



**BUSINESS RETENTION &  
EXPANSION INTERNATIONAL**

# Program Evaluation

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# Program Goals

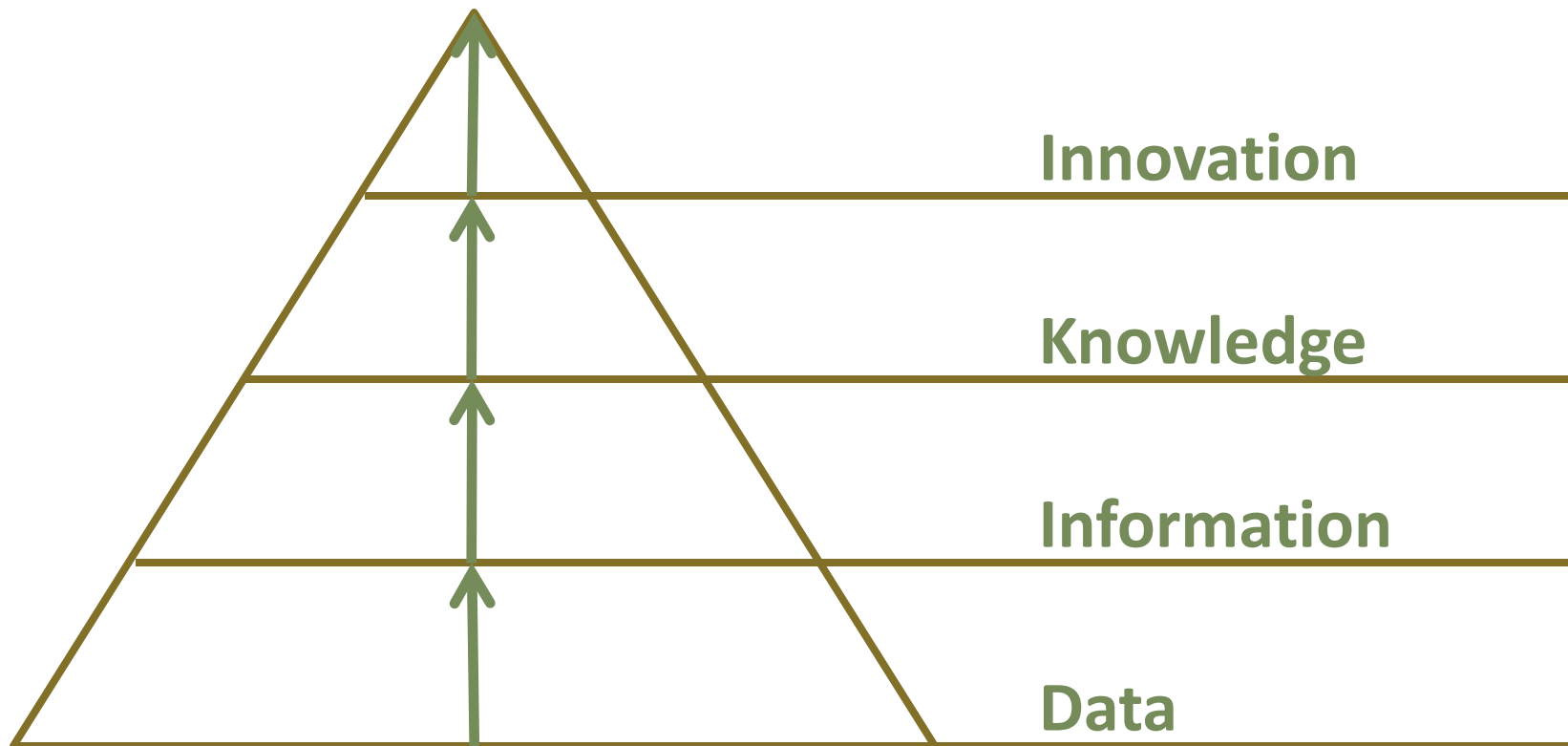
- To understand the concepts inherent in program evaluation
- To effectively communicate those concepts to stakeholders
- To utilize the concepts in improving and delivering programs



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# What Should the Program Accomplish?

The program should provide the basis to move from data (survey results) to innovative action within the community





# Evaluation Tenet

The single biggest problem with communication is the illusion that it has actually taken place.

George Bernard Shaw



# **What Does Effective Evaluation Do?**

- Provides for trust among audiences and funders
- Provides for good governance
- Provides transparency for ethical practices



# What are Evaluation Foundations?

- Evaluation identifies outcomes
- Outcomes do not equal outputs
- Systematic inquiry should be a foundation
- Evaluator (internal or external) should be competent and honest
- As with the organization, evaluation should have responsibilities for the public's welfare



## Evaluation Is ...

- About plotting a roadmap for your program or organization
- Understanding where the program/ agency succeeds and fails
- Developing a line of communication with stakeholders and clientele
- In short, it's all about ***planning***





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# **Goals/Objectives Categories**

## ***Effectiveness***

- Do the outcomes meet the needs of clients?
- Are we doing the right thing?

## ***Efficiency***

- Are our resource costs being minimized?
- Are we doing things in the right way?





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# Goals/Objectives Categories

## *Quality*

- How well do our outcomes impact our clientele?
- How well can we do the ***right things*** in the ***right way***?

## *Timeliness*

- Is the work done correctly and on time?
- Base “on time” on your clients’ requirements



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# **Goals/Objectives Categories**

## ***Productivity***

- What is the value of the process in relation to labor/capital/resources consumed?

## ***Safety***

- What is the overall health of the organization and the environment of employees and clients?



## Exercise

Who are the stakeholders in my program?

- Non profit groups

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- Municipalities

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- Taxpayers

---
- Business resource/support centers

---
- Businesses

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## Exercise

Who are the clients of my program?

- Visited businesses

---
- Funding agencies

---
- ---
- ---
- ---



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# **Example**

**Baton Rouge Area Chamber  
Steve Sparks**





Baton Rouge Area Chamber®

# **Quarterly Regional Partners Meeting Capital Region**

**Second Quarter 2011**

**June 29, 2011**

## **Business Retention & Expansion Summary of Activity**



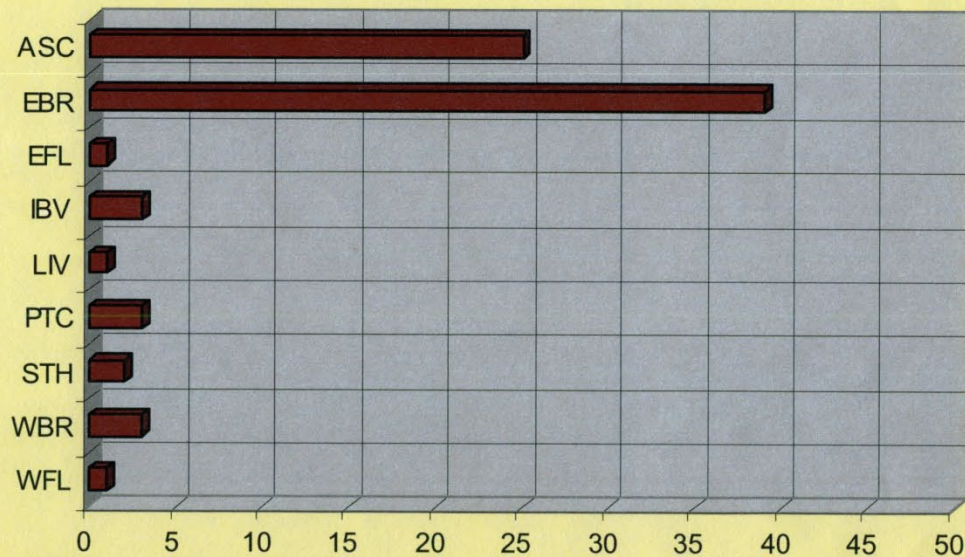
# Quarterly Regional Partners Meeting

## Capital Region

June 29, 2011

To date, seventy-eight (78) E-Synchronist® on-site visits and interviews have taken place in the Capital Region for 2011. Target executive interviews: 130.

2011 Interviews - Capital Region



	WFL	WBR	STH	PTC	LIV	IBV	EFL	EBR	ASC
Series1	1	3	2	3	1	3	1	39	25





## Business Retention & Expansion Summary of Activity

### Shintech, Inc. LA

Shintech Inc. is one of the largest employers in Iberville Parish with over 360 employees.

Manufacture chlorine, caustic soda and vinyl chloride monomer (VCM).

Iberville parish site was chosen because it provides adequate rail, highway and deepwater access.

Met with Dick Mason, Manager for North America Operations.

Many assets in Iberville Parish and the site will eventually expand. There area no immediate plans, however, for additional capital investment at the facility.







## Business Retention & Expansion Summary of Activity

### Blue Bell Creameries

Met with Wayne Hugo, General Manager Blue Bell is available in approximately 26% of the nation's supermarkets, and it ranks as one of the top three, best-selling ice creams in the country. Product is sold in Alabama, Arizona, Arkansas, Florida, Georgia, Indiana, Kansas, Kentucky, Louisiana, Mississippi, Missouri, New Mexico, North Carolina, Ohio, Oklahoma, South Carolina, Tennessee, Texas and Virginia. Company is considering expanding their South Louisiana distribution capabilities. Mr. Hugo indicated that Baton Rouge could be the possible site for expansion due to its proximity to New Orleans market. Assistance was offered when the time comes to explore this possibility in more detail.







## Business Retention & Expansion Summary of Activity

### Potential Projects as a Result of BRE On-Site Interviews

#### **Project Drip:**

Business model consists of restroom sanitation services and installation. West Sanitation is the leader in industrial sanitation services. Their market is global, with approximately 30-35% of total revenue derived from foreign markets. Estimates are that the international markets could potentially exceed the U.S. market in revenue. Total revenues at this time are approximately \$5 MM.

Mr. Elder, President and CEO of the firm, is from Baton Rouge and still lives here. He would like to move headquarters to Baton Rouge (from California) as well as production capabilities.

#### **Project Mixer:**

Ready mix concrete manufacturer and distributor. Purchased Baton Rouge Ready Mix and is changing the focus of the firm to the commercial market.

The company currently has 16 trucks and desire to expand a production facility to West Baton Rouge (Port Allen). This will mean setting up a new production facility and dispatching additional trucks from West Baton Rouge.

#### **Project Test:**

Occupational medicine and laboratory services

The company is expanding into a new 6,000 sq ft. facility in East Baton Rouge Parish. Building is under construction and is scheduled to be completed in September of 2011. BRAC is assisting with Advanced Notification filing and working through the EZ incentive package details.





## Business Retention & Expansion Summary of Activity

**Houston Wire & Cable Co., Inc.**

**Chris McLeod, Sr. VP – Operations.**

One of the largest distributors of electrical wire, cable and related services in the U.S. industrial distribution market.

Maintains an \$80 MM inventory of electrical and electronic wire and cable.

Continue to diversify customer base beyond the petrochemical sectors. AT&T contract is a good example and has allowed us to maintain our volume through slow periods for the oil and gas industries.

Serves Louisiana and Mississippi from the Baton Rouge location.

Expansion of Louisiana operations is a possibility—New Orleans and Baton Rouge markets continue to grow. May need additional capacity in BR in future. Fed-Ex Ground is next to them and if they move out HWC would be interested in expanding at their current location.

If not, BRAC stands are ready to assist them with a new location in Baton Rouge.





# **Program Goals/Objectives/Strategies**

- Why is program evaluation being considered?
- Which of the following should be measured:
  - Inputs
  - Activities
  - Outputs
  - Outcomes



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## S.M.A.R.T.

### *Specific*

- Who is involved?
- What do I want to accomplish?
- Where is the location?
- What is the time frame?
- What are the requirements/constraints?
- Why do I even want to fool with this?





# S.M.A.R.T.

## *Measurable*

- Establish concrete criteria to measure progress
- Use the goal as a timeline/map
- Answer questions such as:
  - How much?
  - How many?
  - How do I know when it is accomplished?
- While not everything worthwhile can be measured and everything that can be measured isn't worthwhile, measurement is key in evaluation





## S.M.A.R.T.

### ***Attainable*** – Can I actually do it?

- What attitudes, skills, abilities and financial capacities are necessary?
- Look for previously overlooked opportunities
- Plan steps wisely

### ***Realistic*** – Be able to reach the goal

- High goals are more motivating than low ones
- You must believe that it can be accomplished
- Determine conditions that must be met



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## S.M.A.R.T.

### *Timely*

- Set a concrete time frame
- Put an “end” to the goal with a *finite* anchor

Top Achievement

[www.topachievement.com/smart.html](http://www.topachievement.com/smart.html)



## Exercise

What Do Our Stakeholders/Clients Expect  
From Our Program?

### Stakeholders

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

### Clients

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



# **Important Evaluation Considerations**

- Who cares?
- What resources can be devoted to evaluation?
- Will evaluation benefit the program?
- What should be evaluated?
- How will the program be made better?



# Einstein on Measurement

Not everything that counts can  
be measured. Not everything  
that can be measured counts.

Albert Einstein



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## **Measurement in the Accountability Age**

- What gets measured gets done
- Without measurement, you can't tell success from failure
- If you can't see success, you can't reward it
- If you can't reward success, you're probably rewarding failure
- If you can't recognize failure, you can't correct it
- If you demonstrate results, you can win support



## **Why Do We Want To Evaluate The Program?**

- We (you) have to understand what you want to measure
- Decide what the program is designed to accomplish (what are its goals)
- A commitment to carry out the evaluation must be made if it is to be successful





## Exercise

What *meaningful* concepts can be effectively measured?

- ---
- ---
- ---
- ---
- ---



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An evaluation and program planning framework

# **LOGIC MODELS**



# **What is a Logic Model?**

- Depiction (framework) of a program showing what is to be done and what will be accomplished
- A series of “if-then” relationships that, if implemented as intended, lead to desired outcomes
- Can be a core of program planning and evaluation



## Logic

- Principles of reasoning
- Relationships of elements to each other and to the whole

## Model

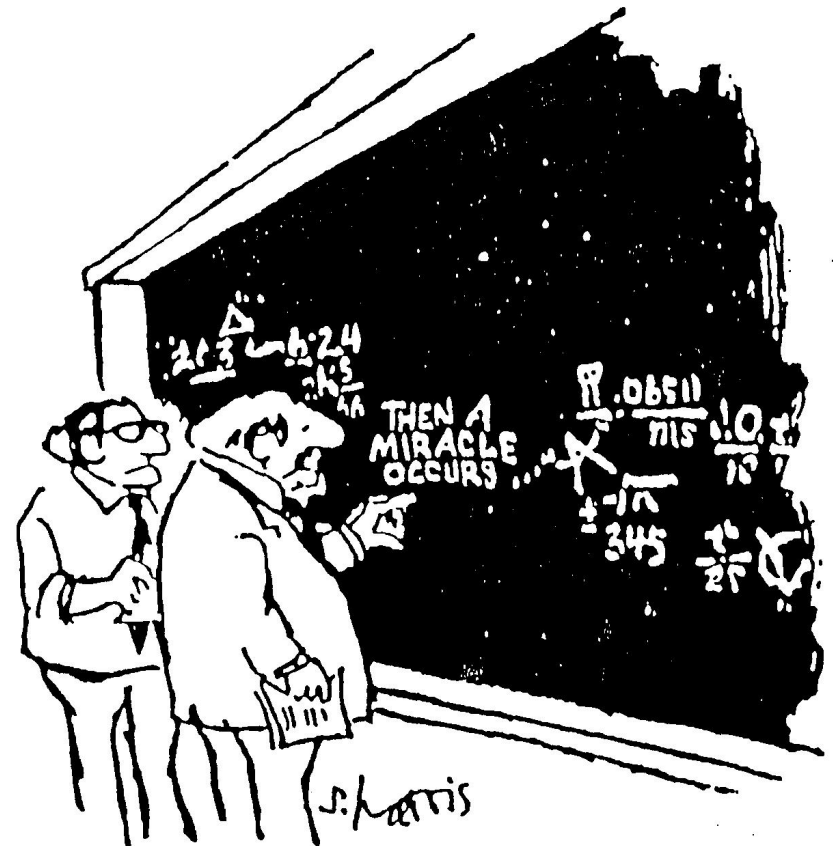
- Small object representing larger object
- Only ***represents*** reality
- Pattern that serves as a plan
- Description of the program's system



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- Being concise doesn't mean losing explanation
- Develop a series of "if-then" statements to provide link between activities/strategies and outcomes
- Make sure that you are explicit

*"I think you should be more explicit here in Step Two."*





# **Simplest Form of Logic Model**





# Simplest Form of Logic Model

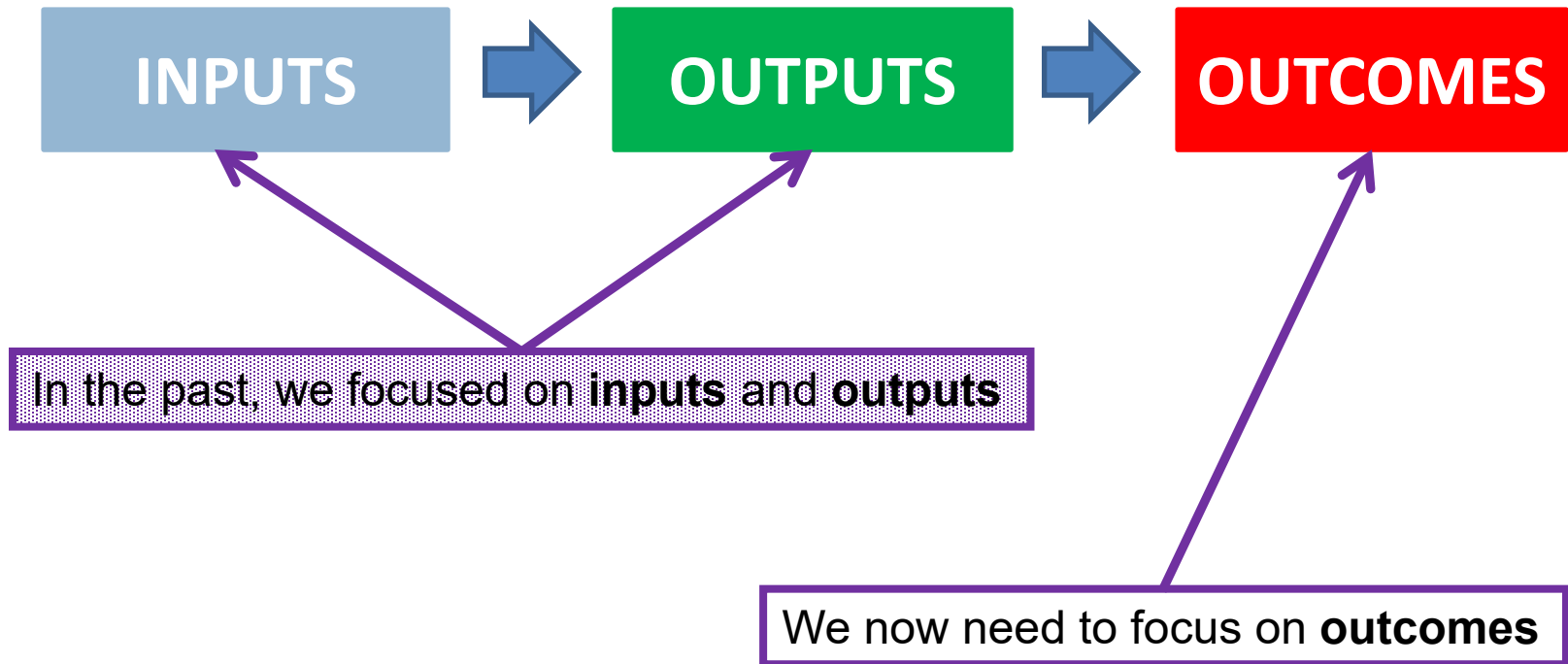


In the past, we focused on **inputs** and **outputs**





# Simplest Form of Logic Model





# Simple Form Notes

- Note the direction of the arrows
  - *Inputs* lead to
  - *Outputs* that lead to
  - *Outcomes*
- This is the direction of **program implementation**, not **program planning**



# Outputs versus Outcomes

Program	Outputs	Outcomes
Business Assistance	# of contacts # of meetings # of participants # of reports # of tech bulletins	Employee retention Profitability Market penetration Increased productivity
BR&E Visitation		



# Simplest Form of Logic Model



A description of what happened as a result of the program. Includes change of behavior, understanding of concepts, jobs or firms retained/expanded, etc.



## Exercise

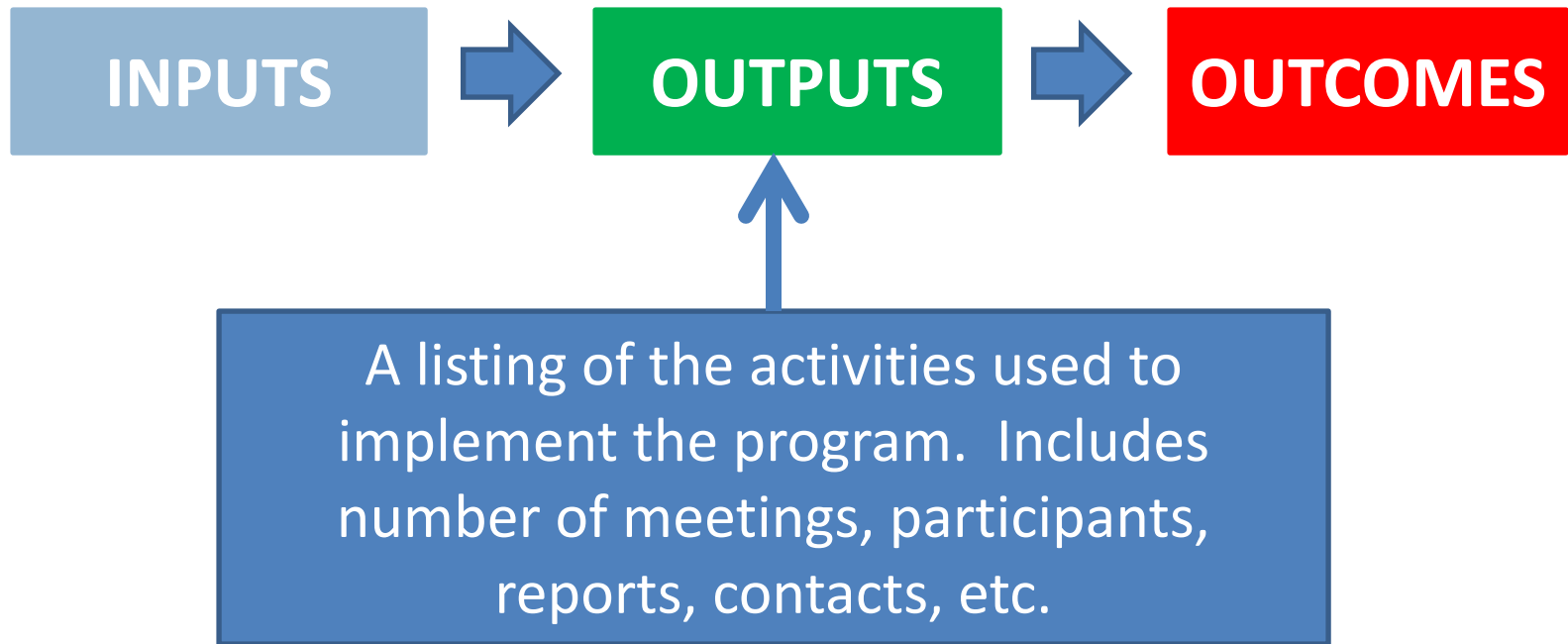
What outcomes result from the implementation of your BR&E program?

- ---
- ---
- ---
- ---
- ---





# Simplest Form of Logic Model





## Exercise

What outputs are seen as a result of your BR&E program?

- ---
- ---
- ---
- ---
- ---



# **Simplest Form of Logic Model**



A listing of the resources that will be used to carry out the program. Includes funding, people, software, curricula, etc.



## Exercise

What inputs/resources are required for your BR&E program?

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- ---
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- ---
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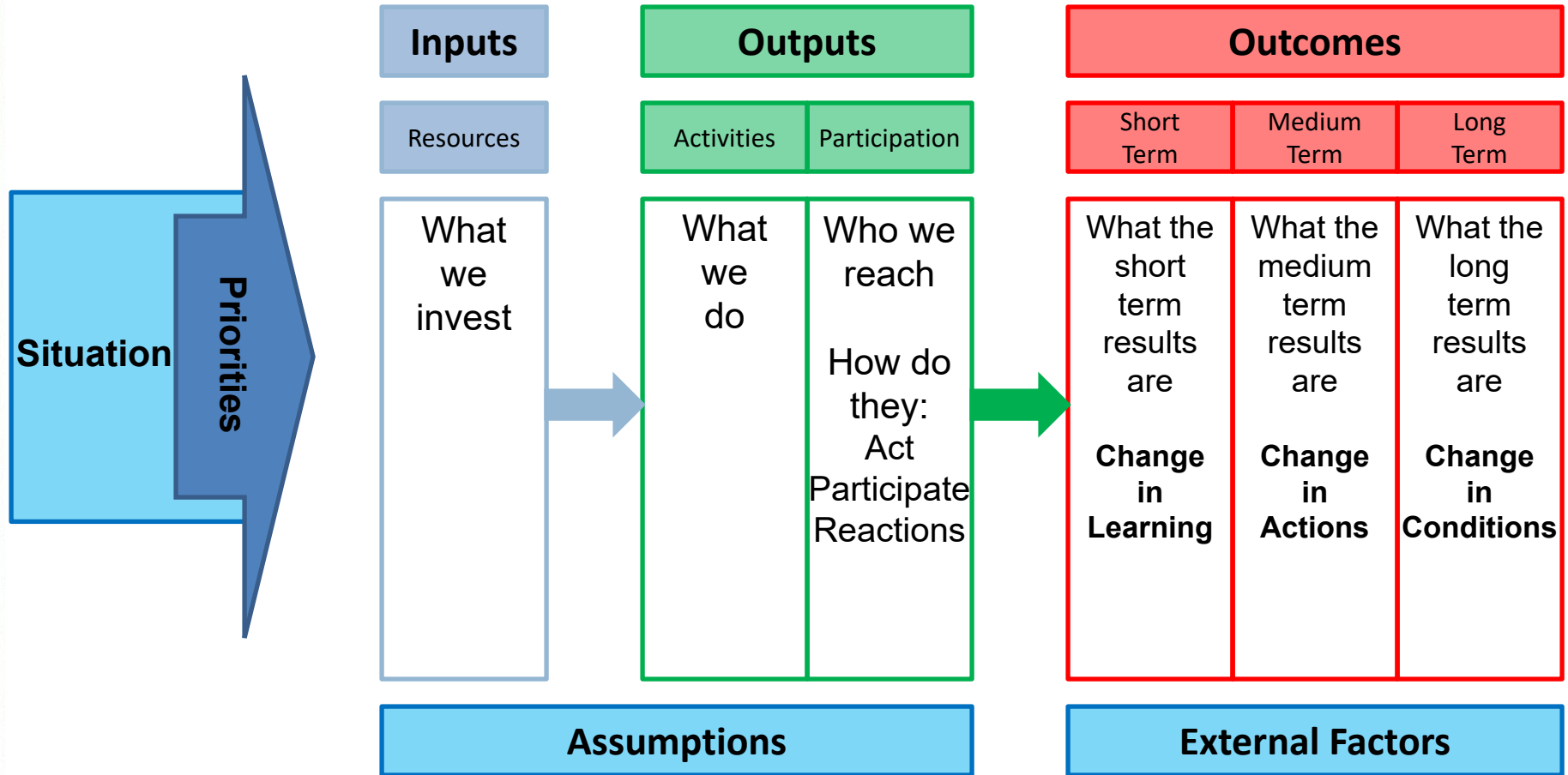


# Logic Model Discussion

- The logic model is a framework/model
- Components are built upon a set of assumptions provided by developers
- The framework's beauty is in its ability to explicitly *formulate/state* these assumptions
- These explicit statements are usually reserved for the expanded model



# Expanded Logic Model







# Expanded Logic Model

- While we're in a global economy, we're deal with local conditions
- What is the situation with the local businesses that have been targeted?
- Must determine economic sectors, labor pool, competitiveness, and policy perspectives
- Should be concise for understanding, but detailed for explanation

**Situation**



# The Situation

- This is the first **critical** step
- What condition exists that requires a response?
  - Why does it exist?
  - For whom does it exist?
  - Who has a stake in the problem?
  - What can be changed?
- If this is not defined “correctly,” everything that flows from here will be erroneous

**Situation**



## Exercise

What situation do you face in your program?

- ---
- ---
- ---
- ---
- ---



# Expanded Logic Model

Priorities

- What are we going to deal with?
  - It's difficult to be all things to all people
  - Is business creation and attraction part of our programmatic endeavors?
- Define a focus on business sector, size, ownership class, type of employee, product vs. service, etc.
- These priorities should occupy 60%-70% of your time/resources



## Exercise

What priorities are defined in your BR&E program?

- ---
- ---
- ---
- ---
- ---



# Expanded Logic Model

- What external factors will you face?
- These could include:
  - Macroeconomy
  - Political environment (local/state/national)
  - Clientele expectations for use of public/private resources
- You often have no control over these factors
- However, they will affect your program

**External Factors**





## Exercise

What external factors have significant influences on your BR&E program?

- ---
- ---
- ---
- ---
- ---



# Expanded Logic Model

- These outcomes are the ultimate goal of the program
- Not necessarily focused on target audience (local policymakers), but on that audience's perceived beneficiaries (targeted business sectors)
- Could be focused on the following environments:
  - Workforce development, competitiveness, aesthetics, infrastructure, profitability, etc.

**Outcomes**

Long  
Term

What the  
long  
term  
results  
are

**Conditions**



## Exercise

What ultimate outcomes are expected for your program?

- ---
- ---
- ---
- ---
- ---



# Expanded Logic Model

- Now moving past understanding into implementation of the program's specific strategies
- What specific actions should be undertaken by clientele in order to realize goals?
- Must realize that these are actions undertaken by the client, not by you!
- Examples include better lighting, complete workforce development programs, shop-at-home campaigns, etc.

## Outcomes

Medium  
Term

What the  
medium  
term  
results  
are

**Actions**





## Exercise

What actions will be taken by your sponsoring entity in implementing a BR&E program?

- ---
- ---
- ---
- ---
- ---



# Expanded Logic Model

- The beginning of the program's purpose
- Must define the target audience; this is likely not businesses
- What do you want this audience to understand?
- Likely accomplished within 6 months after program completion
- Could include understanding of external factors, overall local business environment, etc.

## Outcomes

Short  
Term

What the  
short  
term  
results  
are

**Learning**



## Exercise

What input/output assumptions should your sponsoring entity understand as a result of the program?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



# Expanded Logic Model

- Assumptions govern the formulation and implementation of your program
- Plausible expectations should be formed regarding:
  - Available resources including personnel, funding, time, support from sponsoring (clientele) organizations, technology, etc.
  - Participation rates among ultimate clientele (targeted businesses)
- You very often have an influence on the assumptions by proving the program's worth(hence, the concept of evaluation), the value of existing businesses, etc.

**Assumptions**





## Exercise

What input/output assumptions should you make in developing and implementing the program?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



# Expanded Logic Model

- You must understand targeted businesses
- What is the history of this type of program in your community and surrounding communities?
- What is their involvement in civic orgs, chambers, professional associations, etc.?

## Outputs

### Participation

Who we reach  
  
How do they:  
Act  
Participate  
Reactions

- How open are they to sharing sensitive information?
- What type of marketing will need to take place?
- Who are the leaders/champions that can make the program's implementation successful?



## Exercise

What factors will influence the participation of businesses in your BR&E program?

- ---
- ---
- ---
- ---
- ---



# Expanded Logic Model

- The second easiest set of information to develop
- All too often, this is where we stop and think that this is satisfactory for evaluation
- This is only the first step in the pyramid

**Outputs**

Activities

What  
we  
do

- Simply a list of:
  - Number of meetings
  - Number of contacts
    - Phone
    - Mail, email
    - Website hits
    - Face-to-face contacts
  - Number of presentations
  - Number of written reports
- This is simply predictive counting



## Exercise

What activities will be undertaken to implement the BR&E program?

- ---
- ---
- ---
- ---
- ---





# Expanded Logic Model

## Inputs

## Resources

What  
we  
invest

- You should have the most accurate knowledge of the inputs that can be directed to the program
- Flows directly from the assumptions
- Includes personnel, time, funding, pool of businesses, support of sponsoring entity, etc.
- While easily ascertained, they are imperative to the successful completion of the program
- Typically thought of as the program's tools



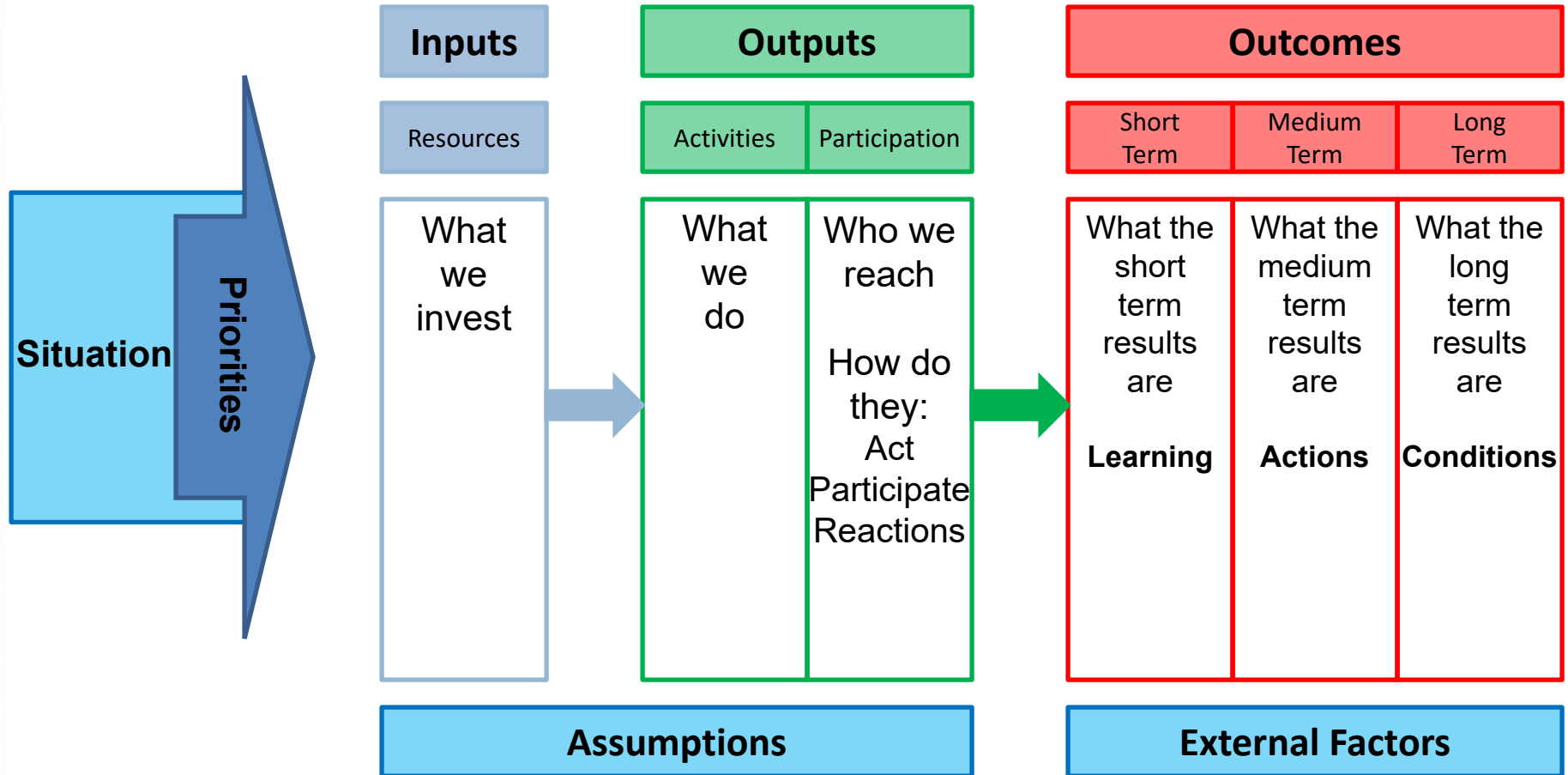
## Exercise

What inputs are available to implement the BR&E program?

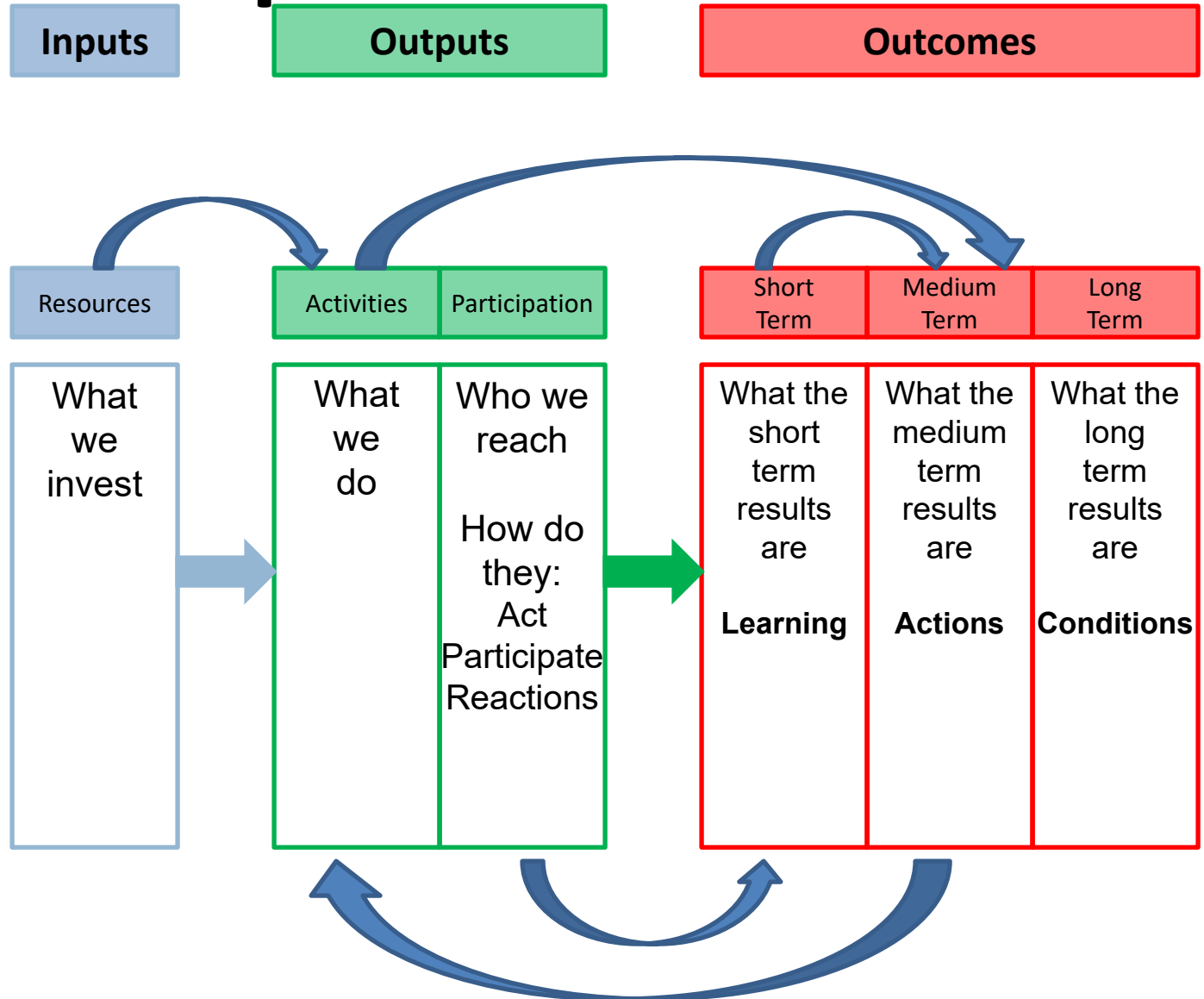
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# Expanded Logic Model



# Feedback Loops





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## Logic model of a training workshop on evaluation

**Situation:** Funder requires grantees to include an evaluation model in their funding request; grantees have limited understanding of evaluation and are unable to fulfill the funding requirement

### INPUTS

Trainer  
Funds  
Equipment  
Research base  
Training curriculum

### OUTPUTS

- 7 hour training
- Interactive activities
- Group work
- Practice
- Q and A

Grantees

- Participants will increase knowledge of evaluation models
- Participants will increase ability to create a useful evaluation model of program
- Participants will increase confidence in using evaluation models

### OUTCOMES

Create meaningful evaluation models

Fulfill requirement of funder

Use evaluation models in own work

Improved planning

Improved evaluation

Accountable here





# Logic Model Limitations

- Represents intention – does not replicate reality
- Focuses on the perceived situation and expected outcomes
- Challenge of causal relationships
  - Many factors influence process and outcome
- Does not address:
  - “Are we doing the right thing?”



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An evaluation and program planning framework

# **BALANCED SCORECARD**



# What is a Balanced Scorecard?

- A strategic plan management tool that incorporates measurement and evaluation
- Provides an environment for learning and facilitating change within the organization
- Nothing new here, but a repackaging of existing concepts (finance, customer service, business operations and employee “welfare”)
- Originally designed for “for-profit” business use; easily adaptable to our needs



# What is a Balanced Scorecard?

- Original Balanced Scorecard utilized four “perspectives” targeted to medium to large businesses
  - Financial perspective
  - Customer perspective
  - Internal Business perspective
  - Employee perspective
- Measurements were linked from the Employees to the Financials to provide leading indicators of success or problems



# What are we actually doing?

- Realize that we are developing an ***organizational strategic plan***
  - Vision for the ????????????????????
  - Mission for the organization
  - Goals that support the organization's Mission
  - Objectives for the perspectives
  - Strategies to achieve the perspective's Objectives
    - How is strategy progress measured?
    - How important is strategy selection?



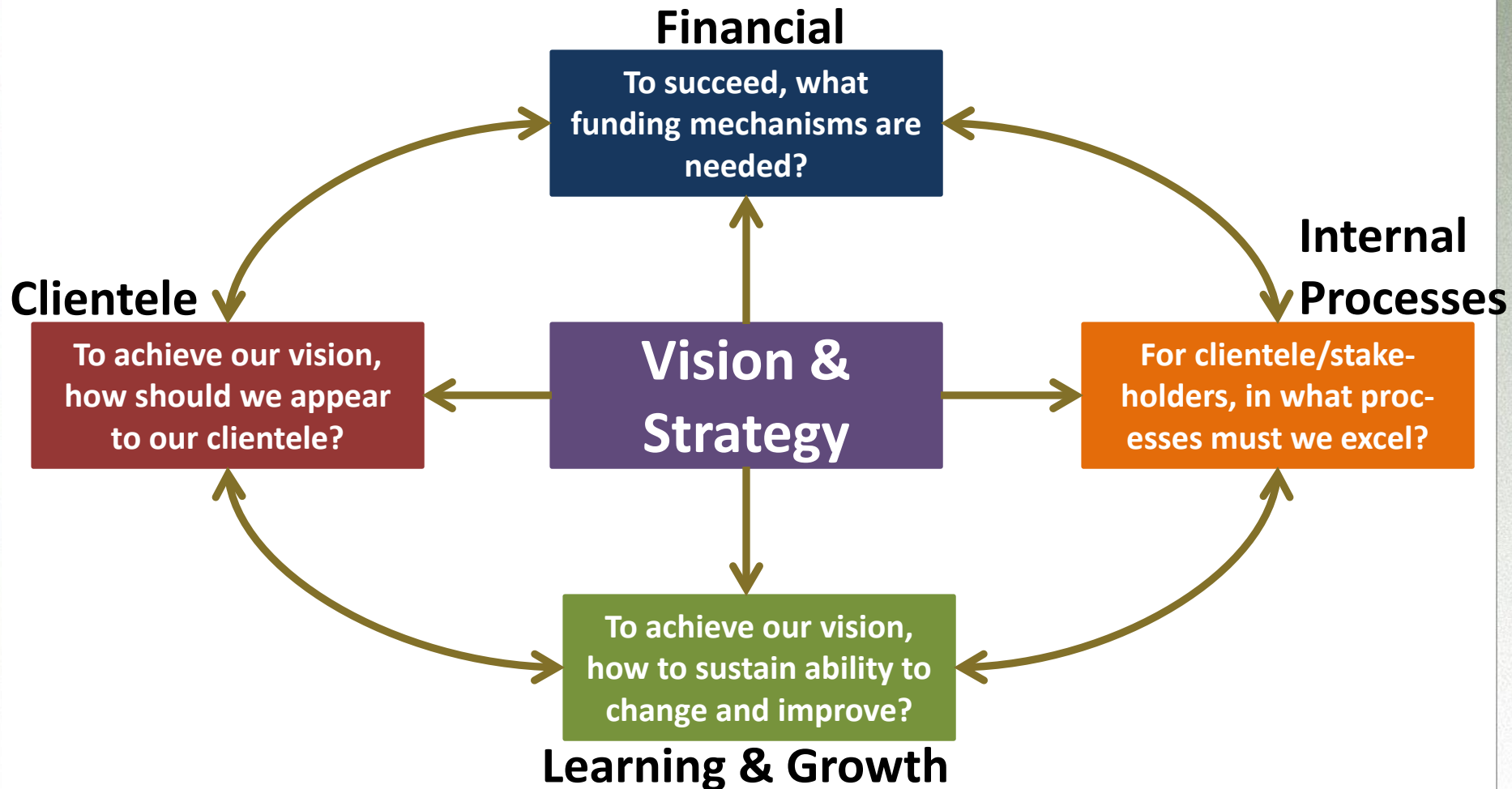


# Fundamentals





# Translating to BR&E Programs



# Conceptual Structure

## Clientele

How do we know that our clientele finds our services of value?

## Internal Processes

Given the investments that have been made in our program and staff, what are the key strategies and processes that should be implemented?

## Learning & Growth

How does our staff better prepare itself to meet the challenges of today's economic environment?  
How do we make the "best" use of the resources we've been allocated?

## Financial

In order to implement our program, what type of public support must we garner?

# Conceptual Structure

Clientele

R&E of Existing  
Businesses

Clientele Loyalty

Timely Delivery of  
Programs

Internal Processes

Process Quality

Process Cycle Time

Learning & Growth

Employee  
Attitudes, Skills and  
Abilities

Financial

Financial Support  
for the Program



## Why do the arrows go up?

- BSC assumes that the different perspectives provide indicators of the org's performance
- The Clientele perspective is a lagging indicator; it shows the performance of the org after all of the work has been done
- The process actually starts with the org's financial state and its employees.
  - Having the funding to able to keep abreast of new methods, technologies, etc., is critical to continued success





# What do the Perspectives Measure?

## Financial

- Focused on providing revenues/funding to enable programs
  - Local government
  - Funded partnerships
  - Grants/contracts

## Enablers

- Political climate
- Economy

## Learning & Growth

- Focused on employees
  - Retention
  - Satisfaction
  - Productivity

## Enablers

- Staff Competencies
- Technology Infrastructure
- Climate for Action



# What do the Perspectives Measure?

## Internal Processes

- How do we work?
  - Innovation
  - Operations
  - Service

## Components

- Quality
- Innovation
- Partnering
- Marketing
- Fundraising

## Clientele

- Focused on *all clientele*
  - Retention
  - Satisfaction
  - Productivity

## Enablers

- Staff Competencies
- Technology Infrastructure
- Climate for Action



# The Concept of Indicators

- BSC assumes that the different perspectives provide indicators of the org's performance
- The Clientele perspective is a lagging indicator; it shows the performance of the org after all of the work has been done
- The process actually starts with the org's finances.
  - Being able to maintain funding to develop and implement programs is critical to continued success



## Exercise

What strategy groups can be identified to monitor progress in the Financial perspective?

- ---
- ---
- ---
- ---
- ---



## Exercise

What strategy groups can be identified to monitor progress in the Learning and Growth perspective?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_





## Exercise

What strategy groups can be identified to monitor progress in the Internal Processes perspective?

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



## Exercise

What strategy groups can be identified to monitor progress in the Clientele perspective?

- ---
- ---
- ---
- ---
- ---



## Data Needs

- The Balanced Scorecard is designed to utilize data that is already being captured by the organization
- In most cases, there is no need to develop new data sources or employ additional people to track these data over time
- The secret is to make use of what you already have, not to try to reinvent the wheel



## Ripple Effect Mapping

- REM is a participatory group method for evaluating the impact of complex programs or collaboratives
- It examines the performance story and strives to document the impacts (both intended and unintended) consequences of the program (commonly called an intervention)



# Ripple Effect Mapping

- REM utilizes group participatory engagement to identify the program's/intervention's outcomes. It utilizes the following techniques:
  - One-to one interviews using appreciative Inquiry
  - Mind mapping
  - Group interviewing
  - Qualitative data analysis





# Appreciative Inquiry

- Appreciative Inquiry is an asset based approach to organizational/community development
- Follows four basic principles
  - What is your best experience with the program?
  - What are the things that are valued with the program?
  - What is the organization's core values?
  - What should the future of the organization look like?



# Mind Mapping

- Mind mapping visually depicts the effects of an intervention
- Enables participants to see connection of program effects in relation to one another
  - Examples include:
    - greater civic engagement
    - added public services
    - new economic activity



## Qualitative Data Analysis

- Qualitative data analysis includes clarifying, coding, and analyzing data collected
- Depicts results of various project impacts from mind mapping session
  - Data collected from mind mapping session may need to be reorganized at this stage
  - Interviewing participants individually to collect additional data may also occur at this stage



## Appropriateness of REM

- To determine whether REM is an appropriate evaluation tool, the following questions should be answered:
  - Are there both intended and unintended effects?
  - Is the program something people can attribute influence to, or at least identify contributions made because of the program
  - Do people already talk about the “ripples” or “spillover” effects of the program



## Use in BR&E Programs

- [www.joe.org/joe/2014april/tt6.php](http://www.joe.org/joe/2014april/tt6.php)
- Darger used REM to identify program impacts in an easily usable format
- Focus group interviews were conducted for four Minnesota communities that participated in the Univ of Minnesota Extension BR&E program



## Focus Group Questions

- What has happened as a result of the BR&E effort?
- Is there anything that you are especially proud of?
- What new resources or opportunities are available?
- Have attitudes or behaviors changed since the program?
- Have new connections been made with other people or organizations?
- Have there been any changes in skills or attitudes within the community?





## REM Process

- Identify the intervention
- Schedule the event and invite participants
- Appreciative inquiry interviews
- Map (on paper or with software) the program effects or “ripples”
- Cleaning, Coding, Analysis and report development (see slide #3)



## Advantages

- REM is a community-based process; it adds to the capacity building of the community
- Relatively simple and inexpensive to develop and implement
  - Mind mapping software is low-price
- Able to capture impacts of complex work
  - Shows both intended and unintended effects



## Advantages

- Effective communication tool
  - Visual representation of program outcomes is ideal for sharing and interpreting data
  - Having a group meeting is more effective than individual surveys
- Motivates and promotes buy-in among participants and stakeholders
  - Participants describe connections and experience with program, building trust



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## Example Ripple Map

