



PACIFIC
Research & Evaluation, LLC

Beginning with the End Goal: Using a Logic Model to Script your Path

Presented by:

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Introductions

- Pacific Research and Evaluation
- Tell us about yourself
 - Is your organization based in Oregon?
 - Does your organization give grants? Receive grants?
 - Are any of you responsible for M&E within your organization?
 - Have any of you ever developed a logic model?
- Is there anything specific about logic models that you're hoping to learn today?

Agenda

- Logic Models Defined
- Purpose of Creating Logic Models
- Benefits of Logic Models
- Logic Model Mechanics Activity
- Common Stumbling Blocks (and how to move past them)
- Lessons Learned

Logic Models Defined

- A logic model is a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan, and the changes or results you hope to achieve. (W.K. Kellogg Foundation, 2004)
- When you read a good logic model, you should have a clear understanding of what a program does and what it is trying to achieve.

Benefits of Creating Logic Models

- Provides a concise overview of your program's purpose, activities, and desired outcomes.
- Logic models are a bridge between program implementation and program evaluation.
- Logic models are useful to program administrators who are trying to implement changes in their program.
- To show funders that you are thinking strategically about the impact of your program.

Benefits: The Client Perspective

“Logic models allow you to begin with the ‘end in mind’. They start with a purpose, end with an outcome, and allow you to script the path from the purpose to the outcome. When you know your purpose and have defined your outcome, if things "break down" along the way you can go back to your logic model and retrace your steps. Unfortunately, "break-downs" are more frequent than "break-throughs" in most innovative practices and this is where having a logic model to fall back on is critical...

Benefits: The Client Perspective

If you want to replicate your process, a logic model helps you or others follow the same critical steps to success!”

-Deputy Executive Director

Benefits: The Client Perspective

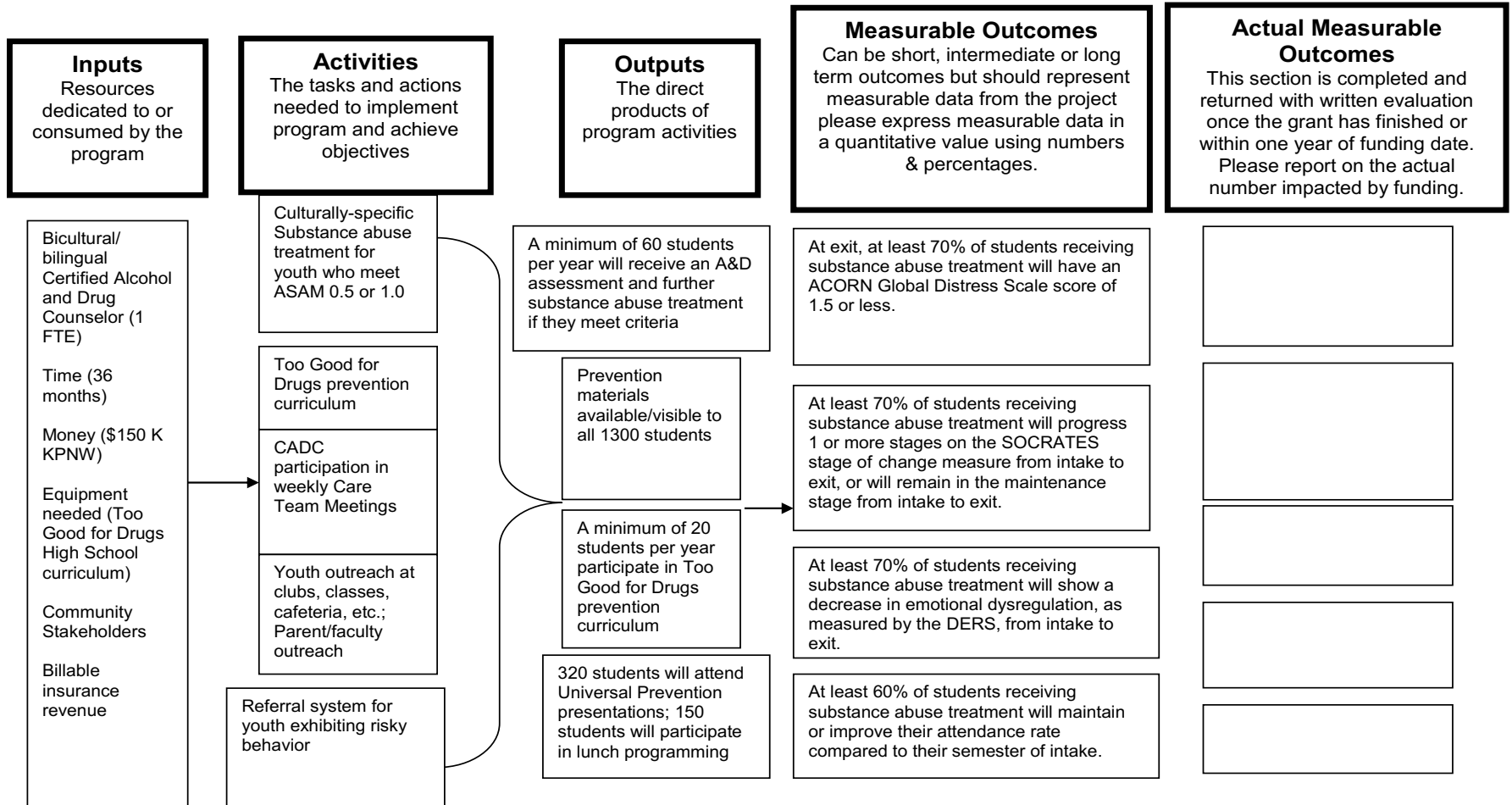
“From a data stand point, I like logic models because they help us track outcomes and look backwards if we aren’t meeting the outcome. A Theory of Change is not as “day to day” as a logic model. Logic models are more concrete and more applicable to staff running the program.”

-Quality Dept. Manager

Logic Model Examples

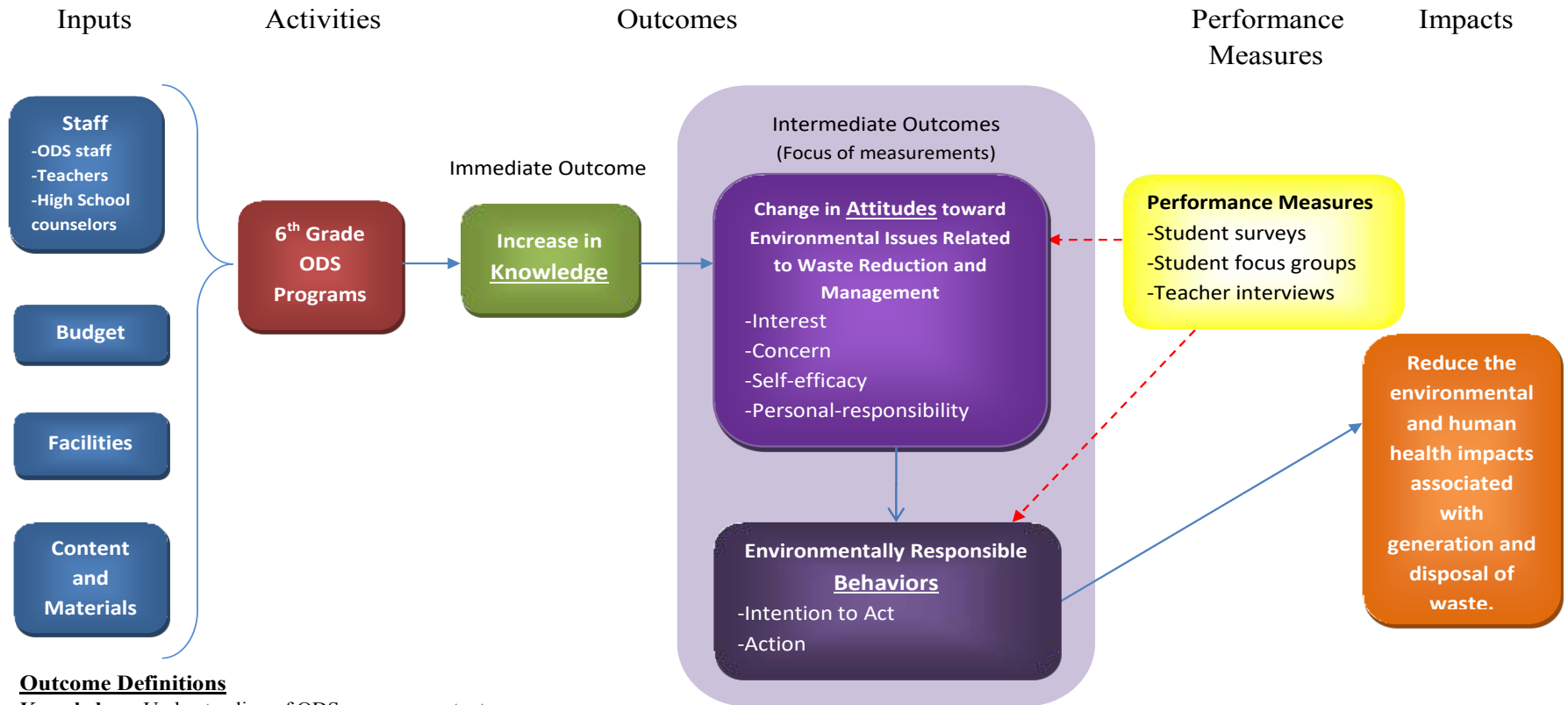
- Logic Models can be developed in a variety of different formats
- They are typically arranged in columns, and flow from left to right
- The column headings can differ
- Some are more visually appealing than others.
- 3 Example Logic Models:

School Based Health Center Logic Model



Outdoor School (ODS) Program Logic Model

Program Goal: Students learn why and how to make environmentally friendly choices that use fewer natural resources and reduce the amount and toxicity of waste they produce.



Outcome Definitions

Knowledge – Understanding of ODS program content

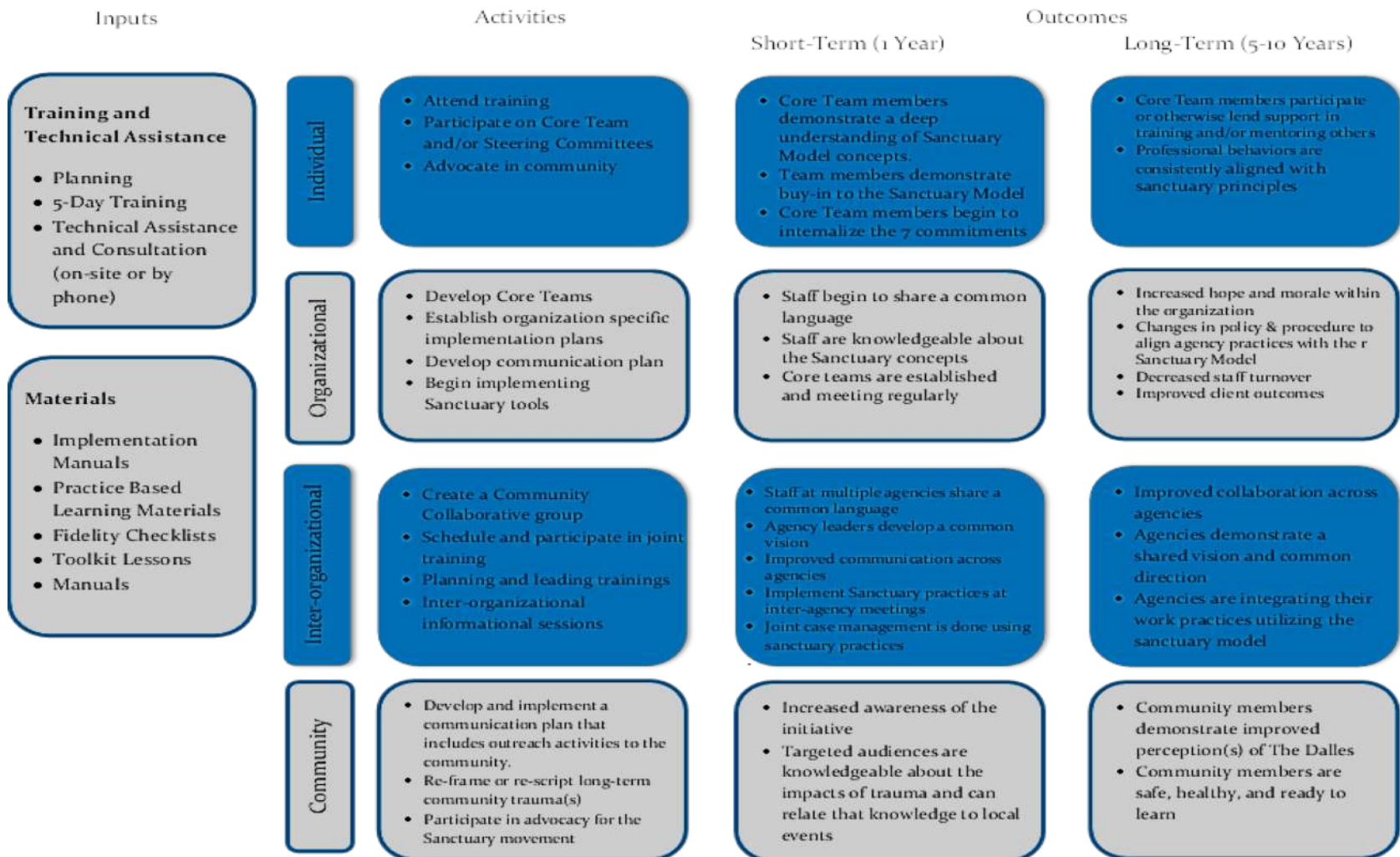
Attitudes – Improved disposition toward environmental issues related to waste reduction/management including:

- Interest – Attention or curiosity about waste reduction/management issues
- Concern – Empathy toward the environment, specifically as related to waste reduction/management issues
- Self-efficacy – Belief that one can influence the wellbeing of the environment as related to waste reduction/management
- Personal responsibility – Assuming responsibility to contribute personally to waste reduction/management efforts

Environmentally Responsible Behaviors –Persuasion, consumerism, political action, eco-management, and legal action including:

- Intention to Act – Determination to carry out behaviors intended to reduce/effectively manage waste
- Action – Self-reported demonstration of behaviors intended to reduce/effectively manage waste

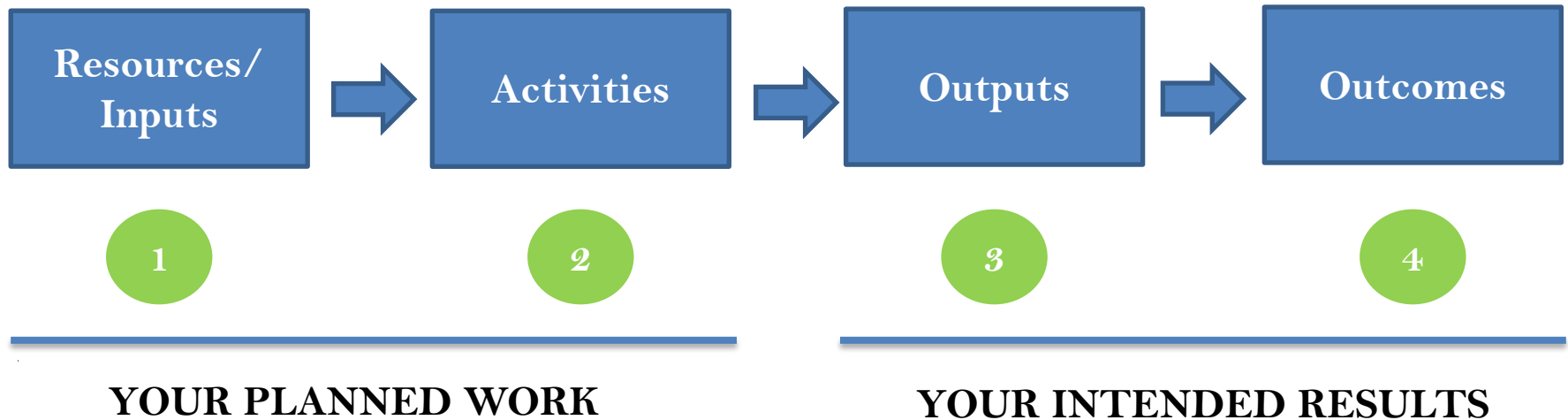
North Wasco County Trauma Informed Care Logic Model



Logic Model Mechanics

- Find a partner
- We will be walking through logic model mechanics.
- You and your partner will complete a logic model.
- Talk now with your partner to decide on a program that you will use.

Logic Model Mechanics



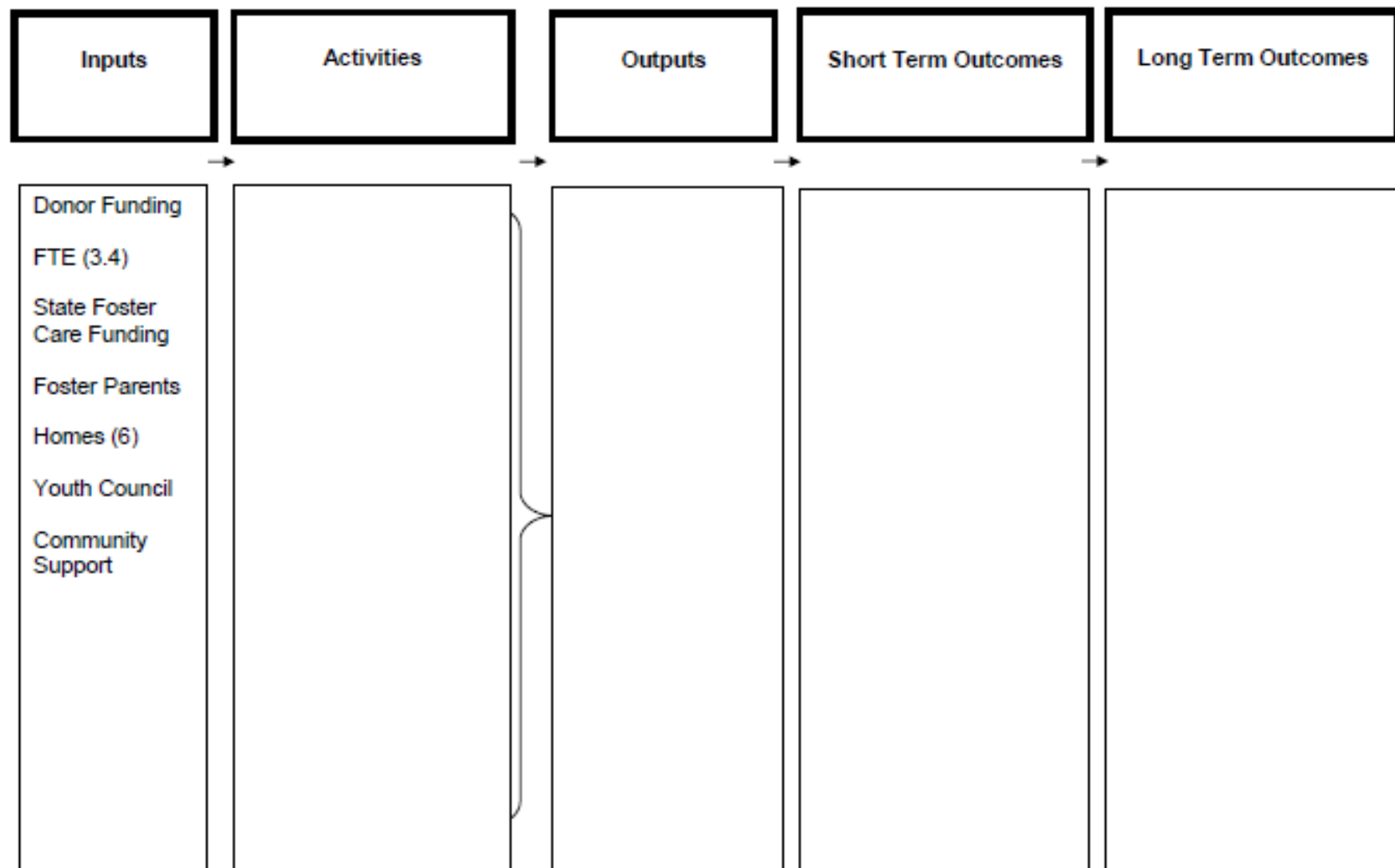
(W.K. Kellogg Foundation, 2004)

Resources/Inputs

- **Resources** include the human, financial, organizational, and community resources a program has available to direct toward doing the work. Sometimes this component is referred to as ***Inputs***.
 - **Example**
 - **Brainstorm the Resources for your program**
 - **Stumbling blocks for Resources?**

CCS Forever Homes Planning and Evaluation Logic Model

Impact:



Resources/Inputs

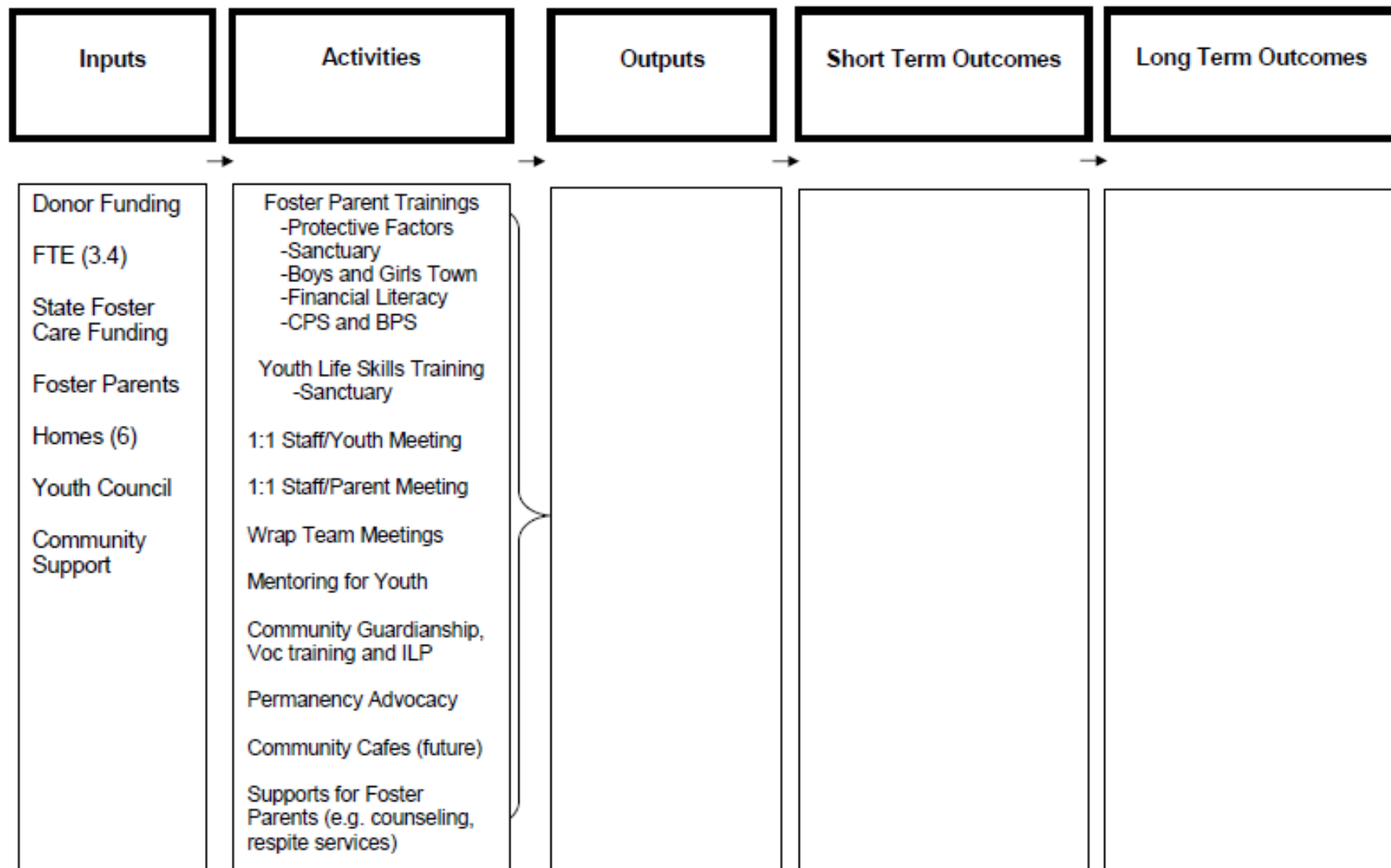
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Program Activities

- **Program Activities** are what the program does with the resources. **Activities** are the processes, tools, events, technology, and actions that are an intentional part of the program implementation. These interventions are used to bring about the intended program changes or results.
- Services and activities that participants experience.
 - **Example**
 - **Brainstorm the Activities for your program**
 - **Stumbling blocks for Activities?**

CCS Forever Homes Planning and Evaluation Logic Model

Impact:



Program Activities

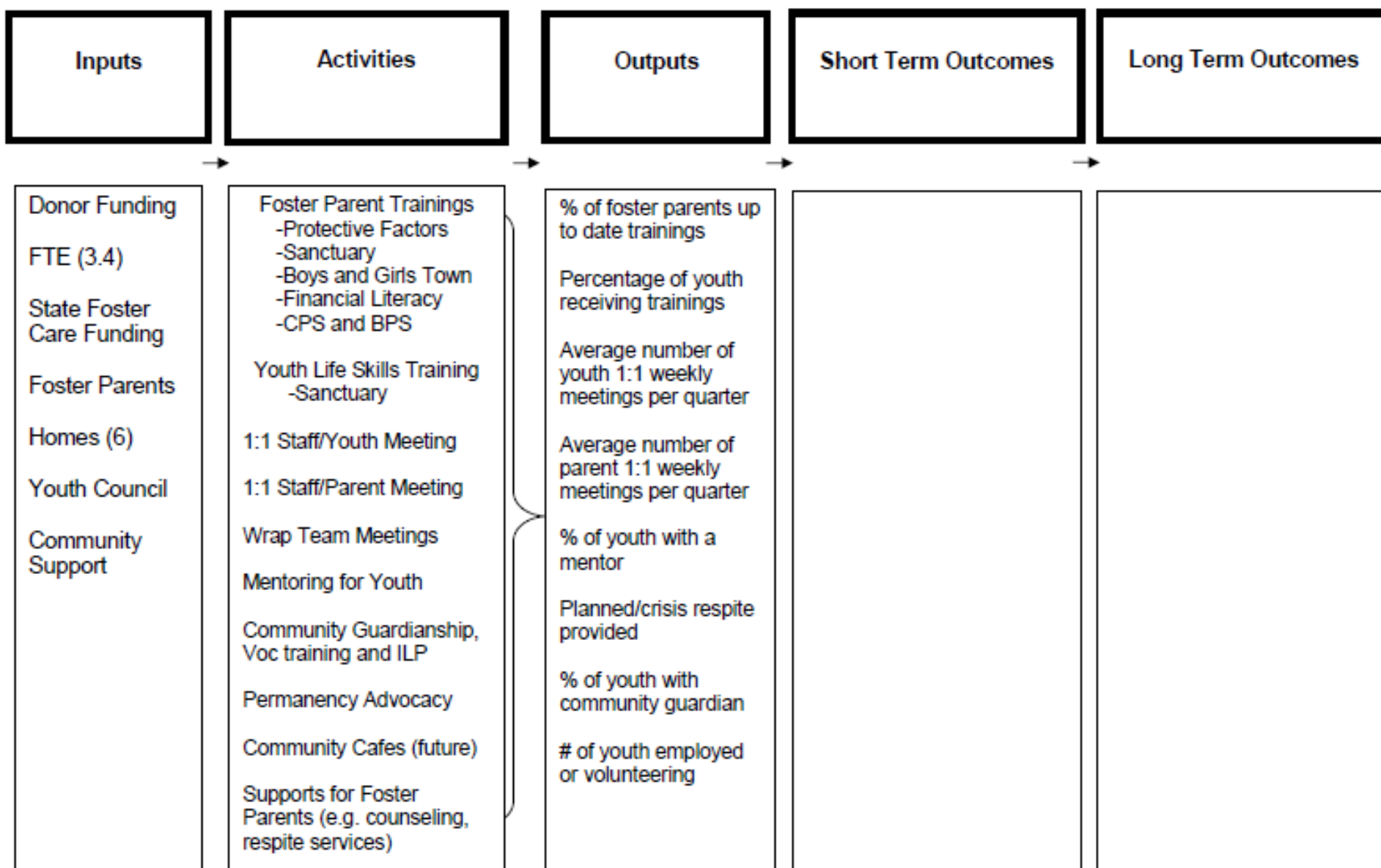
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Outputs

- **Outputs** are the direct products of program activities and may include types, levels, and targets of services to be delivered by the program.
 - **Example**
 - **Brainstorm the Outputs for your program**
 - **Stumbling blocks for Outputs?**

CCS Forever Homes Planning and Evaluation Logic Model

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Outcomes

- **Outcomes** are the specific changes in program participants' behavior, knowledge, attitude, skills, and level of functioning. Sometimes a distinction is made between short-term and long-term outcomes.
 - **Example**
 - **Brainstorm the Outcomes for your program**
 - **Stumbling blocks for Outcomes?**

CCS Forever Homes Planning and Evaluation Logic Model

Impact:

Inputs

Activities

Outputs

Short Term Outcomes

Long Term Outcomes



Donor Funding

FTE (3.4)

State Foster
Care Funding

Foster Parents

Homes (6)

Youth Council

Community
Support

Foster Parent Trainings

-Protective Factors

-Sanctuary

-Boys and Girls Town

-Financial Literacy

-CPS and BPS

Youth Life Skills Training

-Sanctuary

1:1 Staff/Youth Meeting

1:1 Staff/Parent Meeting

Wrap Team Meetings

Mentoring for Youth

Community Guardianship,
Voc training and ILP

Permanency Advocacy

Community Cafes (future)

Supports for Foster
Parents (e.g. counseling,
respite services)

% of foster parents up
to date trainings

Percentage of youth
receiving trainings

Average number of
youth 1:1 weekly
meetings per quarter

Average number of
parent 1:1 weekly
meetings per quarter

% of youth with a
mentor

Planned/crisis respite
provided

% of youth with
community guardian

of youth employed
or volunteering

Youth and parents build
strong social connections
with family members,
friends, and neighbors

Tangible supports to
youth and parents in
times of need

Youth have knowledge of
adolescent development
and trauma theory

Parents have knowledge,
skills, and virtues related
to parenting and child
development

Increase youth resilience

Increase parent resilience

Increase social and
emotional competence of
youth

Academic success (for
those youth served for at
least 1 full term)

Permanency achieved

Increase youth self
sufficiency

Increase foster parent
retention

Improve health and
wellness of parents and
youth

Outcomes

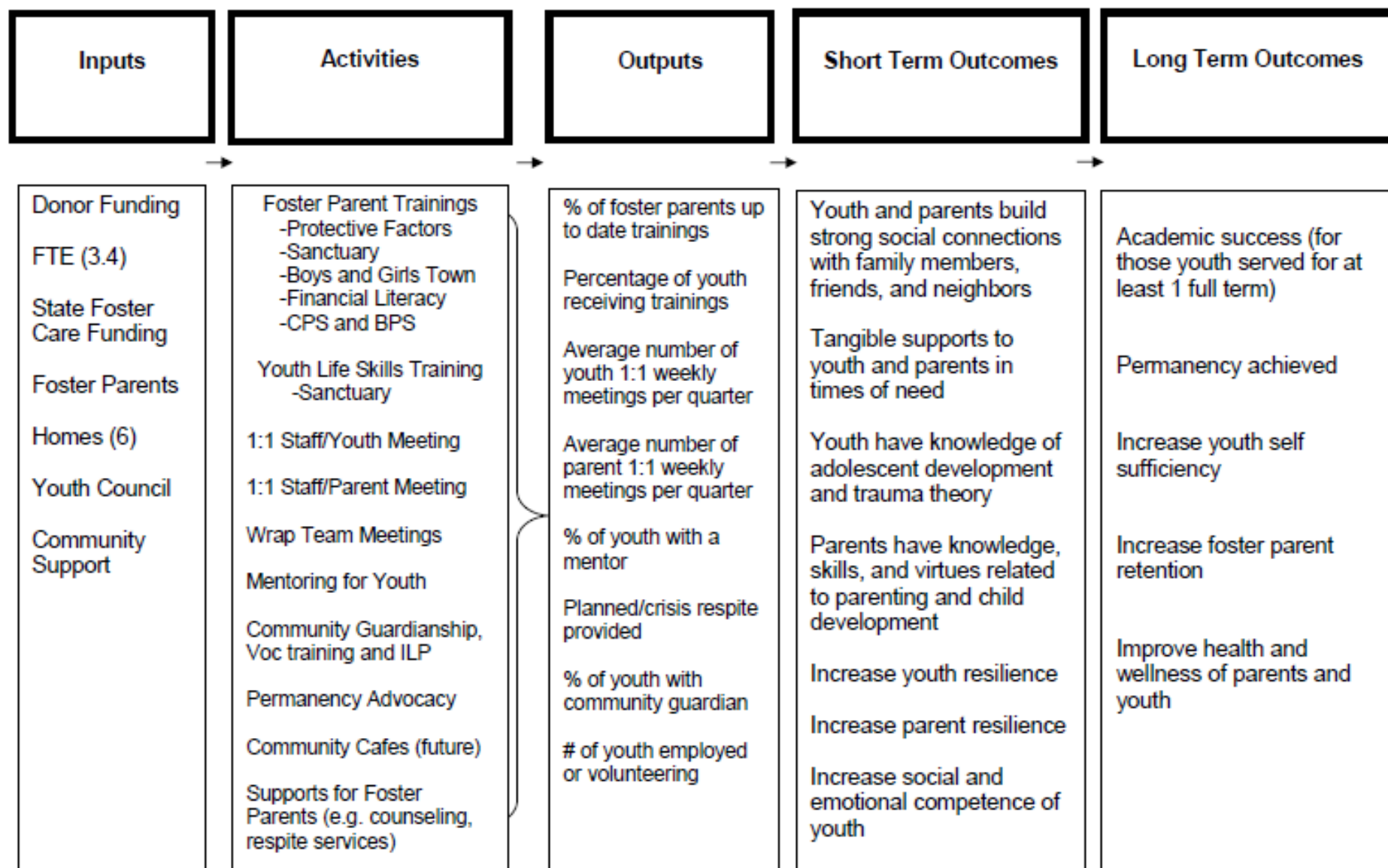
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 - **Example**
 - **Brainstorm the Outcomes for your program**
 - **Stumbling blocks for Outcomes?**

Impact

- **Impact** is the fundamental intended or unintended change occurring in organizations, communities or systems as a result of program activities.
 - High level impact vs. impact analysis
 - Example
 - Brainstorm the Impact statement for your program
 - Stumbling blocks for Impact?

CCS Forever Homes Planning and Evaluation Logic Model

Impact: Children/youth are safe, healthy, succeed in school and transition successfully to a permanent nurturing home.



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 - Brainstorm the Impact statement for your program
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Application

- Logic models are useful for aligning outcomes across multiple grants or projects within the same initiative.
- TechSmart Initiative for Student Success:
 - Goal: School districts funded by MHCRC grant investments will understand and implement effective instructional strategies and practices that use technology to foster improvement in academic outcomes for all students.
 - TechSmart Logic Model

Application

- Logic Models can help non-evaluators to learn about, and buy into, evaluation.
- Catholic Community Services uses logic models for operations planning annually.

Catholic Community Services

Preferred Future – Logic Model

Community Counseling Center (CCC) Impact Statement: Clients no longer have a need to receive mental health counseling services from CCC due to their own increased social & emotional navigation.

RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES Clients are/have...
<ul style="list-style-type: none"> • Support Staff • More/Larger office space with better air flow • Local community • Donor funding • BCN Contract • Scheduling system • Trainings, CEU's • Our own internet domain-separate identity • Office supplies • Internal resource list for customers 	<ul style="list-style-type: none"> • Family, individual, and couples counseling services • Group counseling • Case management • Medication management & evaluation • Psychiatric assessment & evaluation services • daycare during sessions (goal) 	<ul style="list-style-type: none"> • # of customers satisfied • % increase of staff feeling supported • # of billable hours • 95% or better of contractual obligations • % risk related to outcomes & protective factor growth • # of assessment tools completed 	<ol style="list-style-type: none"> 1. Protective Factors <ol style="list-style-type: none"> A. Increased social connections with family members friends and neighbors B. Increased resiliency (the ability to deal with adversity) <ol style="list-style-type: none"> a. Reached identified treatment goals C. Increased social and emotional competence <ol style="list-style-type: none"> a. Physically & emotionally safe in their homes b. Functioning to the best of their ability c. Increased non-violent communication skills d. To overcome social injustices D. Increased tangible supports in times of need (on their own) E. Increased knowledge, skills and virtues related to development (parent/child/adult) <ol style="list-style-type: none"> a. Self-advocacy skills 2. Increased knowledge of trauma theory <ol style="list-style-type: none"> a. Increased self-awareness of their own resiliency related to trauma 3. Increased Satisfaction <ol style="list-style-type: none"> a. Highly trained and skilled intern program that continue to be sought 4. Increased Self-sufficiency 5. Permanency

Lessons Learned: The Client Perspective

“I learned that logic models are about what the program does, not what the staff do. It is not job tasks, it’s what your marketing brochure looks like.”

Lessons Learned: The Client Perspective

“The fact that logic models are outcomes driven was a big ‘ah-ha’ for me. We were trying to fit other elements of what the organization is trying to measure into the logic model and it didn’t apply. Figuring out that they were outcomes driven was really helpful.”

Lessons Learned

- As you gain experience developing logic models, you start to get a feel for what belongs and what is appropriate
- It's less important that a logic model is “perfect”, and more important that it's useful for the intended audience and purpose

Questions?

- Contact us:

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www.Pacific-Research.org