Creating a Program Logic Model and Implementing Team-Driven Goals

Juvenile Healing to Wellness Court Development and Planning

Developed By: Tribal Youth Resource Center
Strategic Planning Resource Materials
Updated Spring 2021

Open and Welcome

Today's Objectives

- Discuss the development of the program logic model and review several logic model formats.
- Learn the S.M.A.R.T. process for project goal setting and discuss application of the process related to existing project goals *(Goal Clarification and Additional Project Goals).*
- Review project objectives and action plan template in FY 2020 Strategic Planning Guide.

Program Logic Model

Did you develop a program logic model as part of your grant submission?

Have you developed a program logic model for past projects/ or initiatives?

What is a Logic Model?

- ❖ "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, that activates your plan and the changes or results you hope to achieve" (W.K. Kellogg Foundation, 2004).

- ❖ A **logic model presents a picture** of how your effort or initiative is supposed to work (Milsten et al., Univ of Kansas).

- ❖ **Key words-** framework for action, pathway forward, causal chain, conceptualization of change.

Program Logic Model

Why create a program logic model ?

Why create the program logic model?

❖ **Helpful Visual to Assist Program Staff, Partners, and Stakeholders**
   - ❖ Provides a readily available visual model that can be used to explain the project or initiative.
   - ❖ " A one-page idea map showing how a program influences its participants to achieve outcomes or sustainable life changes." (Capacity Institute, 2017)

❖ **Helpful for Program Evaluation**
   - ❖ Staff can build in measures and indicators to show if and when the program is achieving prospective outcomes.
   - ❖ Assess if the currently designed goals match the inputs and resources available to support the community's vision/mission for the project.

Wellness Courts: Key Component #8

Key Component #8: Monitoring and Evaluation

Process measurement, performance measurement, and evaluation are tools used to monitor and evaluate the achievement of program goals, identify needed improvements to the Tribal Healing to Wellness Court and to the tribal court process, determine participant progress, and provide information to governing bodies, interested community groups, and funding sources.
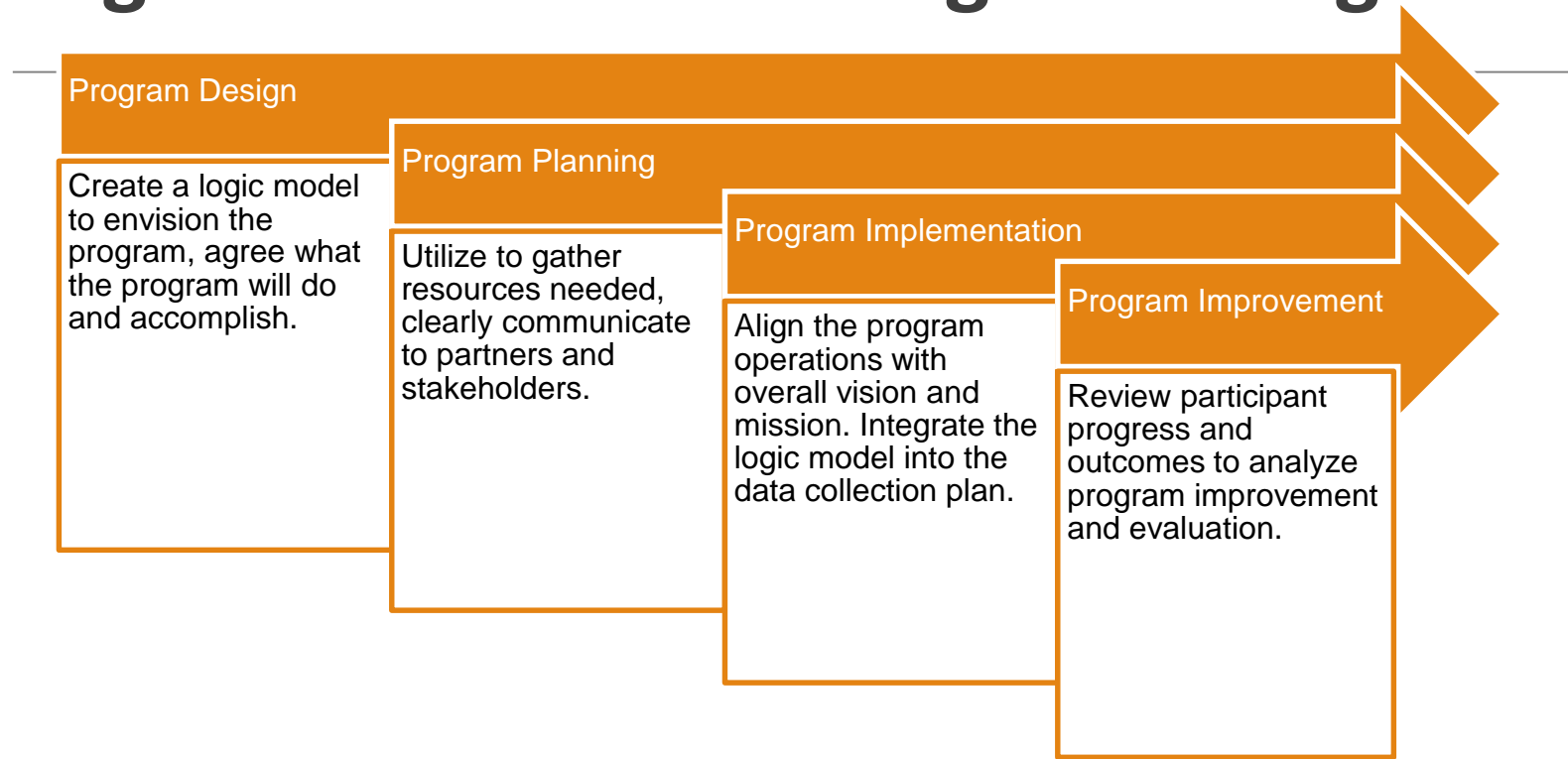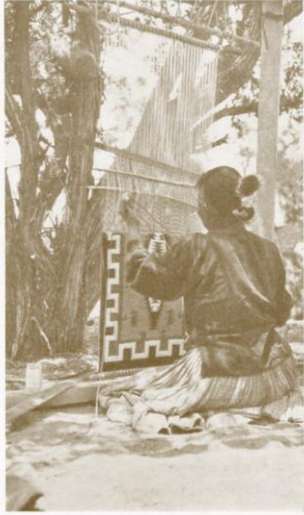
Wellness Courts- The Key Components

From Tribal Healing to Wellness Courts; The Key Components, 2nd Ed.,

❖ Logic models, diagrams, and flow charts may be used to delineate critical steps in a Tribal Healing to Wellness Court process, both for explaining to others and to highlight critical information points requiring documentation to staff. *See p. 67*

Logic Model Use- Throughout Program

Program Design

Create a logic model to envision the program, agree what the program will do and accomplish.

Program Planning

Utilize to gather resources needed, clearly communicate to partners and stakeholders.

Program Implementation

Align the program operations with overall vision and mission. Integrate the logic model into the data collection plan.

Program Improvement

Review participant progress and outcomes to analyze program improvement and evaluation.

USK-KLISH ASONE WEAVING SMALL RUG
J. L. AMBROSE

Each step in developing the tapestry will impact the overall design.

Components of an Outcome Focused Logic Model-

❑ ***Inputs-*** *Resources needed to implement a program's activities successfully.*

❑ ***Activities-*** *Activities describe the actions needed to achieve the program's goals and activities.*

❑ ***Outputs-*** *Identify what happens from a program's intended activity. Generally represented as a number e.g., number of people trained.*

❑ ***Short-Term Outcomes-*** *Measurable meaningful changes in people, organizations or communities that a program serves in a more immediate time frame (knowledge, skills, values, attitudes)*

❑ ***Intermediate Outcomes-*** *Changes in behavior/milestones*

❑ ***Long-Term Outcomes-*** *Ultimate change in population or system.*

Where do we start?

Developing a logic model will be specific to the organization. Look to the project goals as a starting point.

- ❖ Logic model inputs/activities **will vary** as they are based on the specific circumstances of the community/ initiative.

- ❖ Logic models can be **simple** or **very complex**.

- ❖ Logic models may be used to **demonstrate various aspects** of your project (multiple logic models).

- ❖ Logic model can be built by starting with the project goal- and **working backward ←** or starting with the current project inputs and **working forward →.**

Logic Model Examples- Sample 1

Adult Drug Court Program Logic Model, NIJ, https://nij.ojp.gov/adult-drug-court-program-logic-model

- Logic model represents a broad view of the inputs, activities, and anticipated short and long-term outcomes.

INPUTS	ACTIVITIES	OUTPUTS	SHORT-TERM OUTCOMES	LONG-TERM OUTCOMES
•Probation •Community •Public resources •Courthouse •Treatment •Jail •Grant funds •Technical assistance	•Risk/needs assessment •Judicial interaction •Alcohol and other drug monitoring (including testing) •Community supervision •Graduated sanctions/ incentives (including jail) •Alcohol and other drug treatment services •Ancillary services	•Program intake screen •Program admission •Court appearances •Treatment admission •Alcohol and other drug tests •Probation contacts •Classes attended •Services accessed •Jail stays	•Recidivism in-program •Alcohol and other drug use in-program •Supervision violation •Program violation •Treatment retention •Skills development •Service needs met •Criminal thinking	•Recidivism post-program •Alcohol and other drug relapse post-program •Program graduation/ termination •Probation revocation/ successful termination •Jail/prison imposed •Employment/ education/ housing/health

Logic Model Examples- Sample 2

OJJDP Sample Logic Model Template
https://ojjdp.ojp.gov/funding/grant-performance-measurement/data-collection-methods-and-logic-models

- Logic model flow is inputs to outputs with short-term, intermediate, and long-term projected outcomes.

Logic Model Examples- Sample 3

Tribal Juvenile Healing to Wellness Court					
Problem/Issue Statement (Based on Local Data)	**Goal**	**Program Category**	**Strategies and Activities**	**If-Then Statements**	**Objective Outcomes**
1. 32% of tribal teens who regularly attend our community center report that they have gotten drunk at least one time in the past 30 days. 2. 57% of tribal teens that get drunk on a regular basis report that they received the alcohol from an adult (parent, older sibling, aunt/uncle)	To reduce alcohol use in the youth of our community. To increase positive outcomes for court involved tribal youth who engage in the use of illicit substances.	Development of a Tribal Juvenile Healing to Wellness Court which combines judicial supervision, substance abuse treatment, case management, drug testing, and graduated incentives and sanctions to help individuals with substance use disorders achieve sustained recovery and avoid reoffending	Implement the Tribal Ten Key Components for Tribal Juvenile Healing to Wellness Courts. Review Youth-Specific Treatment Approaches and Interventions Activities: Develop Community Advisory Committee and hire staff and engage in training and implementation of the Tribal Ten Key Components.	If the Tribal Ten Key Components are effectively implemented, the wellness court will assist Tribal youth with a developmentally and culturally responsive approach which may assist with increased successful outcomes for court-involved youth.	**Short Term:** There will be a measurable increase in Tribal teens who receive holistic treatment through court interventions. **Long-Term:** There will be a measurable decrease in reported youth alcohol events and reduction in recidivism rates due to proper treatment.

Logic Model Examples- Sample 3- Continued

Tribal Juvenile Healing to Wellness Court- Outcome Model Sample Only					
Inputs	**Activities**	**Outputs**	**Short Term Outcomes**	**Long-Term Outcomes**	**External Factors**
• Community Resources • Treatment • Supervision (Juvenile Probation/Law Enforcement) • Mentorship • Support from Elders/Volunteers • Public resources • Grant/Federal Funding	• Screening and Assessment • Family Engagement • Graduated Sanctions and Rewards • Judicial Interaction • Community Supervision • Family/Youth Services • Pro-Social and Skills-building Opportunities • Local Cultural Teachings/Skill-building/Connections	• Program admissions • Court appearances • Treatment admissions • AOD Tests • Probation/Supervision Contacts with Youth Participants • Classes/Skills-building opportunities • Services accessed • Skills increased • Education plans	-Juvenile Wellness Court Team -Increased number of coordinated services for juvenile court participants. -Increased degree of collaboration among partnering agencies. -Increased ability of court to assess and refer to appropriate treatment and resources. -Increased sobriety. Lowered rates of recidivism.	-Community has coordinated services for juveniles in need of treatment to address substance use disorders. -Early and appropriate intervention and comprehensive services. -Decreased rate of youth moving further into the juvenile justice system.	-Necessary partnerships with service providers, MOU/Letters of Support/Transfer Agreements. -Rural/Limited Services in Area. -Youth often lack family support or may be in care of the Tribe/Tribal Child Welfare.

Logic Model Examples- Sample 4

FY 2020 Strategic Planning Guide-
Sample Logic Model
"Measure- Increasing Cultural Pride/Identity"

- This logic model demonstrates pulling a key activity and mapping the specific details of an aspect of the project.

- Will you integrate aspects of the wellness court key components in your logic model?

Example of a Logic Model to Increase Cultural Pride and Identity

What are the changes we want to see?	What are the issues that impact making the changes?	What are the activities/resources/inputs we will employ to meet each goal?	What will be the outputs for each specific activity?	What will you do to measure the outcomes and outputs of the program?	What is our hope for the future?
Our Story Wellbeing 1) Historically our *Tribe* had a strong Cultural foundation that contributed to the well-being of the entire Tribe.	**Our story of resilience** 1) Historical impacts contributed to the lack of access to Cultural traditions and ceremonies and denies our youth their Cultural identity 2) Connecting with *Tribe* youth to actively support their development of a strong Cultural identity	**What we can do today, Supporting our relatives** 1) Cultural skill building/Cultural pride* 2) Establish Community Advisory Committee (CAC) 3) Talking Circles as process for guiding principles, Cultural identity survey, and designing process for Cultural identity 4) Develop a communication plan: parents, tribal leadership, youth, community	**There is healing in our culture** 1) CAC Guide *Tribal Name of Program*, formalize guiding principles 2) CAC assist in design of Cultural identity survey 3) CAC assist in design of a process for Cultural identity (ex: naming, coming of age, healing, gender roles) 4) Administer surveys, engage youth in ceremonies, interviews 5) Materials used for communication to stakeholders 6) Performance Measure: Cultural Skill building/cultural pride	**Honoring our youth today** 1) 30 Youth receive their *Tribe* name, participate in coming of age ceremony and a healing ceremony, gender roles 2) Youth understand and are able to use ceremonial elements for prayer 3) Number of program youth served during the reporting period with the noted behavioral change* 4) Total number of youth receiving services for the target behavior during the reporting period* 5) Percent (A/B)*	**Honoring our youth tomorrow** 1) Increase in Cultural skill-building and Cultural pride 2) The youth Cultural identity enhances their wellbeing 3) Growth in Cultural Identity as a result of participating in ceremony and healing activities, evidenced by 30 completed pre/post Cultural Identity surveys

What are the changes we want to see?	**Our Hope** 1) Promote *Tribe* youth Cultural identity by creating opportunities and access to tribal Cultural values, traditions and ceremonies.
Healing is our future: Create Cultural Identity scale Create pathway to Cultural traditions and ceremonies resulting in strong Cultural identity.	What are the Cultural values and principles that will guide our work? **Strong Hearts:** 1) Wellbeing of youth will remain focus of program. 2) Establishing an approach of being a good relative and mutual regard with the youth and among all partners. 3) Honoring of Culture will be the foundation of the program. 4) Cultural Identity supports the wellbeing of our tribe.

The Foundation for Our Work:
Vision: Restoration of our families and our communities.
Mission: The revitalization and reconnection of *Tribe* Youth to their Culture. *Tribe* Youth have a strong foundational Cultural identity.

*Denotes OJJDP Performance Measure.

Logic Model- Is there another way?

Community-Specific Logic Model

- *Consider a Tribal community-specific logic model that moves from a linear model to a circular representation of the activities and hopes for the project.*

- *Takes into account factors that may not be considered in mainstream models.*

- *Utilizes language or imagery representative of the community. Includes Guiding Principles and Values. Include Indigenous World View and Perspectives.*

Example:

FY2020 Strategic Planning Guide-
Sample Cultural Logic Model- Developed by
E. Iron Cloud-Two Dogs

- Considerations related to Tribal Community perceptions of time, relationships, and actions.

- Circular motion that moves away from the linear model.

- Visual depiction of program movement and actions. Considers additional inputs of community values and known strengths.

Enhancing Native/Tribal Youth Wellness and Cultural Identity LOGIC MODEL

Resiliency
Strong way of life
Intact Tribal values, laws and principles

Where we have been

Our Story, Our Journey

Where we are going

When we get there

How we are going to get there

Youth will have strong cultural identity and their well-being is enhanced

Offer opportunities for X number of Tribal Youth to explore and strengthen cultural identity

Using our Guiding Principles of Honoring culture, promoting wellbeing
Healing Ceremonies
Cultural Identity Survey
Talking Circles
Measure Cultural Skill Building/cultural pride
Guidance from Advisory Committee
Sharing Responsibility with stakeholder/partner relatives

Example:

Qasgiq Model as an Indigenous Intervention Using the Cultural Logic of Contexts to Build Protective Factors for Alaska native Suicide and Alcohol Misuse Prevention
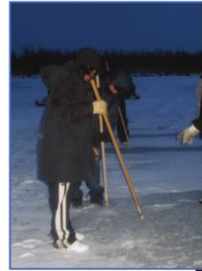
Yup'ik Cultural Logic Model

- https://eps.edu.miami.edu/ assets/pdf/publications/stacy -paper-cdemp.pdf

Example:

"Yup'ik culture is prevention- the qasgiq model reflects Yup'ik IK about the ways that community can organize and work together to improve the lives and health of its members through self-determined and Indigenously controlled interventions." (Rasmus et al., 2019)
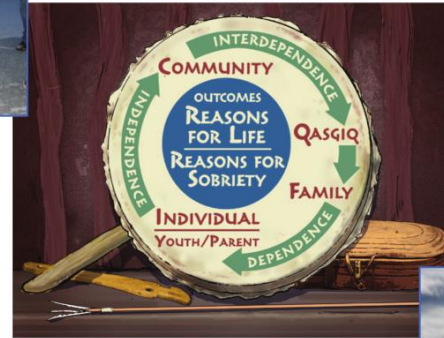
- https://eps.edu.miami.edu/_assets/pdf/publications/stacy-paper-cdemp.pdf

- https://www.youtube.com/watch?v=lvyjrhXFNdA

Murilkelluku Cikuq = Watch the Ice
Protective Factors Promoted:
- *Ellangneq (Awareness)*
- Communal mastery
- Self-efficacy

Maliqnianeq = Seal Hunt
Protective Factors Promoted:
- *Ellangneq (Awareness)*
- Self-Efficacy
- Communal Mastery

Common Issues in Developing the Logic Model
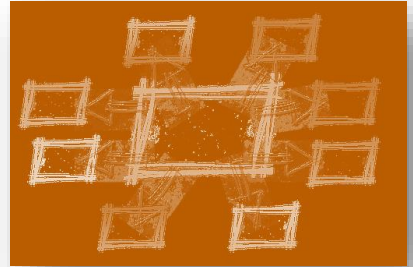
- Too much time/resources on creation of a "perfect model."

- Creating a logic model that is too linear.

- Overly rigid.

- Bogged down in detail.

- Lack of inclusion in its creation.

- Question: How are you bringing others into this conversation?

Center for Health Equity, Logic Model Tip Sheet,
https://www.health.state.mn.us/communities/equity/ehdi/portal/logicmodeltips.pdf

Next Steps- Developing Your Logic Model

✓ Develop a list of inputs, activities, outputs, short- and long-term outcomes.
✓ Confirm and clarify the relationship between the program activities and the intended outcomes.
✓ Choose a logic model style/template.
✓ Complete the logic model.
✓ Revise and review the logic model with Evaluation working group and advisory group.

S.M.A.R.T. Goals and Objectives

❖ Project teams may review the funded project goals and consider the S.M.A.R.T. process as goals are outlined in the project strategic plan.
❖ Why review the project goals?
  ❖ Ensure goals are written in a manageable format.
  ❖ Ensure goals meet current community needs (consider change in scope or discussion with program manager as needed).
  ❖ Provide opportunity for team input and dialogue as action steps are planned to meet the project goals.

What is the S.M.A.R.T. Format?

Specific

- Your goal should be as specific as possible. Your goal will state the What, How often or how much, Where will it take place and Who it will impact.

Measurable

- Your goal should highlight how you will measure your progress. Measurement will give you specific feedback and hold you accountable.

Achievable

- Goals should push you, but it is important that they are achievable.

Realistic/ **R**elevant

- Your goal and timeframe must be realistic for the intent of your desired result. Goals consider the strengths/needs of the community. $/Resources

Time-bound

- A SMART goal has a timeframe listed which helps with accountability and motivation.

Example of the SMART Process

Sample Goal 1

Open a juvenile healing to wellness court to serve youth.

S.M.A.R.T. Format Goal

Our goal is to implement a post-adjudication Juvenile Healing to Wellness Court within 24 months that will serve local Tribal youth ages 14-19.

Specific: The goal notes who will be served

Measurable: Goal has a measurable time frame

Achievable: Time frame is reasonable

Relevant: Services are needed

Time-Bound: Time frame is clear

Example of the SMART Process

Sample Goal 2

Reduce recidivism among Tribal youth.

S.M.A.R.T. Format Goal 2

Our goal is to see a long term (*7 year*) 85% recidivism reduction rate amongst Tribal community youth who complete the wellness court process.

Specific: The goal notes who will be served

Measurable: Goal has a measurable time frame

Achievable: Time frame is reasonable

Relevant: Services are needed

Time-Bound: Time frame is clear

S.M.A.R.T. Objectives

Goal: Increase Tribal and local county partnerships from 4 to 7 (75% increase) to support youth referral and service processes within the JHWC over the course of 9 months.

Objectives to support the goal:

1. Within 45 days we will work with the advisory committee and the Wellness Court team to identify a list of potential Tribal partners and local county partners.

2. Within 120 days the Wellness Court Coordinator will initiate meetings with at least 3 local county partners to discuss MOU development.

3. Within 6 months potential partnerships/MOU for at least 2 additional local partners will be outlined by the wellness court team.

Review Proposed Timeline in FY 2020 Strategic Planning Guide

Year 1

- Establish Advisory Committee and Multi-Disciplinary Team
- Assess Data and Identify Local Needs
- Obtain Community and Partner Support (Develop MOU/MOA)
- Hire staff and engage in training
- Develop Court Processes, Policies and Procedures, Manuals and other Court Support Documents
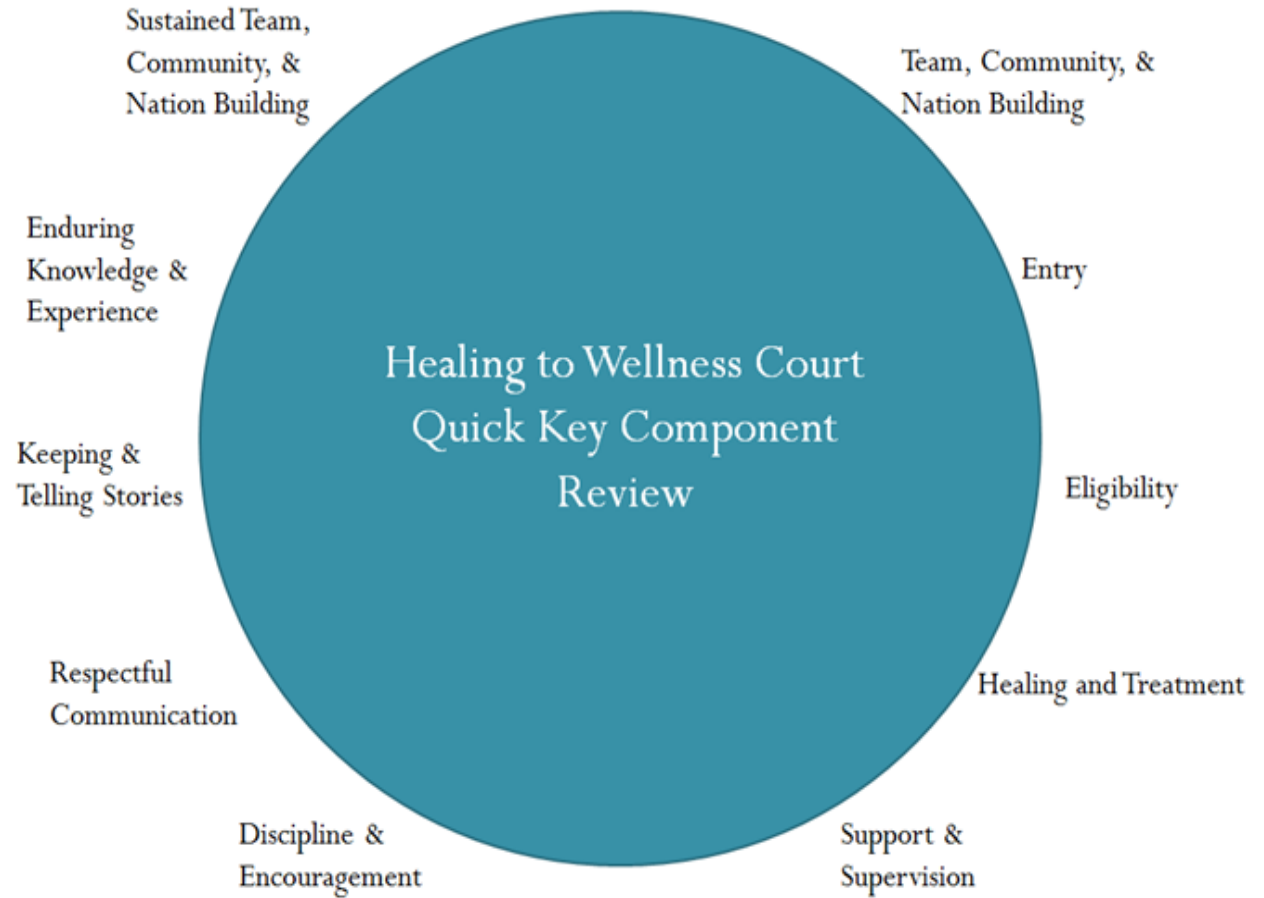- Develop Project Strategic Plan

Year 2

- Begin Implementation of Strategic Plan
- Develop Additional Data Collection Protocols
- Collect Performance Measure Data
- Develop Sustainability Plan
- Begin Screening Processes to Support Intake of Youth Participants

Year 3+

- Continue Intake of Youth Participants
- Collect and Review Relevant Data
- Participate in Training
- Review Project Sustainability Plan
- Conduct Process Evaluation

Consider how the 10 Key Components will guide the development of the objectives and your project action plan.

Healing to Wellness Court Quick Key Component Review

- Sustained Team, Community, & Nation Building
- Team, Community, & Nation Building
- Enduring Knowledge & Experience
- Entry
- Keeping & Telling Stories
- Eligibility
- Respectful Communication
- Healing and Treatment
- Discipline & Encouragement
- Support & Supervision

Potential Next Steps:

1. Review existing project goals.

2. Consider the S.M.A.R.T. format.

3. Clarify goals.

4. If substantial changes are needed, reach out to OJJDP PM.

Thank you for viewing the presentation
Need more assistance?
Just let us know.

You can contact us by reaching out to your assigned Training and Technical Assistance Specialist or you can email us at TribalYouth@TLPI.org

When you email please note that you need assistance with strategic planning. We will connect you with your TTA specialist or any needed resources.

The Tribal Youth Resource Center is led by the Tribal Law and Policy Institute in partnership with the National Native Children's Trauma Center