

Project Design -- Performance Spectrum

PowerPoint and WORD templates are available upon request.

<b>INPUTS</b>	<b>OUTPUTS</b>	<b>CUSTOMERS</b>	<b>OUTCOMES</b>
Resources & Inputs	Activities, Processes, Means & Methods	Products & Services	Targeted Customers
			Knowledge, Skills, Ability, Attitudes (KSAA)
			Behaviors & Norms
			Conditions

	<b>Derived Outcomes</b>		
Efficiency (\$/output)	Productivity (FTE/output)	Effectiveness (\$ or FTE/outcome)	Service Quality

Project Design -- Performance Spectrum

**External and Contextual Influencing Factors**

**External and Contextual Influencing Factors (continued)**

## **Brainstorming Questions for Preparing a Logic Model**

### **RESOURCES/INPUTS:**

Describe the investments necessary to accomplish the activities and processes planned. Examples of categories include project timeframe, in-kind and paid personnel, financial, equipment and supplies (including facility rental), secondary data sources (e.g., benchmark studies; baseline data; demographic data; aerial photos; customer and stakeholder contact information; etc.). Eventually, you'll define the personnel roles and responsibilities and duration of service or project governance; compile personnel contact information; prepare an itemized budget; and list the sources of and the contact information for secondary data.

### **OUTPUTS:**

**Activities, Processes, Means and Methods:** Describe the things that need to be done to produce and deliver the products and services. List the activities you plan to do and the functions leveraged from within the participating organizations. Activities can include conceptualizing, planning, designing, and developing products, services and their deployment plans. Be sure to include project management and administration activities, which include results tracking, performance assessment, progress reporting and invoice processing. Eventually, the project team will need to assign timelines and milestones and lead personnel to these activities. We recommend organizing activities and processes into main and sub-categories.

**Products and Services:** Identify the products and services to be delivered to the customers. Include product and service delivery if the deployment plan is considered part of the project. Other examples of services are outreach programs, consultant services, and technical or compliance assistance.

### **CUSTOMERS to be REACHED:**

Customers are the bridge between outputs (activities, products and services) and outcomes. If everything goes as anticipated, then a customer's response to a product or service will be expressed as one of the anticipated outcomes. List specific audiences that will be targeted by the products and services. Remember to list internal and external customers. Designate primary and secondary customers. Progress reports, invoices and other administrative or grant management products and services may actually target internal customers, while other more targeted communication products may target external customers. In parentheses, you might want to specify which products or services are intended for which customers. When logic models are graphically displayed, these associations are typically shown with arrows.

**OUTCOMES:** Identify the anticipated changes or benefits that could result from presenting your products and services to the customers. Refer back the specific information you compiled on products, services and customers. Generate longer term outcomes based on shorter term outcomes or vice versa. If you wish, group the outcomes into short, intermediate, and long-term. Information you collected about project concepts may point to specific outcomes. Be sure to specify the customer associated with the outcome. Associations between products/services and outcomes can sometimes be inferred through the affiliation between a product/service and the targeted customer.

Changes in knowledge, skills, abilities, attitude

Change in an individual's behavior or practice

Changes in environmental, economic, or health conditions

Changes in institutional, programmatic, community or business norms

**CONTINUOUS IMPROVEMENT INDICATORS (Derived Outcomes)**

These indicators are calculated from input, output, customer and outcomes data, when available in sufficient quantity and quality.

Operational efficiency (cost/output)

Labor productivity (FTE-hours/output)

Resource effectiveness (cost-FTE/outcome)

Quality of service (service expectations)

**CONTEXTUAL AND EXTERNAL INFLUENCES:**

List factors that are outside the control of the project team. The project team and its champions must



Project Timeline Milestones

#	Tasks/Activities	Lead	Others	Pre-Jul 2006	Jul-06	Aug-06	Sep-06	Oct-06
<b>1.0</b>	<b>Task</b>							
1.1	Activity							
1.2	Activity							
<b>2.0</b>	<b>Task</b>							
2.1	Activity							
2.2	Activity							
2.3	Activity							
2.4	Activity							
2.5	Activity							
2.6	Activity							
2.7	Activity							
<b>3.0</b>	<b>Task</b>							
3.1	Activity							
3.2	Activity							
3.3	Activity							
3.4	Activity							
<b>4.0</b>	<b>Task</b>							
4.1	Activity							
4.2	Activity							
4.3	Activity							
4.4	Activity							
4.5	Activity							
<b>5.0</b>	<b>Task</b>							
5.1	Activity							
5.2	Activity							
5.3	Activity							
5.4	Activity							
5.5	Activity							
<b>6.0</b>	<b>Grant Administration</b>							
6.1	Quarterly Progress Assessment	EPA P2 Grant Manager	Project Team					
6.2	Semi Annual Report (verbal)	Project Team	Grant Manager: provide template					
6.3	Final Report (Year 2)	Project Team	Grant Manager: provide template					
6.4	Group Debriefing: Maintain involvement of champs, advisors, partners, sta	Project Team-Grant Manager					ID Distribution List; Schedule	
6.5	Invoicing	Grantee	Grant Manager					
6.6	Project Mgmt & Performance Planning	Grant Manager	Project Team	Develop Y1	Enter			
6.7	Contracts and Agreements; Prep Budgets & Funding	Project Team	LEADERSHIP CHAMPS					
6.8	Mobilize leadership champions (coordinate context)	Grant Manager	Project Team					



Budgets

<b>Category</b>	<b>Derivation</b>	<b>State \$</b>	<b>Original Federal \$</b>	<b>Total</b>
Personnel	A @ \$/hour or \$/year			
Fringe Benefits				
Travel	Meals @ \$ per day; Transportation; Lodging			
Equipment				
Supplies				
Contractual				
Construction				
Other				
Total Direct Charges				
Indirect Charges				
Totals				

Budgets

<b>State \$</b>	<b>Amended Federal \$</b>	<b>Total</b>	<b>Grant Balance Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
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## Quality Systems - Sampling Plan Checklist

<ul style="list-style-type: none"> <li>- Measures of central tendency (mean, median and mode)</li> <li>- Measures of variability (range, variance, standard deviation)</li> <li>- Rates (tons reduced per sites)</li> <li>- Ratio (cost per ton reduced)</li> </ul>						
<p>Timing of Feedback Loop</p> <ul style="list-style-type: none"> <li>- Plan sufficient time for the evaluators to thoroughly analyze the data at set points throughout the data collection process to catch problems as they arise and to report out findings in manner that meets audiences needs.</li> </ul>						
<p>Communication</p> <ul style="list-style-type: none"> <li>- Review with audiences: Confirm that measures adequately address areas of interest. Confirm preferred reporting format (meaningful/transparent)</li> <li>- Validity: To which people and what places can I generalize my findings? Are the conclusions I make about the relationship between my independent and dependent variable valid?</li> <li>- Presentation methods (tables, graphs, charts, illustrations) that clearly communicate particular type of data to a particular audience for a particular use</li> <li>- Multiple audiences? Format, presenting negative findings, verbal (PPT, personal rpts), written (inteirm, memoranda, brochures, index cards)</li> <li>- Components: exec summary, background, methodology, findings/observations. Optional: conclusions, recommendations, lessons learned, appendices. Who prepares optional; consultant or client?</li> <li>- Tips: involved and active; action focus – more on recommendations and findings than methodology (appendices); state potential misuses and methodological weaknesses and limitations; elaborate and provide deeper understanding through case studies and interviews/surveys.</li> </ul>						
<p><b>Timeline &amp; Milestones</b></p> <ul style="list-style-type: none"> <li>- Utilize the EXCEL Worksheet to prepare timeline and milestones with personnel assignments.</li> </ul>						
<p><b>Assess feasibility of each of the proposed measures according to:</b></p>						
<ul style="list-style-type: none"> <li>• <u>Data collection</u> <ul style="list-style-type: none"> <li>o Availability: Existing or new data?</li> <li>o Frequency: One time or continuous collection</li> <li>o Utility: <ul style="list-style-type: none"> <li>Data available for use</li> <li>Supports acceptable baseline</li> </ul> </li> <li>o Cost: Overall implementation cost</li> </ul> </li> </ul>						
<ul style="list-style-type: none"> <li>• <u>Data Quality</u> <ul style="list-style-type: none"> <li>o Reliability: Provides consistent readings</li> <li>o Validity: Measures what it is suppose to measure</li> <li>o Objectivity: Free from bias and represents reality</li> <li>o Implementation Fidelity Check</li> </ul> </li> </ul>						
<ul style="list-style-type: none"> <li>• <u>Analysis:</u> <ul style="list-style-type: none"> <li>o Statistically reliable <ul style="list-style-type: none"> <li>Population data</li> <li>Sample data</li> </ul> </li> <li>o Type of analysis <ul style="list-style-type: none"> <li>Trends over time</li> <li>Performance against targets or standards</li> <li>Variation across units (internal benchmarking)</li> <li>Against benchmarks (external benchmarking)</li> </ul> </li> <li>o External Factors <ul style="list-style-type: none"> <li>Frequency (reports measured at what frequency)</li> <li>Format: How will measures be presented? Chart, table, diagram, text?</li> </ul> </li> <li>o Transparency: Check reporting formatting is meaningful to the intended audience <ul style="list-style-type: none"> <li>Nature of level of audience</li> <li>Nature of data</li> <li>How info to be used.</li> </ul> </li> </ul> </li> </ul>						
<p><b>Choose Best Measures</b></p>						
<ul style="list-style-type: none"> <li>• <u>Assess value of measure</u> in relation to the goals and objectives of the program or project. Required? Important? Interesting?</li> </ul>						
<ul style="list-style-type: none"> <li>• <u>Select final list of measures:</u> Won't be able to collect data for all listed measures. For each measure ask: <ul style="list-style-type: none"> <li>o Does the measure clearly relate to the project goal and objective?</li> <li>o Is the measure important to management and stakeholders?</li> <li>o Is it possible to collect accurate and reliable data for the measure?</li> <li>o Taken together, <ul style="list-style-type: none"> <li>Is there a balance of quantitative and qualitative data generated?</li> <li>Do the measures accurately reflect the key results of the program, activity or service?</li> </ul> </li> </ul> </li> </ul>						

**Quality Systems - Sampling Plan Checklist**

<ul style="list-style-type: none"> <li>• <i>Is there at least one measure for each goal or objective?</i></li> <li>• <i>Proper mix of measures</i> from across the "performance spectrum" (resources/inputs; outputs; outcomes, including efficiency or quality measures; and context)?</li> </ul>										
<b>Selecting Measures: TIPS</b>										
<b>Criteria for Useful Performance Measures</b>										
<b>Is each measure:</b>		<b>If so, then it will be:</b>								
Objective-linked	Directly related to clearly stated objectives for your program									
Responsibility-linked	Matched to specific organizational units and people that are responsible for AND capable of taking action to improve performance									
Organizationally acceptable	Valued by all levels in the organization, used as a management tool, and viewed as being "owned" by those accountable for performance									
Comprehensive	Inclusive of all relevant aspects of the program performance; e.g., measuring quality and quantity									
Credible	Based on accurate and reliable data sources and methods, and to the extent possible, not open to manipulation or distortion									
Compatible	Integrated with existing information systems									
Comparable with other data	Useful in making comparisons; e.g., performance can be compared from period to period, with peers, to other programs									
Easy to interpret and report	Presented graphically and accompanied by commentary!									
<b>Performance Measurement Hierarchy</b>										
<b>Program Logic Elements &amp;</b>					<b>Matching Levels of Performance Info &amp;</b>					
<b>Program Logic Hierarchy</b>					<b>Hierarchy of Performance Measurement Data</b>					
				7. End results	7. Measures of impact on overall problem, ultimate goals, side effects, social and economic consequences					
				6. Practice and behavior change	6. Measures of adoption of new practices and behavior over time					
				5. Knowledge, attitude, and skill changes	5. Measures of individual and group changes in knowledge, attitude and skills					
				4. Reactions	4. What participants and clients say about the program; satisfaction; interest; strengths; weaknesses					
				3. Participants	3. The characteristics of program participants and clients; numbers, nature of involvement; background					
				2. Activities	2. Implementation data on what the program actually offers or does					
				1. Resources/Inputs	1. Resources acquired/expended; number and types of staff involved; time extended.					

Secondary Data Inventory

<b>Pick List</b>	<b>Data or Info Name</b>	<b>Date</b>	<b>Source Organization</b>	<b>Source Contact Name</b>	<b>email</b>	<b>Phone</b>	<b>Archive location</b>
Literature Research							
Existing Program Materials							
Demographic & social research							
Benchmark Studies							
Other							

## **Work Plan Template**

### **Project Title**

#### **Project Purpose:**

From Guide, Part 1 Theory and Concept

#### **Background**

From Guide, Part 1 Theory and Concept

#### **Outcomes**

From Guide, Part 2

Anticipated change in knowledge, skills, ability and attitudes (KSAA)

Anticipated change in behaviors and norms

Anticipated change in conditions or impacts (environmental, economic, programmatic)

Anticipated rates of labor productivity, operational efficiency, cost effectiveness, service quality

#### **Customers to be Reached**

From Guide, Part 2

#### **Tasks and Subtasks: Activities and Processes**

From Guide, Part 2

#### **Deliverables: Products and Services**

From Guide, Part 2

#### **Resources and Inputs**

From Guide Part 1 Theory and Concept and Part 2 Logic Model

Secondary Data

Personnel (partners and staff and leadership sponsors; stakeholder reps; advisors and specialists; consultants)

Financial

#### **Timeline and Milestones, with People Roles and Responsibilities.**

From worksheets. Provide separately, if desired.

#### **Budget**

From worksheets. Attach.

#### **Contextual and External Influencing Factors**

From Guide, Part 2

#### **Performance Measures**

From worksheets. List concept(s) if desired.

**Performance Measures**

From worksheets. List separately, if desired.

**Quality Systems Documentation**

From worksheets. List separately, if desired.

## **Report Template**

**Project Title:**

**Date:**

**Project Purpose:**

### **Expenditure report:**

- Provide details of actual expenditures and grant spend down
- Prepare draft final invoice

### **Deliverables report:**

- List the products and services actually provided with the following identified:
  - o Archive locations for the products
  - o Source of documentation for the services.

### **Quarterly Progress Assessment Results**

- Discuss the results of the "Satisfactory Progress" Indicators. Include any deviations from or modifications to work plan, especially those requiring EPA notification. Highlight areas marked with red or yellow flag.
  - o Goals and project purpose
  - o Approach or processes; activities
  - o Products and services delivered
  - o Customers targeted
  - o Outcomes achieved through interaction with targeted customers (KSAA, behaviors/norms, condition changes)
  - o Budget
  - o Updates to contact list and timelines/milestone worksheets.
- Provide the action plans with corresponding timelines, assignments and leadership sponsors.
- A list of the most salient lessons learned with brief explanations.
- Identify influencing factors affecting project implementation. Refer to the factors you listed in your original logic model, if you wish.

### **Semi-annual Progress Report**

- List results of "P2 Metrics" and "Excellent Organization" measures. Discuss results, including contextual or external influencing factors that may have affected results.

### **Conclusions and Recommendations**

Under construction