



Logic Models

What is a logic model?

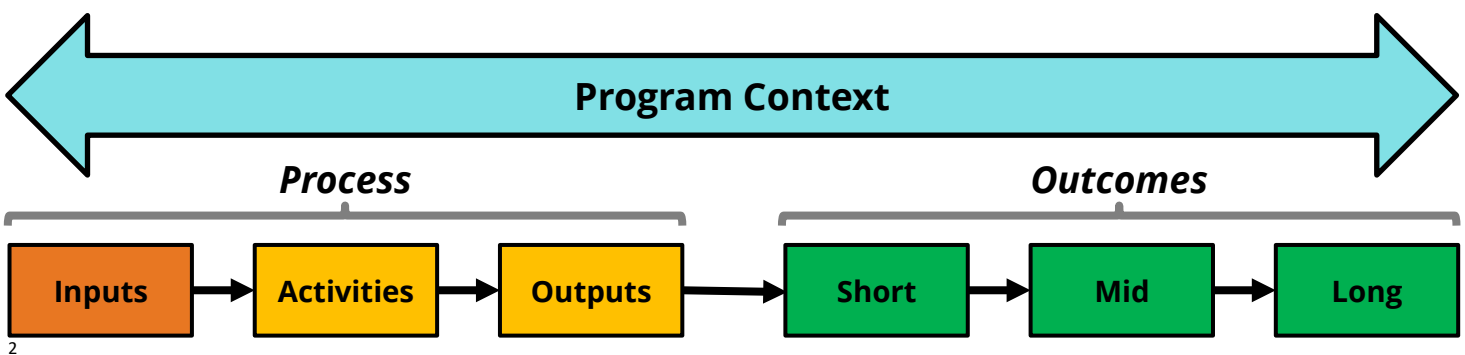
A logic model is a program planning tool designed to support an intended change; it is a visual representation of how a program works toward a set of outcomes. Logic models are typically written during the planning phase of a program and are often required by funders in grant applications and annual reports.

Why is having a logic model important?

A basic program logic model helps to ensure the success of a program, and can inform decisions during program design, implementation, and evaluation. It provides an outline of how and why the program will produce intended results, and what is needed for program operation.¹ It can be used to support financial and programmatic reporting throughout, and at the end of, a program's full life cycle. It can also be a useful tool to reference periodically to analyze a program's success and fine-tune as needed. Sometimes, during the life of a program, intended inputs, activities, outputs, and outcomes change, requiring an adjustment to the logic model itself.

When a program is already underway, writing a logic model can be a powerful exercise to help focus efforts and provide clarity about the program's purpose, strategies, and results. When written after a program has begun, a logic model should document actual operation.

Key Elements



Logic models can take various forms with varying levels of depth, but they always include five key elements: **program context**, **inputs**, **activities**, **outputs**, and **outcomes**.

¹ W.K. Kellogg Foundation, [Logic Model Development Guide](#) (2004), 8

² Flow chart adapted from CDC [Evaluation Guide: Developing and Using a Logic Model](#), 2



Program context pieces outline the purpose of the program and the environment in which it operates. A clearly outlined context can help ensure program alignment throughout every step of the logic model; it can also facilitate creating funder reports, managing shifts in program leadership, and presenting an overview of the program to those less familiar with the work. alignment to logic model or presenting it to those less familiar with the work. *What is the program seeking to accomplish? For whom? Why?* Context pieces might include:

- The program's **mission** and **vision**
- The program's **goals** and/or **objectives**
- Any **needs and gaps** the program seeks to eliminate (or, during logic model revision, needs/gaps the program is experiencing)
- The **target population** the program
- Any **partners** and/or **providers** that support the program financially, operationally, or otherwise (these also likely appear in the *inputs* element)
- Any other **external factors** or pressures that might influence program implementation

Inputs are the resources and investments (human, financial, organizational, community³) allocated to the program. *What is needed to accomplish the set activities?*

Activities are the processes, techniques, tools, events, technology, and actions⁴ that will be used to facilitate outcomes. These can also be products, services, or infrastructure.⁵ *What activities will address the problem or accomplish the goal?*

Outputs are the concrete, measurable/countable results of the activities. Often, they are products or services that can be measured in tangible terms (e.g., dollars spent, number of people served, number of items delivered, etc.). *What evidence of service delivery will the activities produce?*

Outcomes are typically changes in behavior or benefit; they are the impact of the inputs, activities, and outputs. Outcomes should be identified in terms of what short-, mid-, and long-term changes will occur as a result of these outputs. Using this framework, typically outcomes move from how an individual benefits from the outputs (short-term) to how the program produces organizational or system-level changes (long-term). *What changes will the accomplished activities and outputs achieve?* When writing outcomes/impacts, consider the elements of SMART: specific, measurable, action-oriented, realistic, and time bound.

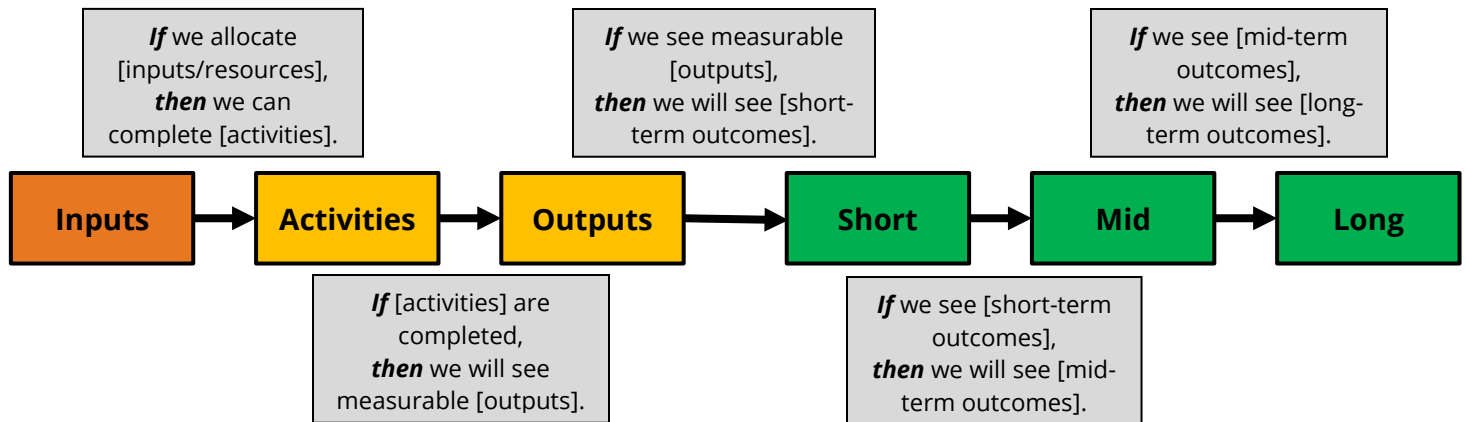
³ W.K. Kellogg Foundation, [Logic Model Development Guide](#) (2004), 2

⁴ Ibid, 8

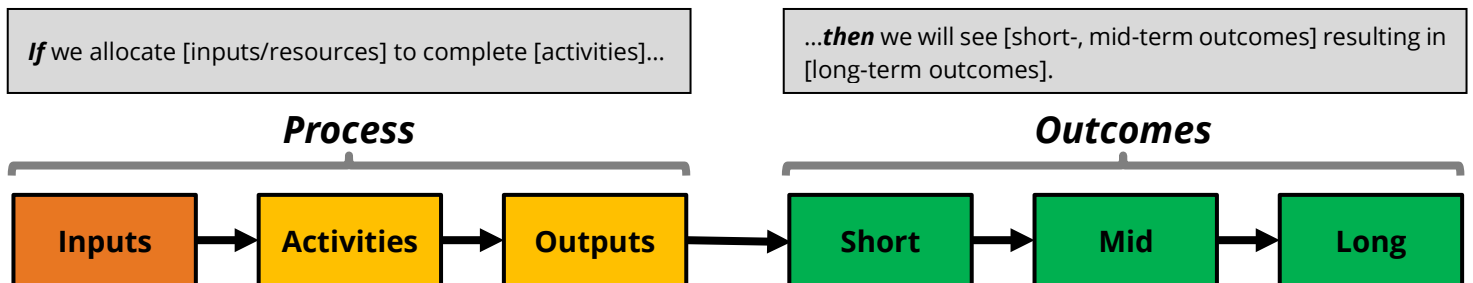
⁵ Ibid.

If/Then Statements

If/then statements summarize the logical progression of a program from its inputs to its long-term outcomes. An if/then statement can be written between each step within the logic model, essentially in place of the arrows. For example:



To make these if/then statements more concise for an overall program vision, break the model into the two **process** and **outcomes** elements. **A concise if/then statement is required for each program during a program inventory.**



The W.K. Kellogg Foundation calls if/then statements “assumptions.” Following the same basic logic, here is their set of assumptions:⁶

- Certain resources are needed to operate your program.
- **If** you have access to them, **then** you can use them to accomplish your planned activities.
- **If** you accomplish your planned activities, **then**, you will, it is hoped, deliver the amount of product and/or service that you intended.
- **If** you accomplish your planned activities to the extent intended, **then** your participants will benefit in specific ways.
- **If** these benefits to participants are achieved, **then** certain changes in organizations, communities, or systems might occur under specified conditions.

⁶ Ibid, 7

Optional Logic Model Template⁷

When drafting a logic model from scratch, a template with space to map out program context can be helpful. In this template, outcomes span multiple goals. While this is often the case, outcomes can differ by goal. Users are encouraged to use the template as a starting point, adjusting as necessary (add or delete rows, recreate in another format, etc.). **Note that a concise if/then statement is the minimum requirement when completing a program inventory.**

Program Name						
Program Context						
Vision						
Mission						
Target Population						
Partners						
Needs & Gaps						
External Factors						
If/Then Statement	If we allocate [inputs/resources] to complete [activities]...			...then we expect to see [short, mid-term] resulting in [long term].		
Goals/Objectives	Inputs In order to accomplish our set of activities, we need:	Activities In order to address our problem or asset we will complete these activities:	Outputs We expect that, once accomplished, these activities will produce this evidence of service delivery:	Overall Outcomes		
				Short Term We expect that if accomplished these activities will lead to the following changes in (6 months/1-3 years):	Mid Term We expect that if accomplished these activities will lead to the following changes in (1-2 years/4-6 years):	Long Term We expect that if accomplished these activities will lead to the following changes in (2-5 years/7-10 years):

⁷ Table adapted in part from W.K. Kellogg Foundation, [Logic Model Development Guide](#) (2004), 54, and University of Wisconsin-Extension, [Developing a Logic Model: Teaching and Training Guide](#) (2008), 55.

Logic Model Samples

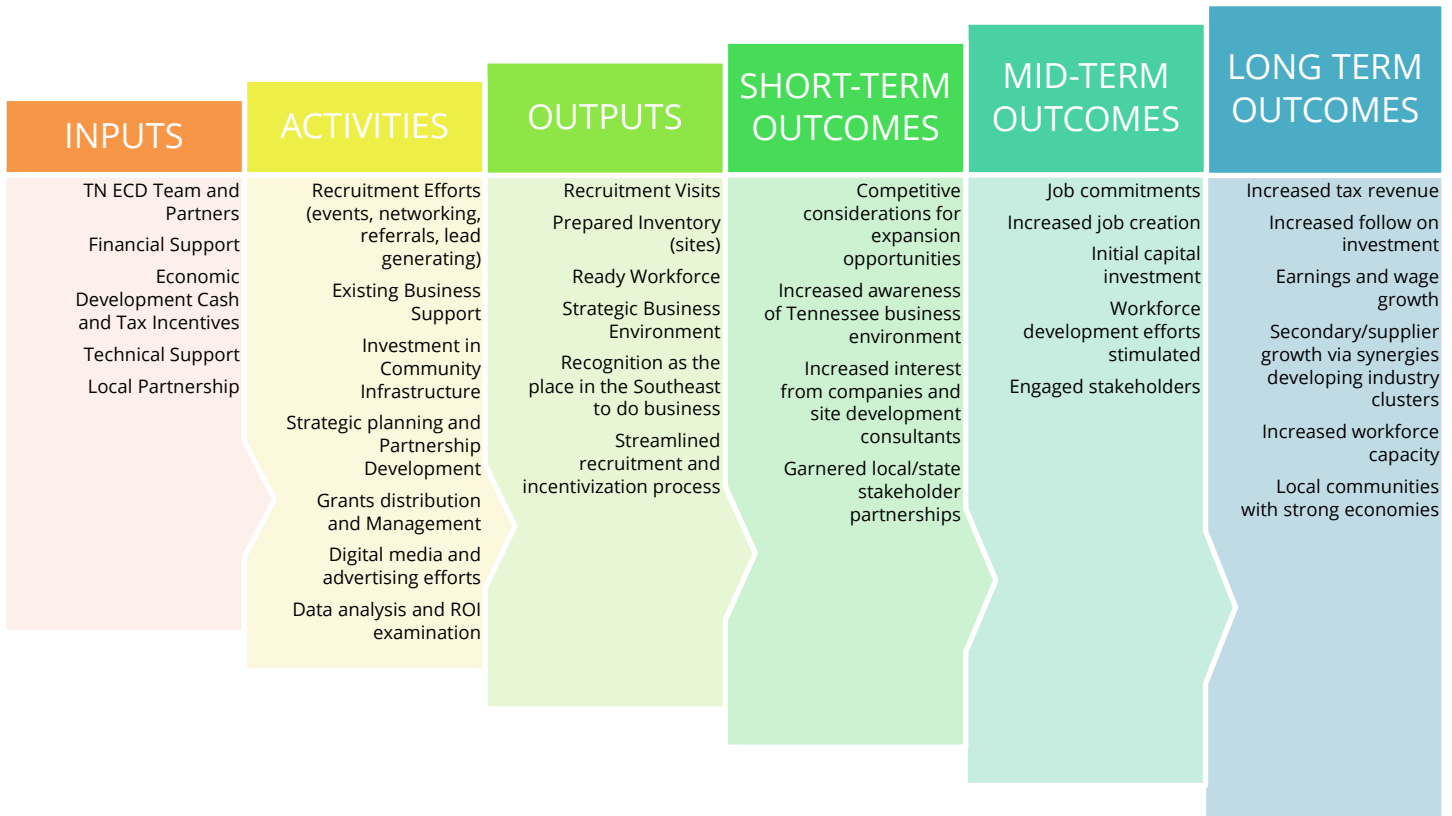
Sample: Mental Health & Substance Abuse Services | Project Rural Recovery (FY22)

Vision	Make the access to whole-person care easy for the patients of rural Tennessee			
Mission	Improve the well-being outcomes for underserved populations with or at-risk of chronic health, substance use, and serious mental health conditions totaling			
Target Population	Adults and children with co-existing or at risk of physical and serious mental health, substance use disorder conditions in rural, medically underserved areas of Tennessee are the populations of focus. Ten rural counties will be targeted: Cocke, Jefferson, Grainger, Claiborne, Hancock, Wayne, Lewis, Perry, Lawrence, and Marshall. Veterans and their families will be prioritized for services			
Partners	Buffalo Valley, Inc. (BV) and Helen Ross McNabb Center, Inc. (HRMC), Project Director, Evaluator			
Goals	Activities	Output Measures	Overall Outcomes	
			Short Term	Long Term
Goal #1: To create a model of integration between primary care and mental health/substance use disorder providers to serve as a template for reproduction across the State of Tennessee.	A. Development of 2 regional multidisciplinary care teams to improve the health and wellbeing in adults, children, and families in ten Tennessee counties	# teams established	Increased awareness of integrated care	Participating community members are engaged in meeting their behavioral health service needs
	B. Identify and engage 3 community partners per county to refer to mobile health unit in year 1	Composition of teams	Increased access to affordable integrated behavioral health services	Participating community members realize improvements in their health status
	C. Create a system to share information using the electronic medical records of the clinical partners	# of local partnerships	Increased utilization of integrated behavioral health services	Integrated behavioral health care is sustained in the target communities
	D. Cross-train team members and community practitioners on integrated care models and behavioral support as evidenced by evaluation scores	# trained providers	Reduced tobacco use	Lessons learned provide insights about delivering integrated behavioral health care in other
	E. Develop a case service fee rate for mobile, integrated care for the managed care organizations and safety net in order to sustain funding	Pre- and post-test training scores	Reduction in ER visits	
Goal #2: To engage and treat the rural populations who are currently underserved in	A. Purchase two mobile health units with two treatment rooms each and essential medical equipment in Year 1	# of sustained teams	Improved biometric	
	B. Outreach to 500 stakeholders (30%) and patients (70%) through marketing in media and in person in Year 1	# of agreements for payment		

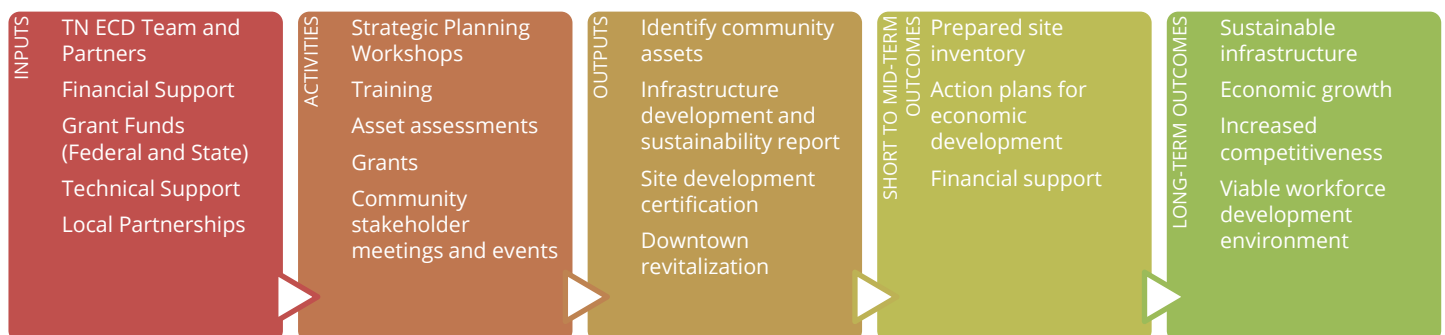
order to improve their health status	C. Assess and diagnose no less than 10 patients per day, 2400 encounters per year in years 2-5, prorated for Year 1 D. Provide integrated mental health/substance use disorder, and physical interventions such as medication management and chronic disease management to 80% of assessed patients E. Provide preventative health screenings (TB, HIV, Hepatitis) 100% of consenting patients F. Refer and link 50% of patients to needed services such as utility, housing assistance, smoking cessation, and substance use disorder treatment. G. Decrease the number of individuals seeking care at emergency departments in the 10 counties as evidenced by patient report H. Provide nutrition and/or exercise interventions for at least 200 applicable patients during the project I. 65% of adult patients served will show an improvement in blood pressure, body mass index, waist circumference, breath CO, plasma glucose and/or HgbA1c, lipid profile over the course of treatment J. 75% of children and adolescents will show an improvement in their body mass index and blood pressure throughout the course of treatment	# screened and types of screenings # served and types of services # satisfied with services # of referrals # patients that use tobacco and reduced tobacco use # patients with ER visits # patients making nutrition and exercise changes NOMS biometric measures (blood pressure, body mass index, waist circumference, breath CO, plasma glucose and/or HgbA1c, lipid profile) NOMS measures for emotional and behavioral functioning # of completed NOMS (baseline and 6-month intervals) # of patients with a reduced suicide rating score and reduced occurrences of suicide ideation	measures Improved stability in housing Improved employment status Reduction in number of arrests Improvement in daily functioning Improvement in social connectedness	communities
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Sample: Economic and Community Development | Business Development/FastTrack (FY22)

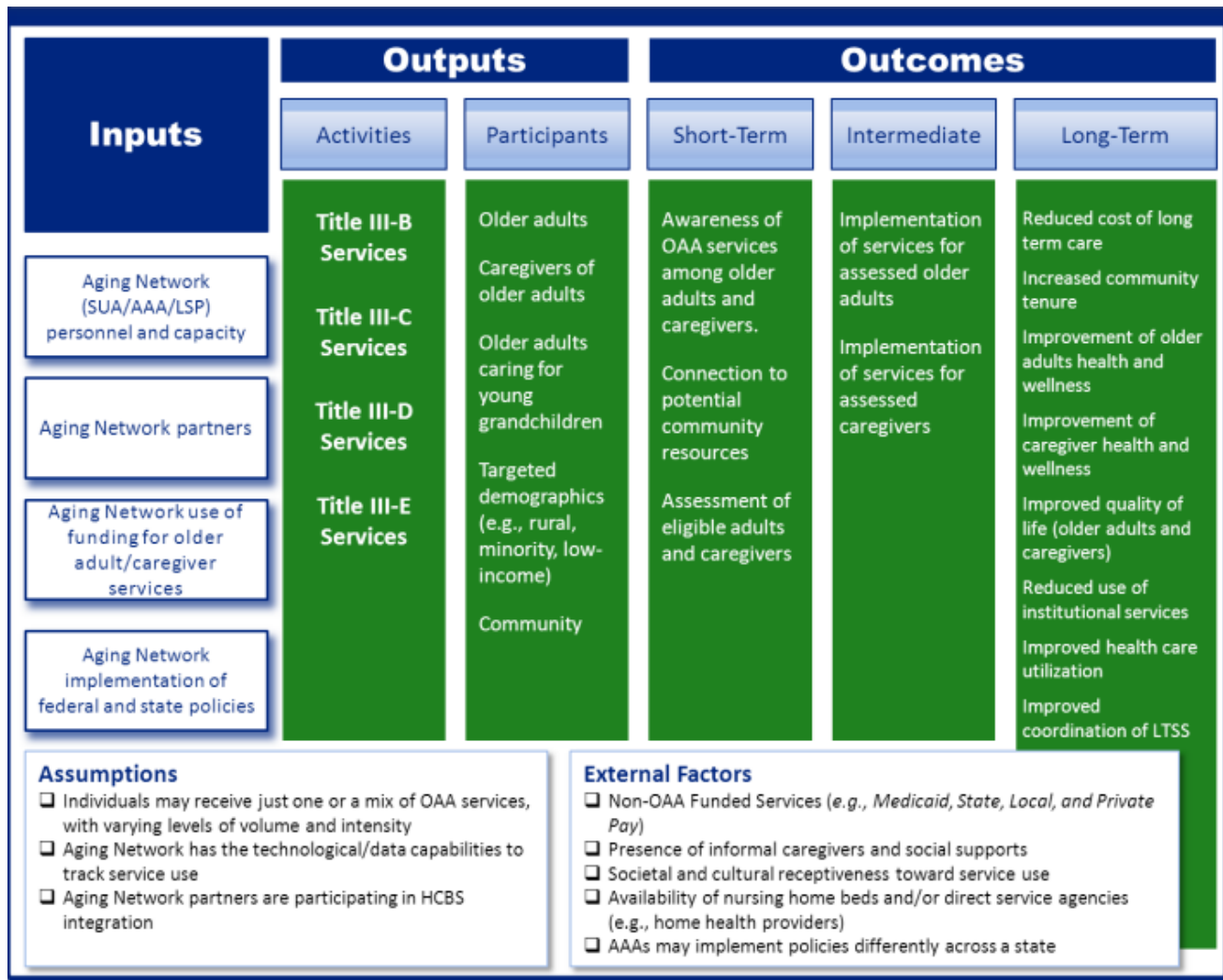


Sample: Economic and Community Development | Rural Economic Opportunity Fund Grants (FY22)





Sample: Commission on Aging and Disability | Older Americans Act Expansion (FY22)





Resources

The following are a few resources for more information about logic models.

W.K. Kellogg Foundation, [Logic Model Development Guide](#) (2004)

- Comprehensive guide to developing a logic model, including samples, checklists, and templates
- To access the document, click *Download PDF* on the right side of the page

University of Wisconsin-Extension, [Program Development and Evaluation](#)

- Website with links to examples, templates, and an online course
- Includes [Developing a Logic Model: Teaching and Training Guide](#) (2008) with workshop agendas, activities, templates, and samples

CDC Program Performance and Evaluation Office, [Program Evaluation Framework Checklist for Step 2](#)

- Website with a step-by-step checklist for developing a logic model
- Also available from the CDC's Division for Heart Disease and Stroke Prevention is PDF [Evaluation Guide: Developing and Using a Logic Model](#), with guidance on developing a logic model, templates, and samples