Logic Models & Theory of Change Basics with Communities Count

A Communities of Opportunity Workshop
October 10, 2019
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PURPOSE OF THIS WORKSHOP

Through this workshop we aim to equip attendees with the knowledge and tools to build local evaluation capacity that utilizes a strong equity approach to highlight your organization’s strengths as well as identify opportunities for new or continued program investment and development.

1. What is a logic model?
2. Why use a logic model?
3. What is a good logic model?
4. How to test a logic model
5. Creating a logic model

Start with introductions. Name, org, prior exposure to logic models, the program or strategy you want to model.
What is a logic model & theory of change?

Key points – define activities/outputs vs outcomes. Make sure if/then concept clear to all.

A great tool to help guide evaluation is a theory of change, or a logic model. Theory of change – can be as simple as a series of sentences. Logic model articulates theory of change, and basic structure shown here.

Definitions -

- **Inputs** are the various resources available to support the strategy/program (e.g., staff, materials, curricula, funding, equipment)
- **Activities** are the action components of the strategy/program (e.g. develop or select a curriculum, write a plan, implement a curriculum, train educators, pull together a coalition). These are sometimes referred to as *process objectives*.
- **Outcomes** are the intended accomplishments of the strategy/program. They include short-term, intermediate, and long-term or distal outcomes.
Imagine you are hungry. How do we address it and show this in a logic model?

This is basic application. Maybe use white board.... How might we address issue of your hunger?
Group discussion/ideas.
Then click to show example..... Then ask – what assumptions did we make when we created this logic model, this logical progression?

(animated slide....)
Imagine you are planning a camping trip to Rainier.

How can we use a logic model to represent the effort?

Here is a more complicated example. Camping trip – what are the inputs? Activities? Outcomes we are aiming for?

Then click to show U of Wisconsin extension example.....

Reference is UW logic model training (see last slide)
One common template is flowchart or table. (review key questions per category).
Why use a logic model?

Why might a funder request a logic model, how might one be useful?

Effective logic models help us plan, implement, evaluate, and communicate.

References:

Image/cartoon from fullspectrum.com
This is a guide created by UW Extension to help illustrate categories, and the various types of information that are often included.
### Appendix B

**Logic Model Template**

[Link](http://prezi.com/uq0lm8en87f/tearless-logic-models/)

<table>
<thead>
<tr>
<th>TARGET POP</th>
<th>INPUTS</th>
<th>ACTIVITIES</th>
<th>OUTPUTS</th>
<th>SHORT TERM OUTCOMES</th>
<th>INTERMEDIATE OUTCOMES</th>
<th>LONG TERM OUTCOMES</th>
<th>ANTICIPATED IMPACTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who will directly benefit?</td>
<td>Resources dedicated to or consumed by our effort</td>
<td>What we do - in quantifiable terms</td>
<td>Direct products of our activities</td>
<td>Initial changes in the condition, knowledge, attitudes, beliefs, skills.</td>
<td>Resulting behavior change</td>
<td>Changes in policies, programs and practices</td>
<td>Longer term indicators of impact</td>
</tr>
</tbody>
</table>

**Questions:**
- What's our intention here?  
- Who benefits directly?  
- What assumptions should we challenge about who we target?  

|------------|------------|------------|------------|------------|------------|------------|------------|
| What resources are needed and what will they cost?  
Do we have the right organizational structure to implement desired changes?  
What other resources should we bring to this process? | What would it take to create change?  
What activities must we undertake to achieve measurable results? | What will we produce?  
How will we count it?  
What portfolio of services will lead to the change we desire? | Who or what would change and how?  
What are the outcomes for which we want to be held accountable? | Who would change and how?  
What are the outcomes for which we want to be held accountable? | What's possible and who cares?  
What are the outcomes for which we want to be held accountable? | If we got it right...  
What's worth our best effort? |

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**The tearless logic model**

**Source:** [https://www.gjcpp.org/pdfs/2011-0010-tool.pdf](https://www.gjcpp.org/pdfs/2011-0010-tool.pdf)
Evaluation question: To what extent and in what ways have the initiative’s cross-cutting strategies strengthened community connections and increased equity (by race, place, and income) in housing, health, and economic conditions in King County?

Investments and activities in COO

- Learning communities
- Place-based & cultural communities
- Policy and systems activities
- Technical assistance & capacity building

Will lead to increased capacity for more equitable policies, systems, and community conditions

- Increase knowledge and skills
- Attract new funding/partners
- Strengthen relationships
- Mobilize/engage residents
- Develop shared policy agenda
- More equitable policies/systems reaching residents
- More equitable types of capital investments (e.g., small business, residential, non-profit, etc.)
- Additional performance measures linked to grantee projects (e.g., perceived safety)

And strengthen community connections and increase housing, health, and economic equity in King County

- % youth have an adult to turn to for help
- % engaged in civic activities
- % renters paying less than 50% of their income for housing
- % renters paying less than 30% of their income for housing
- % involuntary displacement of local residents
- Life expectancy
- Physical activity levels among youth and adults
- Households earning a living wage, above 200% of poverty
- % youth and young adults who are either in school or working

Annually:
- Document review (such as KIG meeting notes and grantee contracts)
- Progress reports from grantees
- Survey of grantees
- Interview/focus groups

Annually:
- BRF55, ACS, RC Elections, RC Assessor’s, DOH, Center for Health Statistics, Death Certificates
- HIV (over 2 yrs)
What is a good logic model?

The logic model should be easy to understand and reflect the intent of your efforts.

Then it can inform your planning, implementation, evaluation and support communication about your work.
### HOME (Home Ownership Mobilization Effort) - Zoom-In Model

<table>
<thead>
<tr>
<th>Resources</th>
<th>Activities/Short Term Effects</th>
<th>Mid-Term Effects</th>
<th>Long Term Effects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer educators</td>
<td>Education Desires to own home</td>
<td>Improved average credit rating</td>
<td>Percent of owner occupied housing increase</td>
</tr>
<tr>
<td>Schools and faith institutions</td>
<td>Presentations on benefits of HO Loan Application assistance</td>
<td>Increased loan approvals</td>
<td>Increase sense of stake in community by residents</td>
</tr>
<tr>
<td>Lenders and local businesses</td>
<td>Credit counseling Understanding of credit ratings</td>
<td>Increase in first time buyers</td>
<td>Increased interest in neighborhood investment by businesses</td>
</tr>
<tr>
<td>Champions for neighborhood revitalization</td>
<td>HO support groups New buyer sense of competence</td>
<td>Improved appearance of housing stock</td>
<td>Economic revitalization of the community</td>
</tr>
<tr>
<td>Social capital of community residents</td>
<td>HO maintenance Pressure to change illegal leader practices</td>
<td>Increased neighborhood organizing</td>
<td>Residents work together on community and personal health and safety issues</td>
</tr>
</tbody>
</table>

**Activities**
- **Education**
  - Presentations on benefits of HO
  - Credit counseling
  - Loan application assistance

- **Neighborhood Organizing**
  - HO support groups
  - HO maintenance support services
  - Neighborhood organizing council

- **Partnerships**
  - Business alliance
  - Collaboration with leaders

**Short Term Effects**
- Desires to own home
- Understanding of credit ratings
- Loan applications
- New buyer sense of competence
- Pressure to change illegal leader practices

**Mid-Term Effects**
- Improved average credit rating
- Increased loan approvals
- Increase in first time buyers
- Improved appearance of housing stock
- Increased neighborhood organizing
- Expansion of business alliances
Logic model for preventing the initiation of tobacco use among young people

**Inputs**
- State Health Departments and Partners
- Community marketing
- School-based preventive
- Community mobilization
- Policy and regulatory action

**Activities**
- Youth are exposed to anti-tobacco/health messages and lower pro-tobacco messages
- Students receive tobacco use prevention education in school
- Tobacco sales to minors are restricted and enforced
- Increased price on cigarettes through tax

**Outputs**
- Increased knowledge, awareness, skills and changes in attitudes
- Smoking is de-normalized
- Reduced initiation among youth

**Outcomes**
- Short-term
- Intermediate
- Long-term

**Targeted to Disparate Populations**
What is a good logic model?

Some of you might have seen this graphic to illustrate what a good evaluation is, and these criteria apply to logic models as well.
| Can you adapt and change format to meet community needs and help facilitate understanding? | Yes. |
| Does it have to be linear? | No. |
| Is there a “right” way to creating a logic model? | No. |
| Could I use a simple chain of if…then statements? | Yes. |
| Can I create multi-level or multiple, linked logic models? | Yes. |
| Can I fold evaluation into my logic model? | Yes. |
The left is one person’s reframe of the linear logic model (Rachelbookhart.com)

And the one on the right is from a health promotion program.
**Logic Model (Circular) for GRAAIH’s Health Equity Index**

*Grand Rapids African American Health Institute (GRAAIH)*

**Health Outcomes**
- Obesity
- Overweight
- Depression
- Injury Mortality
- Heart Disease
- Infant Mortality
- Mental Health
- Disability
- Teenage Pregnancy
- Breast Cancer
- Asthma
- Stroke
- Chlamydia
- Lung Cancer
- HIV/AIDS
- Diabetes
- Prostate
- Cancer

**Health Behaviors**
- Physical Activity
- Physical Inactivity
- Tobacco Use
- Breastfed Infants
- Childhood Immunizations
- Fruit/Veggie Consumption
- Social Determinants of Health
- Excessive Drinking

**Social Determinants of Health**
- Severe Housing Problems
- Children in Single Parent Households
- Poverty
- Unemployment
- No High School Diploma
- Air Pollution
- Access to Healthy Foods
- Access to Exercise Opportunities
- Exposure to Violence
- Child Abuse/Neglect
- Civic Engagement
- Inadequate Social Support
- Health Care Coverage
- Health Care Costs
- Uninsured

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*Health outcomes* are more visible and cause more pain and disability, while *health behaviors* and *social determinants of health* affect your health in more indirect ways.
How to test a logic model

- Ask these questions:
  - Does logic model show all important activities and services?
  - Are outcomes clear and realistic? Are they meaningful?
  - Are connections between components (inputs, activities, participants, outcomes) logical?
  - Do we have evidence to support the connections?

- Run the logic model by community members, others and ask what they see.
Creating your logic model

1. What is the purpose of the logic model, who will use it and what for?
2. Who should participate, review it?
3. What will the logic model depict – program, comprehensive effort? How detailed should it be?
4. What is the situation, and what are we assuming?
5. What do we know about the participants, potential challenges?

I often start with 3 post-it notes, or a sheet of paper – one per column. Inputs, activities, outcomes.
If you are working in a group, it can be easiest to start with activities.
Sometimes working backward is easiest – start with longterm goals and work back to activities and inputs.
Reference handout
Additional Resources

Video References
- Logic model overview (10 minutes)
- Dr. Erin Robinson’s logic model introduction (10 minutes)
- Theory of Change with HIV example (4 minutes)
- Theory of change explained (5.5 minutes with wardrobe example)

Written References
- W.K. Kellogg Foundation Logic Model Development Guide
- University of Wisconsin Extension Logic Model Templates, Guides and Online Training
- Centers for Disease Control & Prevention’s Logic Model advice


UW Extension:  https://fyi.extension.wisc.edu/programdevelopment/logic-models/

CDC:  https://www.cdc.gov/eval/logicmodels/index.htm

Logic Model Video Overview:  https://www.youtube.com/watch?v=IHEp0gJRTwI

Dr. Erin Robinson’s Logic model introduction:  https://www.youtube.com/watch?v=7ASq6JHINpQ (ten minutes)

Video Introductions to Theory of Change:

Theory of change:  https://www.youtube.com/watch?v=6zRre_gB6A4 (uses HIV prevention as an example)

Theory of change:  https://www.youtube.com/watch?v=BJDN0cpxJv4 (starts with
building a wardrobe as an example)
Logic models: what they are and how they can help

Target audience: staff who want to describe a strategy/program and/or plan an evaluation.

Content: what a theory of change and logic models are, how they can be useful, and how to develop your own logic model. Practice included.

November 7, 2019; 10-Noon
Location: White Center Library, 1409 SW 107th St, Seattle
Register: https://logicmodelscommunitiescount.eventbrite.com

Data analysis using excel/google sheets

Target audience: staff with data to analyze and little to no experience doing so.

Content: Analysis tips and techniques, best practices for storing and protecting your data, and time for questions and practice. Please bring a laptop and data if you would like to practice skills covered in the workshop.

November 21, 2019; 1-2:30 pm
Location: Rainier Beach Library, 9125 Rainier Ave S, Seattle
Register: https://dataanalysiscommunitiescount.eventbrite.com
How do we request assistance, or ask questions about assistance?

email CommunitiesCount@kingcounty.gov
Or Contact Kris Johnson
  krijohnson@kingcounty.gov, (206) 263-0245
Communities Count, Public Health Seattle & King County