Measuring Success: Beyond Performance Measures

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How to join

Web

Text

1

2

1

2
## What is your main role at Appalachia Strong?

<table>
<thead>
<tr>
<th>Role</th>
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<tbody>
<tr>
<td>Current/past grantee</td>
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<tr>
<td>Aspiring grantee</td>
</tr>
<tr>
<td>LDD staff</td>
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<tr>
<td>State-level staff</td>
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<tr>
<td>Academic institution/connection</td>
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<tr>
<td>Other non-profit</td>
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<tr>
<td>Other</td>
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</tbody>
</table>
If you have worked with grants in some way IN THE PAST OR CURRENTLY, which is the main type?

- Community Capacity-Building
- Education
- Entrepreneurship
- Health
- Infrastructure
- Non-Infrastructure Job Creation
- Telecom and Technology
- Tourism/Asset Based
How comfortable are you with evaluating your programs success?

- Eh, not at all comfortable
- Meh, sort-of comfortable
- I am comfortable
- Yeh, I’m pretty comfortable
- Not just comfortable, but confident!
If you hope to work with grants in some way IN THE FUTURE, which would be the main type?

Community Capacity-Building
Education
Entrepreneurship
Health
Infrastructure
Non-Infrastructure Job Creation
Tourism and Technology
Tourism Asset Based
When I think of evaluating my program, the ONE word that comes to mind is
It's 2025. I know my program is successful because
What is NOT Program Evaluation?
Related types of evaluations: Cost/Benefit Studies

Are you getting the biggest bang for your buck?

Could you do more with the same amount of $?

Could you do the same with less $?
Related Types of Evaluations: Performance Measurement

- Monitors performance data
- Used for comparisons with self over time or peer organizations
- Is ongoing
Related Types of Evaluations: Performance Audits

• Audits are always “after the fact”

• Audits tend to focus on adherence to rules

• Did you do what you said you would do
What is Program Evaluation?

Is there a problem? (needs assessment)
How would a program solve the problem? (program theory)
Is it working the way we intended?
Is there any way we can improve the current program?
Did it work?
What is Needs Assessment?

Understanding the nature and extent of a problem
What Can Happen if Needs Assessment is Ignored?

Right program → wrong population

Wrong program → right population

Program → no need
What is Program Theory?

Showing the connections between problem and proposed solution

Also called Logic Model
Steps in Outlining Program Theory

What is program supposed to do and what results are expected?
What Can Happen if Program Theory is Ignored?

- Misunderstanding
- Failed program
- Flawed evaluation
What is Process Evaluation?

Outlining exactly how a program works
What Can Happen if Process Evaluation is Ignored?

- Evaluation results can be misleading, even wrong
- Limits accountability
- Where/why did program fail or succeed?
Links Between All

- Needs Assessment is basis for intervention
- Program theory provides blueprint for program/intervention design
- Process Evaluation tests design to see if it is working as intended
But “Successful” Evaluation…

Are you successful?

Impact or Outcome Evaluation
Impact Evaluation MUSThaves

- answer if you are successful why/why not
- define success with agreed upon goals, objectives, and outcomes
- define criteria and standards
- gather data
- know timeline, stakeholders, budget and audience
ARC’s Evaluation Framework

• Performance Estimates
• Closeout Reporting
• Validation
• PAR – Performance and Accountability Report
• Program Evaluation
ARC’s Evaluation Framework

Grantees
• Select and track performance measures
• Report data to ARC

ARC
• Compiles performance estimates and validated performance measures in PAR
• Conducts evaluations incorporating performance measures, grantee feedback, and other data
ARC’s Evaluation Framework

ARC evaluations ask...

• What approaches are grantees using to address challenges?
• What are the outcomes of the grants?
• Are the outcomes sustained beyond the grant period?
ARC’s Evaluation Framework

ARC Evaluation Audiences

• ARC leadership
• ARC staff
• Inspector General
• OMB – Office of Management and Budget
• Congress
• GAO – Government Accountability Office
ARC’s Evaluation Framework

Recent Evaluations
• Leadership and Community Capacity (2019)
• Telecommunications and Technology (2015)
• Job Creation and Retention (2015)
• Health (2015)

In the works
• POWER
• Water and Wastewater
ARC’s Evaluation Framework

What’s next?

• Scan of performance measurement practices in other orgs
• Feedback from grantees
Evaluation of ARC Water and Wastewater Projects

Did projects further ARC's strategic goals?
ARC Evaluation of Water and Wastewater Projects

• Goal 1: Economic Opportunities
• Goal 2: Ready Workforce
• Goal 3: Critical Infrastructure
• Goal 4: Natural and Cultural Assets
• Goal 5: Leadership and Community Capacity
ARC Evaluation of Water and Wastewater Projects

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ARC Evaluation of Water and Wastewater Projects

Ensure communities have adequate basic infrastructure to implement their community, economic development, and public health objectives.

Support the construction and adaptive reuse of business-development sites and public facilities to generate economic growth and revitalize local economies.
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ARC Evaluation of Water and Wastewater Projects

Evaluation Theme 1:

The impact of ARC’s investment in water and wastewater infrastructure grants on economic development and quality of life
ARC Evaluation of Water and Wastewater Projects

Key Research Question:

Using standard measures of economic development, how have these communities improved as a direct result of these grants?
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• What in-depth stories do our case studies tell that might go beyond the standard descriptive statistics?
ARC Evaluation of Water and Wastewater Projects

Example Measures:

• Households connected to water service
• Businesses drawn to area
• Jobs created
Hypothetical Program

Textile mills are closing, so ARC is supporting a training program for former textile workers to develop new skills, especially for a growing, alternative local industry, aviation machinery. Community colleges will provide a skills building program called “First Flight.”
I would know this ARC program is successful if
Round II: It's 2025. I know my ARC project/program is a success because ____________________________
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