A Better Chance Reentry Initiative:

Introduction to Logic Models
What is a Logic Model?

- A logic model is a commonly-used tool to clarify a program.
- The purpose is to graphically depict a program, initiative, project, or even the sum total of an organization’s work.
- Serves as a foundation for program planning, program management, communication, consensus-building, fundraising, and evaluation.
Developing a Logic Model

Components

- Problem statement
- Goal
- Rationales
- Assumptions
- Resources
- Activities
- Outputs
- Outcomes
Problem Statement

– **Step 1:** Clearly articulate the problem your work is trying to solve:
  
  - What is the particular challenge or situation?
  - What needs to change?
  - Include *who, what, why, where, when, and how.*

– Example: I do not own a home, so I do not experience the many financial and emotional benefits of home ownership.
Goal

- **Step 2:** Think about the overall purpose of what you are trying to measure or what are you trying to accomplish?
  - This is the solution to your problem statement.
  - All logic models should be connected to your goal. In other words, your goal should frame and guide your logic model.

- Goals should:
  - Include the intended results of the program.
  - Specify the target population.
  - Be simple: use only one goal.

- Example: To increase my financial independence and security through home ownership.
Rationales

– **Step 3: Rationales** are the beliefs about how change occurs in your field and with your specific clients, based on research, experience, or best practices.

– Example: Home ownership increases a person’s options for financial stability and wealth-building.
Assumptions

– **Step 4: Assumptions** are conditions that are necessary for success, and that you believe are true. These conditions already exist and are not within your control.
  
  • These can refer to facts or special circumstances in communities, regions, and/or fields.

– Example: There are houses for sale for which potential homebuyers will qualify.
Resources

– **Step 5**: Identify available resources for your program.
  - This helps you determine the extent to which you will be able to achieve your goal.

– List the resources you currently have, not those you will need to get.

– Common types of resources include: human resources, financial resources, physical space, technology, other equipment, and materials.
Activities

- **Step 6: Activities** are the actions needed to implement the program.
  - What you will do with resources to achieve outcomes and ultimately the goal.
  - Common types of activities include: developing products, providing services, engaging in policy advocacy, and building infrastructure.

- Example: For home buying, activity groups might include preliminary research, financial preparation, homebuyer’s education, identifying a neighborhood, securing a mortgage loan, choosing a house, and securing the purchase.
Outputs

Step 7: Outputs are the measurable, tangible, and direct products or results of program activities. They lead to desired outcomes, and help to assess how well the program is implemented.

- Whenever possible, express outputs in terms of the size and/or scope of services and products produced (like quantities).
- Outputs don’t reveal anything about quality. Quality will be part of the evaluation.
- Relate outputs to activities and resources.
- Common types of program outputs that include numbers and descriptions are: number of home buying workshops attended, number of neighborhoods researched, etc.
Outcomes

– **Step 8: Outcomes** are the results that your program intends to achieve if implemented as planned. They are the changes that occur or the difference that is made.

– Outcomes should:
  
  * Represent the results because of program activities.
  * Be within the scope of the program’s control and timeframe.
  * Be generally accepted by the various stakeholders.
  * Be phrased in terms of change.
  * Be measurable (this may take time).
  * Be realistic and within reach.
Types of Change

• **Learning**
  – New knowledge
  – Increased skills
  – Changed attitudes, opinions, or values; motivations or aspirations
  – Example: Potential homeowners increase their understanding of the home buying process.

• **Action**
  – Modified behavior or practice
  – Changed decisions and/or policies
  – Example: Potential homeowners have purchased their first home.

• **Condition**
  – Human (ex: from oppression to freedom)
  – Economic (ex: from unemployed to employed)
  – Civic (ex: from disenfranchised to empowered)
  – Environmental (ex: from polluted to clean)
Focus of Outcomes

• Individual, Client-Focused Outcomes
  – Reflect the difference the program will make in the lives of those directly served by the program.
  – Example: Potential homebuyer has purchased a home (change in status/condition).

• Family or Community Outcomes
  – Intend to create change for families, neighborhoods, or whole communities.
  – Example: Higher percentage of homeowners as opposed to renters in a low-income community.

• Systemic Outcomes
  – Illustrate changes to overall systems and might include cases where agencies, departments, or complex organizations work in new ways, behave differently, share resources, and provide services in a coordinated fashion.

• Organizational Outcomes
  – Lead to internal outcomes (individual and institutional) that affect how well a program can achieve external outcomes. These produce improvements in program management and organizational effectiveness.
Chain of Outcomes

- Short-term Outcomes
  - The most direct result of a program’s activities and outputs. They are typically not ends in themselves, but necessary steps toward long-term outcomes or the goal.

- Intermediate Outcomes
  - Link a program’s short-term outcomes to long-term outcomes.

- Long-term Outcomes
  - Result from the achievement of your short and intermediate-term outcomes. They are also generally outcomes over which your program has a less direct influence. Often they will occur beyond the timeframe you identified for your logic model.
Outcomes vs. Outputs

- **Step 9: Outputs** are the direct and measurable *products* of a program’s activities and services, often expressed in terms of quantities delivered.
- **Outcomes** are the *results* of the activities and services.
Logic Model Sample: Fill-in-the-Blanks
Problem Statement
I do not own a home, so I do not experience the many financial and emotional benefits of home ownership.

Goal
To increase my financial independence and security through home ownership.

Rationales
Home ownership increases a person’s options for financial stability and wealth-building.
Home ownership is a positive contributor to emotional and mental health.

Assumptions
There are houses for sale for which potential homebuyers will qualify.
I am self-reliant enough to be a home owner.

Resources
- Employment/steady source of income
- Knowledge of potential neighborhoods
- Real estate agent
- Mortgage lender
- Internet or library access to various sources of home listings

Activity Groups
- Preliminary research
- Financial preparation
- Homebuyer’s education
- Identifying a neighborhood
- Securing a mortgage loan
- Choosing a house
- Securing the purchase

Outputs
- # of neighborhood options identified
- Checklist of home requirements
- Financial records in order
- Plan for improving credit and increasing savings
- Attended 12 weekly education sessions
- Bank or broker selected
- Pre-approval of mortgage loan
- Real estate agent retained
- Potential home identified
- Offer accepted
- Inspection certificate
- Completed contract and closing documents
- Keys and move-in date

Long-Term Outcomes
- Increased financial security
- Increased wealth and net worth
- Improved sense of independence
- Increased sense of community responsibility

Intermediate-Term Outcomes
- I have increased my savings.
- I have improved my credit rating.
- I have become a home owner.

Short-Term Outcomes
- Increased knowledge about potential neighborhoods
- Increased knowledge of financial eligibility
- Increased knowledge of home buying process
- Increased knowledge of financial options
- Increased knowledge of housing options