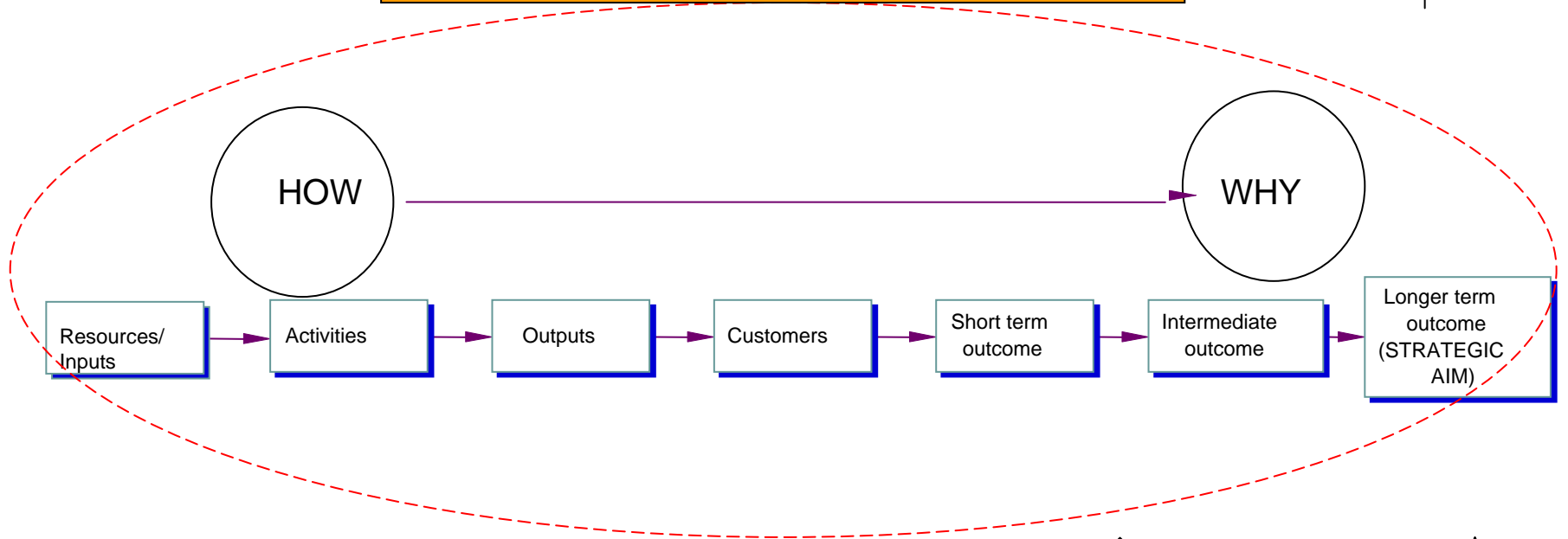
Performance management includes activities to ensure that goals are consistently being met in an effective and efficient manner. **Performance management tools include logic models, performance measurement and program evaluation.**



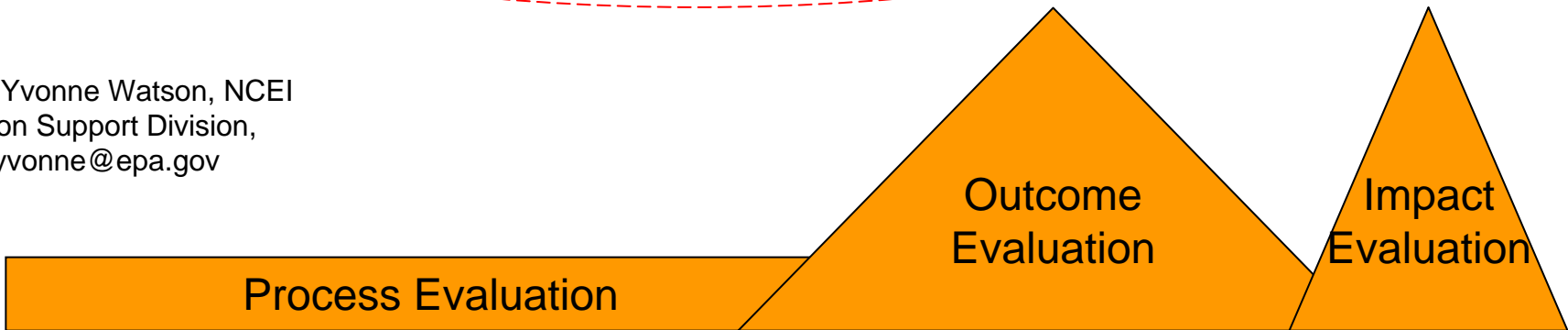


Evaluation and the Logic Model

Design Evaluation



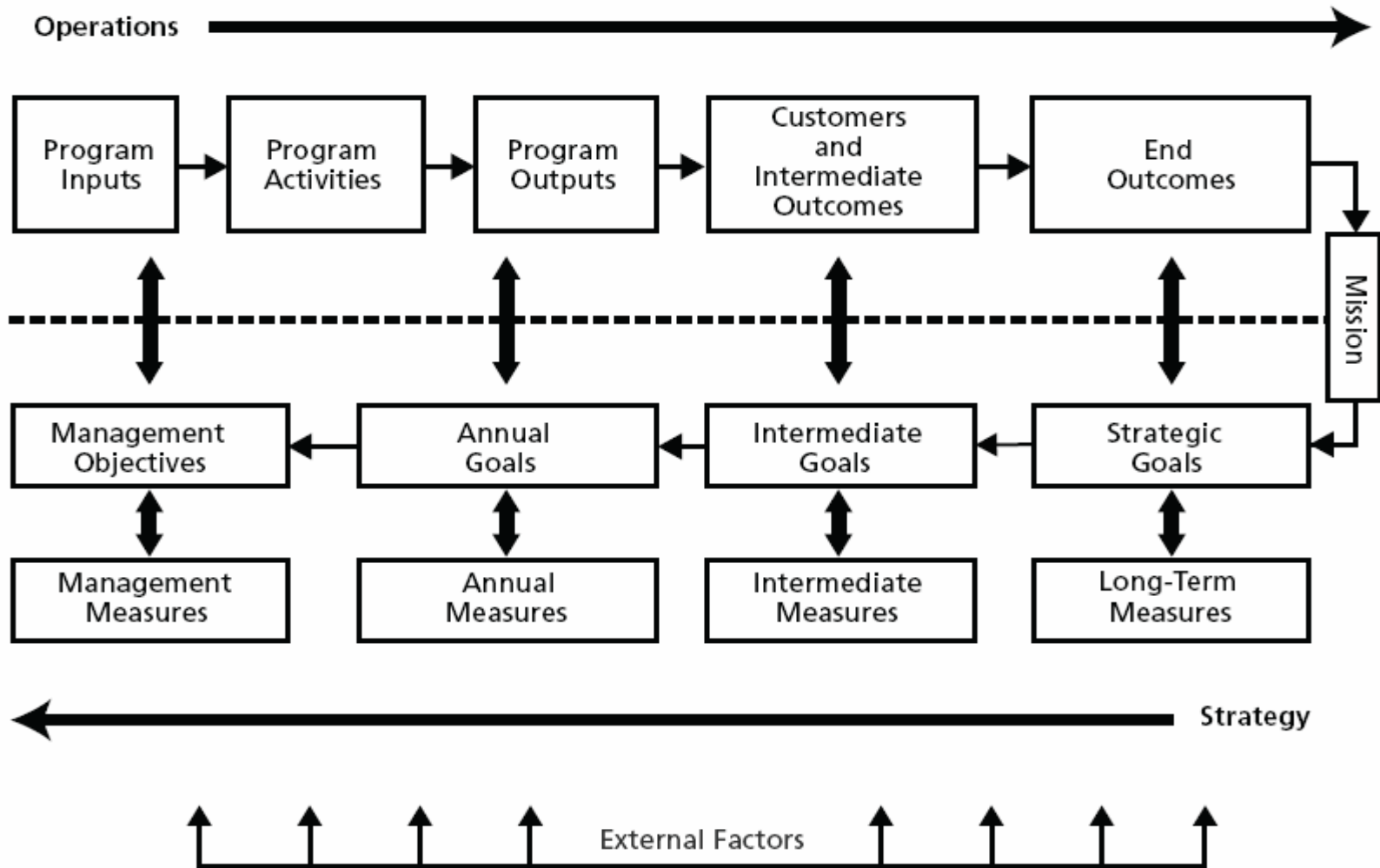
Source: Yvonne Watson, NCEI
Evaluation Support Division,
watson.yvonne@epa.gov





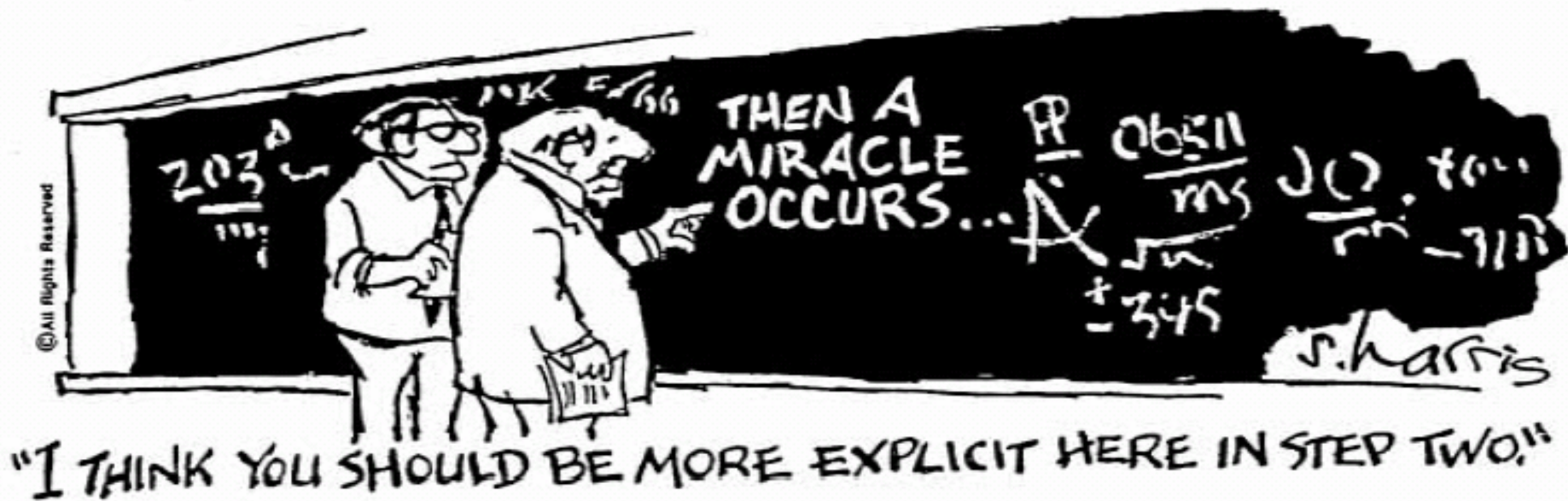
Strategic Planning

Figure 1.1
RAND Logic Model Template





The Logic Model





Resources

- NCEI Evaluation Support Group
 - <http://www.epa.gov/innovation/orgchart/esd.htm>
- University of Wisconsin-Extension (Worksheets)
 - <http://www.uwex.edu/ces/pdande/evaluation/evallogicmodelworksheets.html>
- OECA Evaluation Support
 - <http://www.epa.gov/evaluate/>