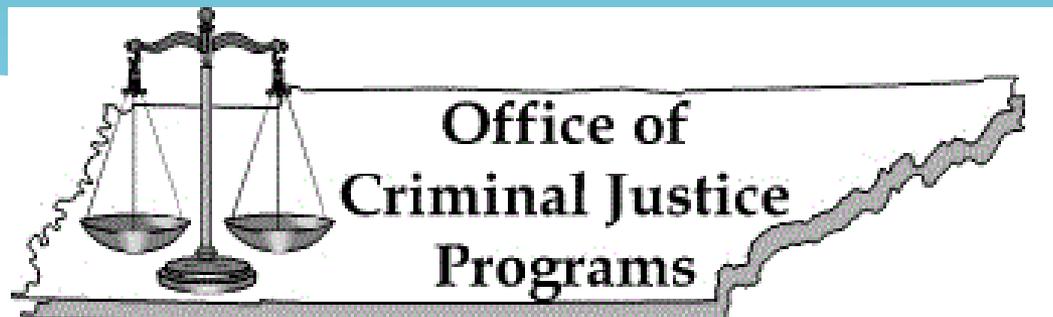


# Logic Model Training

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

# Project Development

- \* 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

# MoneyBalling





\* *How do we cross that bridge?*

Acknowledging how  
awesome it could  
be...

But it seems so impossible...

# What is Moneyballing?

- \* 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.



# Office for Victims of Crime (OVC)

## Vision 21 – Transforming Victim Services

- \* **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.*

- \* [http://ovc.ncjrs.gov/vision21/pdfs/Vision21\\_Report.pdf](http://ovc.ncjrs.gov/vision21/pdfs/Vision21_Report.pdf)

# TED Talk



How to get  
started?

# Agency Background

- \* Agency Type
- \* History
- \* Mission/Vision
- \* Strategic Plan

# Problem / Needs Statement

## 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

# Problem / Needs Statement

## 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)

# Example

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



# 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

# Example

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

- \* 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

# Example

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.



# Outputs

- \* 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

# Example

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



# 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, Then

- \* 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

# Example

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

# Inputs

- \* 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

# Collaboration

## \* **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?

# Data Collection

- \* 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.

# Sequence of a Logic Model

## Planning

Goals

Objectives

Activities

Outputs  
Outcomes

Inputs

## Implementation

Inputs

Activities

Outputs  
Outcomes

Objectives

Goals

# Evaluation of Results

Quantity

Inputs

Activities

Outputs

Quality

Goals

Objectives

Outcomes



# Lunch/Activity

## 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

# Budget

- \* 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