Logic Model Training

Office of Criminal Justice Programs
December 2014
What is a Logic Model

A Framework for Project Development and Project Evaluation

* Uses:
  * A basis for evaluation of process and performance (Agency & OCJP)
  * To justify a request for funding
  * To serve as a contract document
  * A tool for monitoring and oversight
* Plan for what the project intends to accomplish and how it will be done
  * How will accomplishing objectives lead to the fulfillment of goals?
  * How will activities lead to the accomplishment of objectives?
  * What resources (inputs) are necessary to conduct project activities?
Project Evaluation

- Documents what a program intends to do and what it actually accomplishes
- Uses data to show progress toward goals
- Should inform strategic planning and continuous improvement
MoneyBallering
How do we cross that bridge?

Acknowledging how awesome it could be...

But it seems so impossible...
Moneyball, of course, is the name of a 2011 movie starring Brad Pitt and the book it’s based on, written by Michael Lewis in 2003.

The term refers to a practice adopted by the Oakland A’s general manager Billy Beane and assistant general manager Paul DePodesta in 2002 — the organization began basing decisions not on star power or scouts’ instincts, but on statistical analysis of measurable factors like on-base and slugging percentages. This worked exceptionally well for the A’s. On a tiny budget, Oakland made it to the playoffs in 2002 and 2003, and — since then — nine other major league teams have hired Sabermetrics analysts to crunch these types of numbers.
Do we think we are making a difference? Or, do we KNOW we are?

- WHAT data do you collect?
- Do you USE the data?
- HOW do you use the data?
Vision 21 Statement

Victims of crime will be served through a national commitment to support robust, ongoing research and program evaluation that informs the quality and practice of victim services throughout the Nation. **Evidence-based, research-informed victim service programs will become the standard of excellence in providing assistance and support to victims of all types of crime.**

How to get started?
Agency Background

- Agency Type
- History
- Mission/Vision
- Strategic Plan
Problem Statement

- Lays the logical foundation for the rest of your grant application
- Reflects the nature of the challenges faced by your community/people served
- Should be fact-based and data driven
Needs Statement

* Justifies the request for funding
* Utilizes data from the problem statement to identify resource gaps
* Continuation Grantees
Goals

* BROAD but MEASUREABLE statements about what the project intends to accomplish long term
* Should flow directly from the needs statement
* Should align with agency mission
* No more than 3 goals (preferably 1-2)
Goal: To improve quality of life for victims of crime

- Goal:
  - To improve quality of life for victims of crime

- Objective
- Activity
- Output
- Outcome
Objectives

* What the project intends to achieve
* Specific, Measureable, and focused on the immediate or short term outcomes of the project
* Should include:
  * Who: Target Population
  * What: Desired, Measurable Change
  * How: Project Activity
Goal: To improve quality of life for victims of crime

Objective:
Increase victim sense of safety and security through crisis counseling and personal advocacy.
Goal:
• To improve quality of life for victims of crime

Objective:
• Increase victim sense of safety and security

Activity
Output
Outcome
* Efforts conducted to achieve the project objectives
* Activities tie to Outputs
  * You must describe how the activities will be implemented (activity) and to whom/how many (output).

IF the Activities are completed

THEN the Outputs are Produced
Objectives vs. Activities

- Objectives are often confused with Activities

**Objective words:** Increase, Decrease, Improve

**Activity words:** Provide, Train, Establish
Goal: To improve quality of life for victims of crime

Objective: Increase victim sense of safety and security through crisis counseling and personal advocacy

**Activities:** Crisis Counseling and Personal Advocacy – An advocate will assist victims with identifying a support system and safety resources. Advocate will assist with development of a safety plan.
Goal:
• Improve quality of life for victims of crime

Objective:
• Increase victim sense of safety and security

Activity:
• Crisis Counseling
• Personal Advocacy
• Safety Planning

Output

Outcome
• Outputs are the products of your activities
• They are process measures that provide indicators of implementation
• Our federal funders require specific outputs or process measures
• Output projections should be data informed and realistic
Goal: To improve quality of life for victims of crime

Objective: Increase victim sense of safety and security

Activity: Crisis Counseling and Personal Advocacy – An advocate will assist victims with identifying a support system and safety resources. Advocate will assist with development of a safety plan.

**Outputs:**

- # of Victims Served
- # Receiving Crisis Counseling
- # Receiving Personal Advocacy
- # of Safety Plans Developed
Goal:
• To improve quality of life for victims of crime

Objective:
• Increase victim sense of safety and security

Activity:
• Crisis Counseling
• Personal Advocacy
• Safety Planning

Output:
• # Victims Served
• # Crisis Counseling
• # Personal Advocacy
• # Safety Plans Developed

Outcome
Outcomes

* Outcomes are used to measure achievement of objectives and progress toward goals
* Short-term outcomes typically represent changes in knowledge, attitudes, or awareness.
Outcomes

* Represent Actual Change
  * Client
  * System

* Directly related to Goals and Objectives
Outcomes

Short Term Outcomes:
* Represent changes in knowledge, attitudes, and awareness.

Long-Term Outcomes:
* This typically includes changes in behaviors, practices, decision-making, social conditions.
* These require more time to effect the level of change.
* May not be present until the grant has ended.
If the resources are invested and the activities are completed
  Then the outputs are produced

If the Outputs are produced
  Then the Outcomes should indicate the achievement of objectives
Goal: To improve quality of life for victims of crime

Objective: Increase victim sense of safety and security

Activity: Crisis Counseling and Personal Advocacy – An advocate will assist victims with identifying a support system and safety resources. Advocate will assist with development of a safety plan.

Output: # Victims served, # receiving Crisis Counseling, # receiving Personal Advocacy, # of Safety Plans Developed

Outcome:

% will report that they know more ways to plan for their safety
% will report that they feel safer
**Goal:**
- To improve quality of life for victims of crime

**Objective:**
- Increase victim sense of safety and security

**Activity:**
- Crisis Counseling
- Personal Advocacy
- Safety Planning

**Output:**
- # Victims Served
- # Crisis counseling
- # Personal Advocacy
- # Safety Plans Developed

**Outcome:**
- % will report that they know more ways to plan for their safety
- % will report that they feel safer
Example #2 – Legal Services

**Goal:**
- Ensure victims of crime are afforded the opportunity to improve their understanding of, access to, and recovery of available benefits and resources.

**Objective:**
- Victims will learn about their legal rights and available benefits and resources

**Activity:**
- In Person Info & Referral
- CJ Support & Advocacy
- Personal Advocacy

**Output:**
- # In Person Info & Referral
- # CJ Support & Advocacy
- # Personal Advocacy

**Outcome:**
- % will report they know more about their legal rights
Once the project has been logically planned, you should identify the resources necessary to carry out that plan:

- Contribution of Agency Resources
- External Factors
- Budget
Coordination vs. Collaboration

- Identify collaborators / working partners
- Describe collaboration efforts / goals
- Discuss results of collaboration efforts
- CCR
Data Collection

- How will the data be collected?
- When will the data be collected?
- Who will collect the data?
- Where will the data be stored?
A well planned logic model must include a **systematic process** for data collection

* Identify data that will be useful to your organization
* Create a plan for extraction of the data required for annual reporting to OCJP and federal funders
* Identify a process for reviewing data within your organization. Is the Board involved?
* This should be part of the agency strategic planning process and should inform continuous improvement.
Evaluation of Results

Quantity

Inputs ➔ Activities ➔ Outputs

Quality

Goals ➔ Objectives ➔ Outcomes
Group Exercise

1. Select Project Type

2. Discuss problem/need as a group

3. Construct example

- Goal
- Objective
- Activity
- Output
- Outcome
OCJP Logic Model Format

- PDF fillable form
- Clarified instructional language
- Enhanced data collection
The pendulum swings again...
The level of detail expected in the Detail section of the budget has increased.

Note: This is *not* intended to be a restatement of the detail provided in the Budget Narrative section of the logic model.
“Do the best you can until you know better. Then when you know better, do better.”

Maya Angelou
Questions and Discussion