Team Driven Goals and Developing the Program Logic Model

Juvenile Healing to Wellness Court Planning and Development

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TRIBAL YOUTH RESOURCE CENTER

A Program of OJJDP

www.TribalYouth.org

Opening Exercise

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Tribal Youth Resource Center

❖ **Our Vision-** Envisioning a future where Indigenous youth thrive through traditional lifeways.

❖ **Our Purpose-** Enhancing the opportunities for Indigenous communities to expand their potential in protecting and nurturing their most sacred asset- the youth.

OBJECTIVES OF THIS SESSION

- Learn the S.M.A.R.T. process for project goal setting and discuss application of the process related to existing project goals- *(For Goal Clarification and Additional Project Goals)*

- Discuss the development of the program logic model and review several logic model formats.

- Review project goals and objectives template in FY2021 Strategic Planning Guide.

REVIEWING OUR PROJECT GOALS

Project teams may review the funded project goals and consider the S.M.A.R.T. process as goals that 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/
Relevant
- 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 among Tribal community youth ages 13-18 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.

<u>Objectives to support the goal:</u>

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 FY2021 Strategic Planning Guide

Pre-Implementation

- 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 Case Management Processes, Coordinating Policies and Procedures, Participant Manuals and other Court Support Documents
- Develop Project Strategic Plan

Implementation

- 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
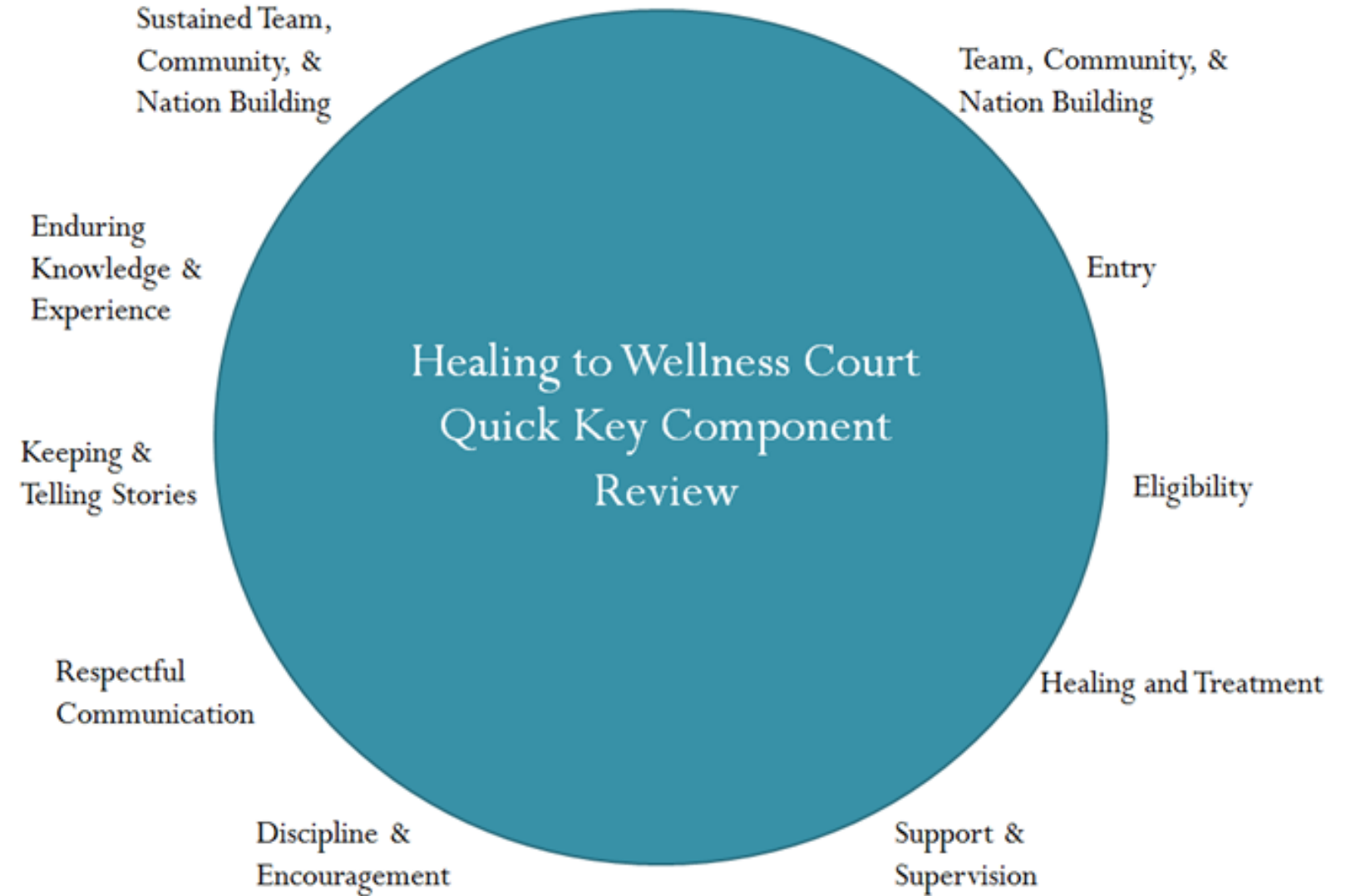
Post-Implementation

- 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

Stop and Reflect

❖ **Have you reviewed the project narrative?**

  ❖ **Are you able to highlight the primary goals in your project narrative?**

    ❖ Are those goals currently specific, measurable, achievable, relevant, and time-bound?

  ❖ **Can the SMART process be utilized to clarify your written goals?**

  ❖ **Are the goals for your community the same or have they expanded since the time of submission?** *For example, a partnership that was not readily available at the time of writing has now become apparent, or a new service in the community is now open.*
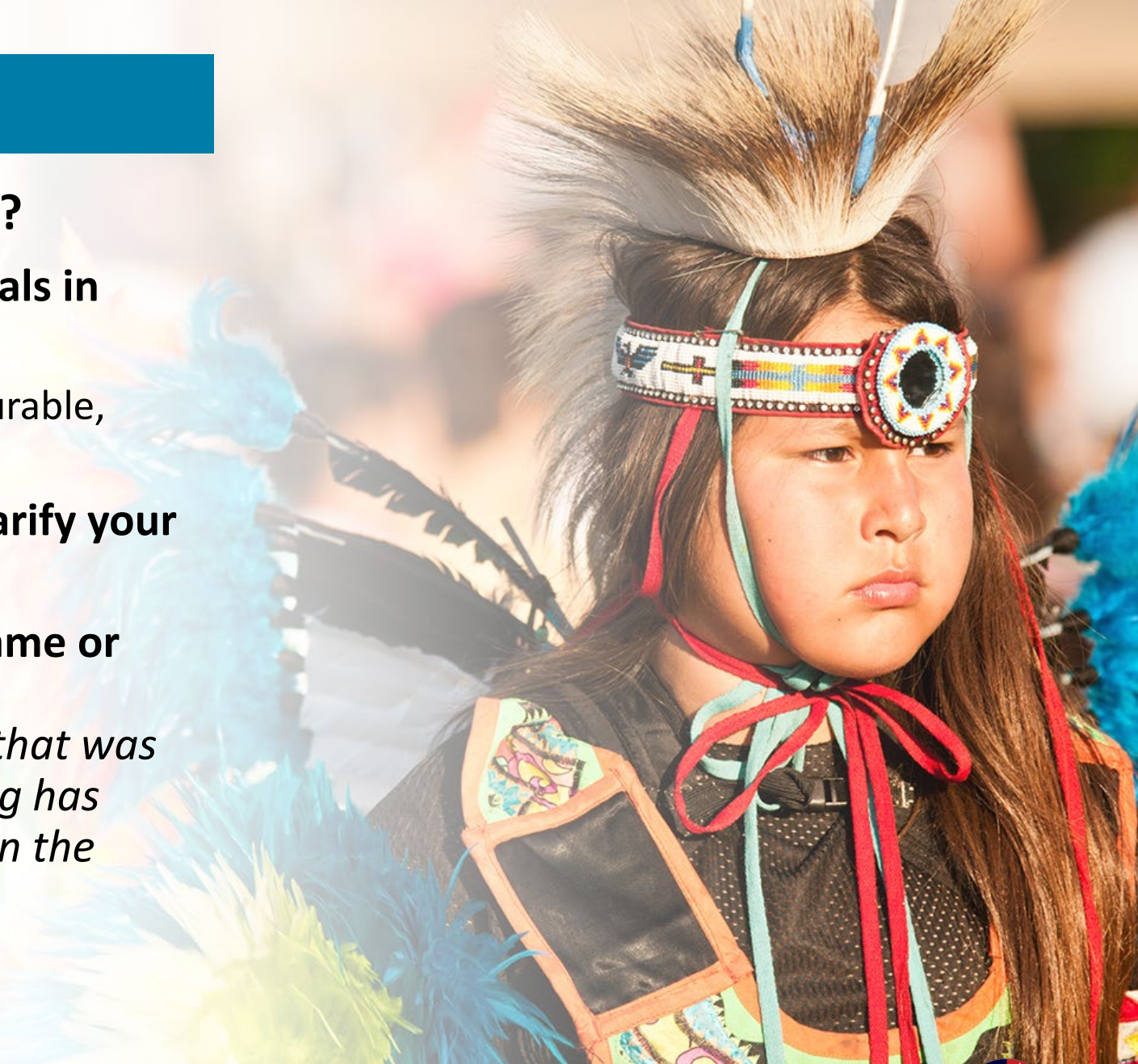
Where do we start?

- Set up a time to meet with your Community Advisory Circle/Committee (Working Group).
- Complete the SMART goals process for each of your project goals.
- Consider any additional goals or objectives you would like to include in your project plan.
- Insert the completed goals in the Goals section of your project Strategic Plan.

Developing a Program

What is a Logic Model?

❖ *Presents a picture of how your program works.*

❖ *"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 activate your plan and the changes or results you hope to achieve." (Kellogg Foundation, 2004)*

❖ *A framework for action; shows impact and causality; the conceptualization of change.*

Why create a 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.

Components of an Outcome Focused Logic Model

- **Inputs- The things that enable you to do the project.**
    - *Resources*
    - *Assets (Be specific)*

Components of an Outcome Focused Logic Model

- **Activities- Activities describe the actions completed to achieve the program's goals and activities.**
  - *What a project does.*
  - *Focus on the non-generic activities, be specific about the approach and work that is unique to the project.*
  - *Related activities may be grouped together.*

Components of an Outcome Focused Logic Model

❑ ***Outputs- Identify what happens from a program's intended activity. Evidence of activity. Include numbers if known or if thresholds are needed as part of the work.***

  ❑ *Tangible*
  ❑ *Can observe directly*
  ❑ *Remain after the project ends.*

Components of an Outcome Focused Logic Model

❑ *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)*

  ❑ *The <u>more immediate</u> changes.*

  ❑ *Changes in skills, attitudes and behaviors among individuals receiving services.*

  ❑ *We sometimes also measure mid-term outcomes, so next steps after immediate outcomes.*

See: Capacity Institute, https://www.capacityinstitute.org/wp-content/uploads/2017/05/What-Is-a-Logic-Model-and-Why-Is-it-Important.pdf

Components of an Outcome Focused Logic Model

- **Long-Term Outcomes- Ultimate change in population or system (tied to the demonstrated need for the project).**
    - Changes that are tied to the the demonstrated need for the project.
    - The impacts you hope for the community.
    - Consider the long-term vision statement for the project.

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** →.

DEVELOPING A LOGIC MODEL

Community Z has seen an ongoing increase in the use of alcohol and marijuana among the youth population. A number of youth have been arrested and re-arrested for multiple incidents that are alcohol related. To address this issue, Community Z would like to develop a Juvenile Healing to Wellness Court that will include a team-based case management model and will provide youth screening and referral to treatment, link to community resources, and include supervision by the local tribal juvenile probation officer.

The main activities of the diversion program will be (a) screening and referral to treatment (b) youth mentorship and supervision (c) team-based case management and treatment, (d) a restorative youth peer circle, and (e) family engagement and community education events. The project is using federal grant funding and is also leveraging partnerships within the tribes social services and also a local county youth probation office.

What are the program inputs?

Community Z has seen an ongoing increase in the use of alcohol and marijuana among the youth population. A number of youth have been arrested and re-arrested for multiple incidents that are alcohol related. To address this issue, Community Z would like to develop a Juvenile Healing to Wellness Court that will include a team-based case management model and will provide youth screening and referral to treatment, link to community resources, and include supervision by the local tribal juvenile probation officer.

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| Inputs | Activities | Outputs | Short-Term Outcomes | Long-Term Outcomes |

- Funding
- Tribal Team
- Case Manager
- Court System
- Youth Probation
- Leveraged Partnerships
- Tribe and County

What are the program activities?

Community Z has seen an ongoing increase in the use of alcohol and marijuana among the youth population. A number of youth have been arrested and re-arrested for multiple incidents that are alcohol related. To address this issue, Community Z would like to develop a Juvenile Healing to Wellness Court that will include a team-based case management model and will provide youth screening and referral to treatment, link to community resources, and include supervision by the local tribal juvenile probation officer.

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Inputs	Activities	Outputs	Short-Term Outcomes	Long-Term Outcomes

Inputs
- Tribal Team
- Case Manager
- Court System
- Youth Probation
- Leveraged Partnerships
- Tribe and County

Activities
- Screening
- Referral to Treatment
- Supervision
- Youth Engagement
- Mentorship
- Case Management
- Family Engagement
- Linking Youth to Needed Services
- Youth Circle

WHAT ARE THE PROGRAM OUTPUTS?

Community Z has seen an ongoing increase in the use of alcohol and marijuana among the youth population. A number of youth have been arrested and re-arrested for multiple incidents that are alcohol related. To address this issue, Community Z would like to develop a Juvenile Healing to Wellness Court that will include a team-based case management model and will provide youth screening and referral to treatment, link to community resources, and include supervision by the local tribal juvenile probation officer.

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Inputs	Activities	Outputs	Short-Term Outcomes	Long-Term Outcomes

- Tribal Team
- Case Manager
- Court System
- Youth Probation
- Leveraged Partnerships
- Tribe and County

- Testing
- Supervision
- Youth Engagement
- Mentorship
- Case Management
- Family Engagement
- Linking Youth to Needed Services

- Completed Screenings
- Referrals to treatment/services
- Admission to Program
- Treatment Sessions
- Visits with Team
- Visits with Supervision
- Classes attended
- Community Forums Held

WHAT ARE THE SHORT-TERM OUTCOMES?

Community Z has seen an ongoing increase in the use of alcohol and marijuana among the youth population. A number of youth have been arrested and re-arrested for multiple incidents that are alcohol related. To address this issue, Community Z would like to develop a Juvenile Healing to Wellness Court that will include a team-based case management model and will provide youth screening and referral to treatment, link to community resources, and include supervision by the local tribal juvenile probation officer.

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Inputs	Activities	Outputs	Short-Term Outcomes	Long-Term Outcomes
• Tribal Team • Case Manager • Court System • Youth Probation • Leveraged Partnerships • Tribe and County	• Testing • Supervision • Youth Engagement • Mentorship • Case Management • Family Engagement • Linking Youth to Needed Services • Youth participation in circle.	• Program Screen • Admission to Program • Treatment Sessions • Visit with Team • Visits with Supervision • Classes and/or Services that are attended	• Youth engage in treatment and court-based services. • Reduction in short-term juvenile recidivism rates. • Increased positive relationships. • Increase in youth and family engagement. • Increased community awareness	

What are the long-term outcomes?

Community Z has seen an ongoing increase in the use of alcohol and marijuana among the youth population. A number of youth have been arrested and re-arrested for multiple incidents that are alcohol related. To address this issue, Community Z would like to develop a Juvenile Healing to Wellness Court that will include a team-based case management model and will provide youth screening and referral to treatment, link to community resources, and include supervision by the local tribal juvenile probation officer.

The main activities of the diversion program will be (a) screening and referral to treatment (b) youth mentorship and supervision (c) team-based case management and treatment, (d) a restorative youth peer circle, and (e) family engagement and community education events. The project is using federal grant funding and is also leveraging partnerships within the tribes social services and also a local county youth probation office.

Inputs	Activities	Outputs	Short-Term Outcomes	Long-Term Outcomes
• Tribal Team • Case Manager • Court System • Youth Probation • Leveraged Partnerships • Tribe and County	• Testing • Supervision • Youth Engagement • Mentorship • Case Management • Family Engagement • Linking Youth to Needed Services • Youth participation in circle.	• Program Screen • Admission to Program • Treatment Sessions • Visit with Team • Visits with Supervision • Classes and/or Services that are attended	• Youth engage in treatment and court-based services. • Increase in youth and family engagement. • Reduction in short-term juvenile recidivism rates. • Increased positive relationships. • Increased community awareness	• Overall reduction in youth drug/alcohol use. • Reduction in youth recidivism and court contacts. • Increase in youth who access and attain long-term recovery. • Expansion of court-services and interventions.

TEMPLATES

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.

[Applicant/Program Name] Logic Model

The italicized text in each logic model section describes the information to include and should be replaced with your responses. Enter the applicant or program name in the header, replacing the brackets.

Date	MM/DD/YY	
Desired Result		State precisely what the program or initiative hopes to achieve. The result statement should reflect the purpose of the federal award and the Office of Juvenile Justice and Delinquency Prevention's vision to support a nation where children are free from crime and violence and encounter a just and beneficial juvenile justice system.
Goals		**Goal 1**: Goals define how you know you have achieved your desired outcomes or the future condition your program or initiative hopes to achieve. The goals should align with your stated desired result and demonstrate how you intend to meet the purpose of the federal award. You may include an unlimited number of goals.

Inputs	Activities	Outputs	Outcomes		
			Short-term	**Intermediate**	**Long-term**
• Inputs describe the resources needed to implement a program's activities successfully.	• Activities describe the actions needed to achieve a program's goals and objectives.	• Outputs identify what happens from a program's intended activity. Outputs are generally represented as a number, such as the number of people trained.	• Outcomes describe the results of an activity, program, or initiative. • Short-term outcomes reflect the immediate result of an activity, such as a change in knowledge, or change in practice.	• Intermediate outcomes reflect the result that occurs after achieving the short-term outcome, such as a change in behavior or implementation of a new system.	• Long-term outcomes demonstrate the ultimate change in a population or system the activity, program, or initiative hopes to achieve, such as decreased youth recidivism or decreased child victimization.

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.

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	-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.

Is there another way?

- *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.*

TRIBAL VISUAL LOGIC MODEL

QASGIQ MODEL- CONCEPTUALIZATION

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

Qasgiq Model- Conceptualization

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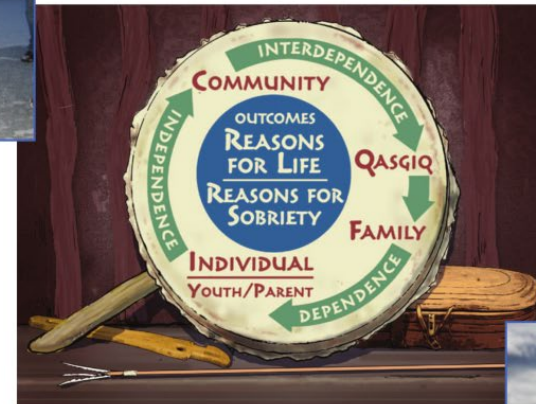
Maliqnianeq = Seal Hunt
Protective Factors Promoted:
- *Ellangneq (Awareness)*
- Self-Efficacy
- Communal Mastery

Common Issues with Logic Models

- Too much time/resources on creation of a "perfect model."

- Creating a logic model that is too linear or overly rigid.

- Bogged down in detail.

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

Next Steps

✳ 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.

Contact Us

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Thank you!

TRIBAL YOUTH RESOURCE CENTER

www.TribalYouth.org

TRIBAL YOUTH RESOURCE CENTER

Envisioning a future where Indigenous youth thrive through traditional lifeways.

Tribal Law and Policy Institute

A Native American operated non-profit:

Dedicated to providing free publication resources, comprehensive training, and technical assistance for Native nations and tribal justice systems in pursuit of our vision to empower Native communities to create and control their own institutions for the benefit of all community members, now, and for future generations.

www.Home.TLPI.org

Tribal Healing to Wellness Court

Capacity Building CENTER FOR TRIBES

Walking on Common Ground

TRIBAL YOUTH RESOURCE CENTER

A Program of OJJDP

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