

CalRecycle



How's it going?

CREATING AND USING
EFFECTIVE
PERFORMANCE METRICS

Recycling Market Development Zone Program



**HOW TO MEASURE THE EFFECTIVENESS OF
MARKET DEVELOPMENT PLAN IMPLEMENTATION
THROUGH METRICS**

MITCH DELMAGE

**Department of Resources Recycling and Recovery
CalRecycle**

Mitch.Delmage@CalRecycle.ca.gov

916.341.6290

Measuring Performance



- DEFINITIONS—SPEAKING THE SAME LANGUAGE
- WHY MEASURE PERFORMANCE
- HOW MISSION AND GOALS RELATE
- WHAT ARE PERFORMANCE MEASURES
- BEGIN WITH THE ACTIVITY, SERVICE, OR PRODUCT
- HOW TO CREATE PERFORMANCE METRICS
- HOW TO COLLECT AND APPLY METRICS DATA
- USING DATA TO IMPROVE EFFECTIVENESS

Goals and Objectives Defined



Goals are broad statements that convey a program's overall intent to change, reduce, or eliminate a problem. Goals identify the program's intended short, medium, and long term results.

Objectives are derived from goals and explain how program goals will be accomplished. Objectives are well defined, specific, quantifiable statements of the program's desired results and should include a target level of accomplishment.

Performance Measures Defined



Performance Measures are qualitative or quantitative *metrics* designed to characterize and evaluate performance. Specifically, metrics measure outputs and outcomes. Metrics represent the data or information that will be collected at the program level to measure the specific *outputs* and *outcomes* a program is designed to achieve. These measurements provide a tool for organizations to manage progress toward achieving predetermined goals, define key indicators of programmatic performance, and enhance stakeholder understanding and satisfaction.

Two Types of Performance Metrics



Output Metrics measure the products of a program's implementation. These are generally measured in terms of tasks or activities accomplished, such as amount of services delivered or received, products purchased, stakeholders helped, advertizing developed, websites updated, workshops conducted or attended, outreach materials developed, etc.

Outcome Metrics measure the benefits or changes for the community as a result of program implementation. Outcomes may include increased use of recyclable materials, jobs created, expanded diversity of recycled-content products, facilities sited, loan funds awarded, etc.

Why Measure Performance



**PUBLIC MANAGERS MEASURE PERFORMANCE TO
ACHIEVE EIGHT SPECIFIC MANAGERIAL PURPOSES:**

1. Evaluate Strategies
2. Promote Program Goals
3. Control Implementation
4. Budget for Cost-Effectiveness
5. Motivate Staff and Stakeholders
6. Celebrate Successes
7. Learn from Mistakes
8. Improve Performance

What are Performance Measures



A PERFORMANCE MEASURE (METRIC):

- IS DIRECTLY RELATED TO PROGRAM GOALS
- IS SPECIFIC TO ITS PURPOSE
- MEASURES PROGRAM OUTPUTS AND OUTCOMES
- PROVIDES A RELIABLE GAUGE OF RESULTS
- IS DESIGNED TO MEASURE SUCCESS/FAILURE
- DETERMINES GAPS BETWEEN GOALS & REALITY
- GUIDES PROGRAM IMPROVEMENT

How Mission, Goals, and Objectives Relate



Plan—>Implement—>Evaluate—>Revise

- **A STRATEGIC MISSION/VISION IS SUPPORTED BY PROGRAM GOALS**
- **PROGRAM GOALS AND OBJECTIVES ALIGN WITH THE MISSION/VISION**
- **PERFORMANCE METRICS MEASURE LEVELS OF GOAL ACHIEVEMENT**
- **EFFECTIVE METRICS EXAMINE THE EFFECTIVENESS OF STRATEGIES**
- **METRICS DIFFERENTIATE EFFECTIVE FROM INEFFECTIVE METHODS**
- **ANALYSIS OF PERFORMANCE HELPS GUIDE STRATEGIC DIRECTION**

Begin with the Activity, Service, or Product



Different Purposes Require Different Measures



WHO IS YOUR AUDIENCE?

WHAT ARE YOU PLANNING TO DO?

WHAT GOAL ARE PLANNING TO ACHIEVE?

HOW WILL YOU KNOW IF YOU ARE ACHIEVING IT?

HOW CAN YOU SHOW OTHERS HOW WELL YOU ARE DOING?

How to Create Performance Metrics



Key Questions to Consider:

- What steps will you take to achieve your mission & goals?
- Can these steps be broken down into discrete activities?
- Can these activities/tasks be measured?
- Are there milestones within each activity/task?
- What timeframes do you need to complete each activity?
- How can you keep track of measurements?
- Which metrics are outputs and which are outcomes?
- Who are you trying to impact with these activities?

Considering Performance Metrics



Mission Statement: Calsbest RMDZ combines resource management with economic development to foster end-use markets for recyclable materials, create green jobs, save money through efficiencies, and divert valuable resources from landfills by attracting new green businesses and expanding the current local green business infrastructure.

Goal Statement: Calsbest RMDZ will bring three new recycling based businesses to our RMDZ within five years.

Objective Statements: Calsbest RMDZ will identify appropriately zoned locations for new green businesses, research local secondary feedstock availability and flow, understand how local infrastructures operate, find out what permits are necessary, determine what types of green business best fits local conditions, and target those specific green businesses within six months.

Creating Performance Metrics



Task/Activity Statement—Calsbest RMDZ will outreach to identified business types by creating a website designed specifically to help these green businesses to site and operate within the zone:

- Break the task into steps or milestones
- Decide a timeframe for each step
- Determine costs
- Spell out your outputs and outcomes
- Prepare Pre-approval request for ZIF funds

How to Collect and Apply Metrics Data



Website Outputs and Outcomes:

- Output is Easy – When the Website is Complete
- Outcomes Must Relate to Goals and Objectives
- Goals Can be Partially Fulfilled By Activity
- Objectives Can be Partially Fulfilled by Activity
- Only Outputs Needs to be Complete for ZIF Pay
- Outcomes Need to be Reported in Annual Report

Using Data to Improve Effectiveness



- Single Task Metrics Measure Activity Success
- Multiple Activity Metrics Paint the Broader Picture
 - ❖ Brochures
 - ❖ Journal Advertisements
 - ❖ Conferences
 - ❖ Booth Displays
- Metrics Demonstrate Objective and Goal Achievement
- Metrics Can Show Gaps and Ineffectual Tasks
- Metrics Can Show Strengths and Provide Guidance

Performance Measures Recap and Conclusion



DETERMINE YOUR MISSION

SET GOALS AND OBJECTIVES

IDENTIFY ACTIVITIES AND TASKS

MEASURE EFFECTIVENESS WITH METRICS

ASSESS GOAL AND OBJECTIVE ACCOMPLISHMENT

READJUST GOALS AND OBJECTIVES ACCORDINGLY

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QUESTIONS

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