Logic Model Tip Sheet and Template

What Is a Logic Model?

A logic model is a visual tool or representation that shows how a program works. A program or initiative is a set of interventions for implementation within a set time frame and budget. A logic model specifically illustrates the relationships between the resources of a program, the activities you do, and the results (outputs) you hope to achieve. Logic models are important because they help provide a structure to support implementation of a program and make it easier for you to plan, communicate, and evaluate your efforts. They serve as a road map to ensure that all program staff and outside personnel understand the necessary inputs and activities, how the program works, and what the program aims to achieve.

Why Use Logic Models?

Logic models offer several benefits when planning, communicating about, and evaluating a program. First, a logic model helps individuals plan a program that is aligned with the organization's or community's mission, goals, and resources; it articulates the program's structure and required inputs and activities. Second, a logic model helps individuals provide an overview of a program, initiative, or intervention, communicating how the program works and what it aims to achieve. Finally, a logic model provides a framework for evaluation, helping track program progress and report progress or challenges to funders. It helps collect evidence of program implementation and effectiveness and provides data to support marketing the program in the future. A logic model can help you better design, manage, and assess a program, ultimately benefiting the community you serve.

How to Create a Logic Model

Creating a logic model should be a collaborative process that can involve program staff, agency leadership, community partners, and evaluators. This collaborative approach ensures that everyone has a voice in shaping the program and can feel ownership on the intended goals and outputs. Logic models should be developed early on as part of program planning. The process of developing a logic model typically involves several steps:

1. **Identify the project goal.** Clearly define the goal that the project intends to achieve.

2. **Identify the inputs.** List the resources (e.g., staff, funding, materials) required to carry out the program activities.
3. **Define the activities.** Outline the specific actions that will be undertaken to achieve the project goals.
4. **Specify the outputs.** Identify how you will track the implementation of activities.
5. **Determine the desired outcomes.** Establish the short-term, intermediate, and long-term goals that the program seeks to achieve.
6. **Review and refine.** Share the draft logic model with staff and leadership to solicit feedback and ensure clarity and coherence with the overall program goals. This step is also an opportunity to identify external factors that are outside of the control of program staff and may limit the ability of the program to achieve its goals.

Guiding Questions for How to Write Strong Statements

The following questions will guide you through the process of developing a comprehensive and well-thought-out plan for a program.[1] Specificity in a logic model can be a strength because it will help identify the program goals, resources, activities, outputs, etc., as they relate to the community the program is serving.

Program Goal

The goal of the program should be clear and reasonable and should reflect the scope of what the program intends to accomplish. The target population and geographic regions should be included to add specificity and clarity to the goal.

Example of a goal:

- Implement a peer-based intensive substance use disorder (SUD) recovery program for people in five jails in the metropolitan Richmond, Virginia, area to increase enrollment in and completion of a post-release, community-based SUD program and decrease future incarcerations.

Inputs

Inputs are the resources needed to implement the program. Some guiding questions to determine your needs are as follows:

- What are the financial resources needed to implement a program?
- What are the human resources (such as staff) needed to implement a program?
- Are any supplies or equipment needed to implement a program?
- Are there any existing infrastructures, facilities, or technologies that can be utilized? If not, what items are needed?
- How much time and effort will be required from staff members and peer facilitators?

Examples of inputs:

- Staff members to adequately support the program
- Trained peer facilitators
- Partnerships with community-based organizations that provide recovery support services
- Partnerships with local jails in the Richmond area
- Handbooks for participants in the SUD treatment program
- Federal funding for implementation and evaluation
- Designated space in each jail for participants to meet each day

Activities

Activities are the actions taken to achieve the desired outcomes/overall goals of the program. Some guiding questions to determine necessary actions to take and components of the activities are as follows:

- What specific events need to be carried out to achieve the desired goal?
- How will these activities engage the population or address the identified problem?
- Are the planned activities supported by best practices?
- How will the activities be structured? What is their timeline for implementation?
- What are the potential challenges or barriers to carrying out these activities?

Examples of activities:

- Identify and train peer facilitators.
- Establish a memorandum of understanding (MOU) with a community-based organization to facilitate smooth program enrollment for the SUD program participants.
- Identify and screen the program participants.
- Apply for a federal grant.

Outputs

Outputs are the direct products or services resulting from the activities. Some guiding questions to determine a program's outputs are as follows:

- What direct, tangible products or services will result from the identified activities?
- How many people, sessions, or units of service will be delivered?
- What is the expected reach of the program (e.g. demographic populations, communities, geography, or other relevant factors)?

- How will these outputs be tracked, measured, and reported?
- Are these outputs aligned with the overall program goal?

Examples of outputs:

- One hundred percent of the program staff are trained on the SUD recovery model prior to the program's start.
- Fifty program handbooks are ordered.
- Ten peer facilitators are trained and assigned to jails.
- MOUs are established with five jails outlining agreed-upon space, staffing, and other program requirements necessary for fidelity.
- MOUs are established with the community-based organization.
- Seventy percent of people in the jail SUD recovery program enroll in the community-based program within 2 weeks of release from jail.
- A grant application for $500,000 is submitted for funding.

Outcomes

Outcomes describe the desired results of the program. Outcomes should be specific, measurable, achievable, realistic, and time-phased (SMART). Sometimes, SMART objectives will not fit cleanly in the logic model itself. If that is the case, summarize your objectives in the logic model but keep your full SMART objectives written out in another location for easy reference.

- **Specific:** Indicates who and what are involved; contains an action word.
- **Measurable:** Indicates how much change is expected and how that change will be measured.
- **Achievable:** Can be realistically accomplished given the scope of a program.
- **Relevant:** The outcome should align with a program's purpose, inputs, and activities.

- **Time-phased:** Provides a timeline for when outcomes will be achieved.

Some guiding questions to determine your short-term, intermediate, and long-term goals are as follows:

- What is the expected magnitude of the changes of the outputs? Are they realistic given the program's resources and timeline?
- What changes in knowledge, attitudes, skills, or awareness are expected to occur as a result of the program?
- What lasting changes are expected to result from the program?
- How will these changes be sustained over time, and what support systems are in place?

Examples of SMART outcome statements:

- Short-term: Within 2 weeks of being released from jail, 70 percent of the SUD jail recovery program participants will enroll with the community-based organization.
- Short-term: Eighty percent of the SUD jail recovery program participants who enroll in the community-based program will complete it.
- Intermediate: Within 6 months of program implementation, the number of SUD jail recovery participants who are rearrested will be less than those who did not participate in the program.
- Long-term: Within 1 year of program implementation, the number of SUD jail recovery participants who are rearrested will be less than those who did not participate in the program.

External Factors

External factors may influence, and be influenced by, the program and can affect implementation, program recipients, staffing, and availability of other resources the program needs. Some guiding questions to determine these factors are as follows:

- Are there any social, economic, political, and environmental factors that might influence the program's success?
- How might changes in funding, policies, or community priorities impact the program?
- What opportunities or leveraging points exist that could enhance the program's impact?

Example of external factors:

- Workforce challenges
- Security clearances for peer specialists to work in jails
- Community support for recovery programming
- Economic structure
- Political landscape (e.g., buy-in from the local jail administrator)
- Changing state policies and priorities

Logic Model Template and Example

On the following pages is a logic model template and an example of a completed logic model.

Logic Model Template

Program goal: Enter a short, clear statement of what the program aims to achieve.

Inputs	Activities	Outputs	Outcomes		
			Short-term	Intermediate	Long-term
List the specific resources necessary to achieve the program goal. • Input 1 • Input 2 • Input 3 . . .	List the specific actions necessary to achieve the program's goal. • Activity 1 • Activity 2 • Activity 3 . . .	List the desired outputs to result from the activities; usually quantified as numbers. • Output 1 • Output 2 • Output 3 . . .	List the desired results to occur within 3 months of an activity. Short-term outcomes typically relate to learning. • Short-term 1 • Short-term 2 • Short-term 3 . . .	List the desired results to occur 3–6 months after an activity. Intermediate outcomes typically relate to actions. • Intermediate 1 • Intermediate 2 • Intermediate 3 . . .	List the desired results to occur 6 or more months after an activity. Long-term outcomes typically reflect the ultimate change or goal the program aims to achieve. • Long-term 1 • Long-term 2 • Long-term 3 . . .

External factors: List the external factors that may influence the program's success at achieving outcomes and goals (e.g., climate, economic structure, political landscape, changing policies and priorities).

Logic Model Example

A community-based program wants to implement a pre-release reentry planning program for people in prison with opioid use disorder (OUD) to increase referrals and post-release engagement in community-based treatment programs.

Project goal: Implement a pre-release reentry planning, referral, and follow-up program to ensure continuity of care for people with OUD who are being released from prison.

Inputs	Activities	Outputs	Outcomes		
			Short-term	Intermediate	Long-term
• Secure grant funds for hiring and training new staff members to conduct reentry planning pre-release. • Identify existing staff members who can assist with training and implement activities. • Establish buy-in and partnerships with prisons.	• Identify and write a grant(s). • Implement a pre-release needs assessment for people with OUD. • Establish a referral process with the prison. • Establish an information sharing process with the prison. • Hire a case manager to conduct needs assessments. • Expand the number of social workers from two to four.	• Number of people with OUD who are identified by the prison for pre-release planning • Number of people who were assessed in prison before release or at the time of release planning • Number of referrals to a post-release, community-based OUD program • Number of people with OUD released from prison who complete the community-based OUD program • Number of social workers trained	• A new case manager is hired and trained to conduct pre-release assessments within 3 months of receiving grant funding. • Social workers are hired and trained and begin providing support within 4 months of receiving grant funding. • At least one prison partnership is established at the time of receipt of grant funding.	• At least 80 percent of people referred to the program have a reentry plan in place prior to their release by month 3 of implementation. • Referrals to the post-release, community-based program increase by 30 percent by month 6. • Enrollments to post-release, community-based OUD programs increase by 20 percent by month 6.	• One hundred percent of people referred to the program have a release plan by month 12 of implementation. • Referrals to the post-release, community-based OUD program increase by 60 percent by month 12. • Enrollments to the post-release, community-based OUD treatment program increase by 60 percent by month 12. • The program expands to two additional prisons within 1 year of implementation.

External factors: Changing requirements or best practices for screening practices for OUD for people in prison; the availability of community-based OUD treatment programs; new funding mechanisms available for OUD treatment

Logic Model Resources

The resources below provide more information on how to complete your logic model.

- Bureau of Justice Assistance (BJA) Logic Model Template: https://bja.ojp.gov/media/document/46271
- Center for Research Partnerships and Program Evaluation (CRPPE) Logic Models: https://bja.ojp.gov/program/crppe/logic-models
- Office of Juvenile Justice and Delinquency Prevention (OJJDP) Generic Logic Model: https://ojjdp.ojp.gov/funding/grant-performance-measurement/data-collection-methods-and-logic-models
- University of Wisconsin Extension, Logic Model Course and Resources: https://logicmodel.extension.wisc.edu/

Questions?

Do you have additional questions or need support? Please connect with the Comprehensive Opioid, Stimulant, and Substance Use Program (COSSUP) Data and Evaluation Center by submitting a training and technical assistance request to the COSSUP Resource Center here!

Endnotes

1. A logic model can reflect a specific program in a specific community, a specific program implemented in multiple communities, or a combination of programs implemented in a specific geographic area (city, county, state) to achieve a shared goal.

Visit the COSSUP Resource Center at **www.cossup.org**.

About COSSUP

COSSUP has transitioned from the Comprehensive Opioid, Stimulant, and Substance Abuse Program (COSSAP). This change in title for the program is indicative of efforts to reduce the stigma related to substance use and to support impacted people in their recovery journey.

About BJA

The Bureau of Justice Assistance (BJA) provides leadership and services in grant administration and criminal justice policy development to support local, state, and tribal law enforcement in achieving safer communities. To learn more about BJA, visit www.bja.gov and follow us on Facebook (www.facebook.com/DOJBJA) and X (formerly known as Twitter) (@DOJBJA). BJA is part of the U.S. Department of Justice's Office of Justice Programs.