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LOGIC MODEL TOOLKIT

DEVELOPED FOR: REDF

Flying Whale Strategies

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Purpose: To provide a self-guided tour for ESEs to develop a logic model from scratch or improve an existing logic model. This will function as a toolkit or field guide for ESE leaders. This content will also be repurposed in workshops as well as 1-1 technical assistance projects.

This document is a step by step guide to developing a logic model. There are six steps. Each step will have an estimated time it will take you and your team to complete. It is good practice to include people from your team responsible for programming such as on-the-job training, case management, and/or job placement. If you have someone responsible for fundraising, consider inviting them as well because they will use the logic model to communicate your work to donors. We also hope your business leaders attend (managers of your social enterprises). We recognize that you are working to balance strong business outcomes with outcomes for the individuals you employ. By including your business leaders in this process, you will ensure that all parties within your ESE are on board with working toward these outcomes.

Sections:

Glossary

Logic Model: A visual representation that outlines the ESE's impact, activities, and anticipated outcomes. It provides a clear roadmap for achieving social impact by defining the logical connections between inputs, activities, outputs, and outcomes.

Impact Statement: A summary of what it looks like if you knock it out of the park on your mission within your ESE's lifetime. The broader impact the organization contributes to, often in partnership with others.

Ex: Better Futures Minnesota will end the negative impacts of unemployment and underemployment for justice involved individuals.

Outcome Goals: The 3-year measurable milestones toward your impact statement. Outcomes measure the quality of those activities. The way people's lives were changed.

Ex:

- *By 2026, 95% of program participants will measure whole-person wellbeing.*
- *By 2026, 68% of youth we serve will measure increased workforce readiness.*
- *By 2026, 50% of businesses in our region will commit to justice-involved hiring.*

Outputs: Outputs measure the churn of our activities, the quantity of your work.

Ex:

- *Average hourly wage*
- *# enrolled in job readiness program*
- *# of referrals made to partner nonprofits*
- *# coaching hours offered to employer partners*



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Activities: A list of the most crucial elements of your programs that generate outputs and outcomes.

Ex:

- *Provide 18- 24 months of paid training and work experience in a social enterprise*
- *Facilitate workshops designed to improve power skills and workforce readiness*
- *Provide job shadowing and internship opportunities*
- *Provide job search instruction, preparation, and assistance*

Focus population: The group of people for whom your employee success program is best suited.

Ex: *Justice involved men*

Introduction

A logic model is simply our best way of drawing the path between *point a* and *point b* for the participant employees: If they do *these* activities with us, they will experience *these* improvements in their lives. Use this project as an opportunity to lay down bold goals for *point b*.

The logic model design process often feels like strategic planning because it is a map of your most distilled important work ahead. Yet it is also a project that can be used for targeted planning. You might need a logic model to plan how to spend specific resources, or to determine if your program activities are aligned with your goals. It is also a critical tool to communicate with funders.

Many ESEs create logic models for specific programs. It's usually an assignment, a required attachment, rather than anything with internal utility. This guide will walk you through the process of creating a logic model that represents the largest umbrella of programming that your ESE offers. Why? So that your program leadership sees the way in which all of your employment activity works together to transform lives. It will read as a map that connects the dots between activities and outcomes. It will de-silo your departments. It will tell the story of your ESE's impact as a whole.

A logic model serves as a hypothesis for how you are solving a problem. As a hypothesis, it begs to be tested. Great logic models lend themselves to program evaluation plans. Program evaluation plans lead to more rigorous programming. With a logic model, you can study your employment model like a scientist. You can dispatch students to research it. You can write journal articles about it. Some might argue that a logic model is the strategic plan for your programming.



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Sample Visual

Logic Model Example				
<i>Source: Inspired by Global Neighborhood's logic model, created by Emily Ramirez, 2024.</i>				
Target Population	Activities	Outputs (Health Metrics)	Outcomes	Impact
Refugee job seekers in (insert city)	Career coach support	# of participants utilizing career coaching	70% of our employees will report an increased sense of power and autonomy.	Refugee unemployment will be replaced by economic mobility within our lifetime.
		% of participants report the feeling of empowerment in choosing their path		
		% of participants who achieved an education goal		
	Rolling cohorts offer professional peer support and training	% of participants report a feeling of community on worksite with peers and staff	85% of our employees will increase social capital.	
	Alumni support from previous participants through workshops	# of alumni volunteers		
	Mock interviews	# of people / organizations / industries participating		
	Refugee employment	# of refugees on staff	85% of our employees will increase earning power.	
		Average hourly wage		
		Average increase in hourly wage		
	ESL classes	# of hours worked by refugees		
		# of participants enrolled in ESL		
		% who improve language skills		
	Hard & soft skills training	Average hours of instruction received per refugee		
		# of participants enrolled in Job Readiness		
% participants that completed program				
% participants that gained a job post program				
Average wage after program completion				
Certifications: food handlers, forklift, (maybe CPR/first aid, researching this)	# of refugee employees who received promotions			
	# of participants who earned certifications			



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Theory of Change versus Logic Models

A Theory of Change is a document that outlines the causal factors that impact your programming. It explains “why” your program works. A Logic Model describes “how” your program works. In a Theory of Change, you might have a sentence that says, *“We believe that if we provide opportunity youth with the necessary skills and connections, they will be empowered to find stable employment, which will lead to long-term economic self-sufficiency and a decrease in local crime rates. The youth we serve are innately capable of finding stable employment but often live in communities with few employment opportunities, making it difficult for them to find jobs that offer stability or growth potential.”*

In a logic model, you would find bullet points that would allow you to write this sentence:

“The program will deliver 12 weekly job skills workshops (Activity), participants will attend at least 80% of these sessions (Outputs), and 75% of participants will secure internships within 6 months of completing the program (Outcomes).”

In short, a theory of change explains the overarching theory and assumptions about why a program will lead to desired outcomes, while a logic model outlines the specific, measurable actions and results.

Steps for Creating a Logic Model

As you move through the following six steps for creating a logic model, [consider filling out the blank logic model template provided](#).

1. Locate Your Point A

Approximate time to complete this task: 20 min

Basic: Check that you have the following components of a basic logic model:

- We have defined our long-term impact.
- We have defined our outcome goals.
- We have defined outputs.
- We have listed the activities that support those goals.
- We have clarified our focus population.

Advanced: Self-Assess the following components that are necessary for a strong logic model:

- The clarity that exists between your day to day activities and the outcomes you achieve.
Reflection: Is there “logic” between the activities and the outcomes? Can you clearly say, “If we do *this*, it makes sense that *this* would happen?”
Yes No
- The aspirational qualities of your outcomes.



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Reflection: Are your outcomes exciting to you?

Yes No

- The clarity and boldness of your long term impact.

Reflection: Are you offering something to the world that will definitively change the employment landscape? Or are you saying that employment will simply get better for your population?

Yes No

- The clarity of your focus population.

Reflection: Do you have a specialty in who you serve?

Yes No

- The activities that are best suited to helping you achieve your goals.

Reflection: Do you know that your activities are those that are best suited or are they the ones that you are good at?

Yes No

Use your self-assessment to decide which part or parts of your logic model to spend the most time and effort.

2. Define your focus population.

Approximate time to complete this task: 1 hour

Most logic models include a section called “inputs.” ESEs often list the resources needed in order to run their programs. This works well if the purpose of your logic model is to ensure that you’ve thought of everything you need to achieve your impact statement. Often, generating this list feels like busy work: we need money, physical space, staff, program participants, customers, etc. Instead, consider using this space on your logic model to define your focus population, arguably the most essential input in your ESE.

A focus population is the group of people for whom your employment program is best suited. The focus population often evolves over your ESE’s lifecycle:

- You may have seasons where you are more inclusive in order to fill openings.
- You may have seasons where you are more targeted due to specific funding you receive.
- You may have seasons where your focus population changes from individuals to other businesses.

Examples:

- *Justice involved men* after serving justice involved people generally and discovering they specialize in men.
- *Neurodiverse teens* after serving teens with autism and realizing they have capacity to serve more broadly.



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- *Victims of human trafficking* in partnership with an ESE that serves trauma survivors more broadly.
- *Single mothers* after launching an ESE that served justice involved women. We have built capacity to serve more broadly.
- *Refugee women* after evaluating the employment landscape for refugee women and finding it barren.
- *Businesses who hire people with barriers to employment* after recognizing that our work has evolved to be more about systemic change than individual change.

Observe from these examples that the focus population can evolve, but has to be thoughtful. Your focus population should be the group of people you are best set up to serve well. Not the people you are afraid of excluding. Or the people who come with funding. They should be the people with whom you can achieve your intended impact.

Start here:

- Make a list of potential groups you have served or wish to serve.
- Consider your area of expertise. You may have a staff that is well-equipped to serve a specific population but they are not using that talent. Ask “are we being exclusive enough?”
- Ask “are we being too exclusive?”
- Document your rationale for your focus population. This will clarify to yourselves and your curious stakeholders your thought process.

Write your focus population here with rationale:

3. Write your Impact Statement

Approximate time to complete this task: 2 hours

An impact statement is derived from the most distilled version of the problem your ESE is designed to solve. It communicates how you will definitively change something, solve something, invent something, or build something within the lifetime of your ESE. Sometimes synonymous with your vision statement, this is the bold commitment your ESE makes to the world. The bolder the better. You are not single-handedly responsible for this statement, but you are working in the direction of this statement every day.

Your impact statement should:

- Clarify to yourselves and everyone watching what it is that you do that sets you apart from everyone else.



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- Be a bold statement that has the potential to fail.
- Serve as your ESE's north star.
- Guide decisions and clarify activities.
- Help other organizations working on the same issue determine how to partner with you.

Your impact statement should not:

- Attempt to explain how you do your work.
- Rephrase your mission statement. Your mission statement describes what you do. Your impact statement describes what the world looks like when you are wildly successful.

Examples:

- **Neighborhood Industries:** Community ownership will replace community poverty within neighborhood economies in California.
- **Working Fields:** Make stable employment possible for anyone in our community, no matter the systemic or personal barriers they may face.
- **Sister Hearts:** A decarceration program to accompany every institution that incarcerates.
- **CoBuild:** Youth who lived in affordable housing will run the companies that build the homes the next generation can afford and be proud of.
- **EMERGE Connecticut:** We will remove the shame of incarceration within our lifetime.
- **Better Futures:** Better Futures Minnesota will end the negative impacts of unemployment and underemployment for justice involved individuals.

Start here:

- Begin with the question: what would it look like if we were wildly successful with our ESE's mission?
- Try out phrases like "in our lifetime," "see an end to," "see the invention of," "no more," or "for all."
- Refine your impact statement.

GOOD: Breaking down systemic barriers and addressing the root causes of recidivism for sustainable rehabilitation and reintegration.

Why is it good? It claims to do something significant and systemic.

What could be better? "Breaking down" and "addressing" are processes that feel safe.



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BETTER: *We will end the pattern of recidivism by prioritizing community-based deprogramming efforts, fostering a supportive environment within BIPOC communities that promotes healing and growth.*

Why is it better? It claims to end something.

What could be better? It reads like a mission statement because it’s more about how you will do your work than what the end result of your work will be.

BEST: *We will remove the shame of incarceration within our lifetime.*

Why is it best? The team honed in on the root cause of recidivism that they want to specialize in. It names a root problem and offers to remove it once and for all.

Impact Statement Meeting Agenda

Attendees: Executive Director, Fundraising Team, Program Leadership/Team, Select Board Members
2 hours

Time	Discussion
10 min	<p>Welcome and Introduction</p> <p>Ask: What is your strongest hope for the outcome of this impact planning work?</p> <p>Examples:</p> <ul style="list-style-type: none"> • I hope that we ensure client autonomy is prioritized in what we do. • I hope that we continue to develop leadership skills somehow. <p>Decision to be made in this meeting:</p> <ul style="list-style-type: none"> • What would it look like if we knocked it out of the park on our ESE’s mission within our lifetime?
30 min	<p>Present findings from research phase</p> <ul style="list-style-type: none"> • Prepare a summary of what you learned from your research from staff, board members, and stakeholders. • Based on feedback, what would a few sample drafts of an impact statement look like? • Share those with the group. • Hold this idea. You will come back to it.
30 min	<p>Identify what success looks like</p> <p>Prompt:</p> <p>Imagine it’s 2030 and your organization has been wildly successful. Using sticky notes or a white board, everyone should write brief visual answers to the following questions:</p> <p>What has been invented?</p> <p>What has stopped happening?</p> <p>as the result of your work</p> <p>Another prompt:</p> <p>Imagine it’s 2030 and someone has written a press release about your success as an organization.</p>

	<p>What is the article referencing that happened as a result of your work? Jot these ideas on sticky notes or the whiteboard.</p>
15 min	<p>Workshop the notes</p> <ul style="list-style-type: none"> • In groups of 2-3, begin to craft impact statements from the ideas on the board or wall. • Try out phrases like “in our lifetime” “see an end to” “see the invention of” “no more” “for all”
15 min	<p>Workshop the drafts</p> <ul style="list-style-type: none"> • Groups share drafts of impact statements • Each group is assigned one draft to work with • Each group works to refine that statement to make it even more bold
10 min	<p>Synthesize the drafts</p> <ul style="list-style-type: none"> • Revisit the drafts presented from the research phase • Individuals vote on their favorite draft from those created in the room today as well as the drafts created as a result of the research • Someone offers to create a google doc with the favorite options to share with the room for further wordsmithing.
10 min	<p>Close</p> <p>Each individual shares something they have discovered (about themselves or about the organization) as a result of this meeting.</p>

4. Draft Outcome Goals

Approximate time to complete this task: 2 hours

Outcomes are the bite-sized pieces we are taking out of the impact statement within a refined period of time. They describe the quality of your work. They set the tone for what is important in your sector. For example, if you set goals related to language learning and mending relationships, an outside reader who knows nothing about your work would assume that language learning and mending relationships are the most important things to do to achieve your mission. The topics of the goals you set clarify the work that needs to be done.

Often, ESEs rely on evidenced-based research to identify topics for their goals. They choose their outcome goals to align with this research. For example, [Stanford’s Social Psychology department teamed up with the Urban Institute and the US Partnership on Mobility from Poverty](#) to isolate three variables that create economic mobility: power and autonomy, being valued in community, and economic success. ESEs working on economic mobility might set three outcome goals related to each of these three variables.

Example:

An ESE’s impact statement might be: *We will ensure economic stability for all who want to work in the Twin Cities within our lifetime.*



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Topics for outcome goals to reach this impact statement: *power and autonomy, being valued in community, and economic success.*

Example Outcomes:

Power and Autonomy: 70% of our employees will report an increased sense of power and autonomy.

Being Valued in Community: 85% of our employees will increase social capital.

Economic Success: 85% of our employees will increase earning power.

These outcome topics align with the research and the intended impact statement.

Outcome Goals Should:

- Represent 2-5 years' time to complete.
- Describe the way lives, places, things are changed and transformed as a result of your best work.
- Be measurable, have a clear way of determining if the goal is complete.
- Serve as a compelling invitation to donors. It feels important and difficult to achieve.
- Be summative: they speak to the core contribution you're making to the field and, when held together, summarize your best work.
- Be aspirational: if met, the ESE will be at the cutting edge of their field.

Outcome Goals Should Not:

- Feature a single program.
- Set you up to have separate goals for each of your programs.

A note on time frame:

We recommend building a logic model that lays out outcome goals for the next three years. Rather than ongoing, rolling, evergreen work, these time bound goals will clarify your strategic plans to yourselves, your donors, and investors. It also sets you up to test and learn from your activities within a period of time.

We also recommend setting outcome goals that you can measure within the time frame that you have access to participant employees. The examples provided below are all measurable within the time you are working with employees. They are measurable using a pre-test, a series of check-ins, and a post-test. This ensures you do not need to track people down years after they graduate. Longitudinal research is hard and often requires a research team.

Within your logic model, you can have one set of outcomes or a set of short and medium-term outcomes. Templates vary. The timeline for your outcomes should match your learning cycle. If you



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frequently review and iterate or are just getting started with program evaluation, short cycles are best (1-2 years). Then you are better prepared to set medium and longer term outcomes.

Examples:

- By 2026, 95% of participant employees will measure whole person wellbeing.
- By 2026, 68% of youth we serve will measure increased workforce readiness.
- By 2026, 50% of businesses in our region will commit to decarceration-focused hiring.
- By 2026, 85% of the individuals we employ will demonstrate economic mobility.
- By 2026, 85% of the individuals we serve will increase earning power.
- By 2026, 85% of the individuals we serve will exit cycles of poverty.

Start here:

- Start by organizing your work into the largest buckets or categories you have. Your various programs can be organized into categories.
 - Examples:
 - Individuals, businesses, communities
 - Economic health, mental health, physical health
 - People and policy
- Do your research: If you're not sure which categories to choose, take some time to research your field of work. You are looking for a validated framework. A validated framework is a decision researchers have made that has been determined to make meaningful change on a given issue. For example, a validated framework for exiting poverty is the measuring mobility framework as described above. Stanford's Social Psychology department teamed up with the Urban Institute and the US Partnership on Mobility from Poverty and isolated three variables that are found to create economic mobility: power and autonomy, being valued in community, and economic success. The categories you might choose for your outcome goals might be power and autonomy, being valued in community, and economic success. See the "Evaluation section" to learn more about validated frameworks.
- Draft your goals to include:
 - A time stamp
 - Who will be impacted
 - What is the subject of the transformation
 - To what extent the transformation will take place
- Use this formula: In the communities we work (who is impacted), 65% (to what extent) of adults will experience economic mobility (subject of the transformation) as a result of improved health, by 2026. (timestamp)

- Set one goal for each category or bucket defined above.
- Workshop your goals with your staff to ensure they find them inspiring, useful, and aligned with their vision for the work.

5. Make a list of activities that are needed to have an effect on the outcomes you've identified.

Approximate time to complete this task: 30 min

For the purposes of a logic model, activities are a list of the most crucial elements of your programs that generate outcomes. You could list every single activity that anyone does any day of the week (drive the van to deliver catering, return phone calls, make copies of the sign in sheet) and that could be useful if you were trying to audit where your team might be losing focus. However, the activities needed in your logic model can be categorical.

Examples:

- Orientation and onboarding
- Support services: career counseling and case management
- Job readiness training
- Post-employment supports

You can also include a category as a heading with sub-activities listed beneath.

Examples:

WORKFORCE DEVELOPMENT

- Provide 18- 24 months of paid training and work experience in a social enterprise
- Facilitate workshops designed to improve power skills and workforce readiness
- Provide job shadowing and internship opportunities
- Provide job search instruction, preparation, and assistance
- Offer computer skills training
- Support in obtaining driver's licenses and other work-related documents
- Conduct proactive outreach and one-on-one coaching support after exit
- Assist with criminal record expungement

FINANCIAL SUPPORT

- Facilitate workshops designed to improve financial literacy
- Provide one-on-one coaching for financial self-sufficiency
- Offer savings match incentives for reaching financial milestones
- Help with opening bank accounts
- Navigate bankruptcy and debt consolidation"

HOUSING SUPPORT

- Connect survivors with temporary or long-term stable housing



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- Provide emergency financial rental assistance and utilities
- Provide tiered rental assistance for transition to independent housing
- Provide advocacy for housing-related challenges
- Navigate the housing system
- Nurture relationships with housing providers
- Providing moving support and furniture
- Assist with criminal record expungement

Start here:

- Consider the categories of work that generate outcomes. List those.
- Determine if you wish to list sub-activities within those categories in order to better explain how the outputs are generated.
- Remember that the logic model should “read” easily from left to right or right to left. It should be easily understood why the activity you list generates the output beside it.

6. Make a list of outputs that will measure your activities.

Approximate time to complete this task: 1 hour

Many times ESEs confuse outcome goals with outputs. Outputs measure the churn of our activities, the quantity of your work. Outcomes measure the quality of those activities. The way people’s lives were changed.

Examples:

<p style="text-align: center;">OUTPUT</p> <p style="text-align: center;">The quantity of your work. How busy have we been? How did we do on our activities?</p>	<p style="text-align: center;">OUTCOME</p> <p style="text-align: center;">The quality of your work. How effective have we been?</p>
Average hourly wage	% of participant employees who experience economic mobility
# of youth enrolled in job readiness program	% of youth with increased workforce readiness
# of referrals made to partner nonprofits	% of community measuring whole person wellbeing
# coaching hours offered to employer partners	% of businesses in our region committed to decarceration-focused hiring
Retention or completion rate in workforce programming	% of participant employees who increased preparation for the workplace
# of people who passed knife skills 101	% of participant employees who increased preparation for the workplace

Start here:

- Identify the metrics (outputs) that will help you track your activities.
- Ask “What do we need to do on a daily or weekly basis in order to meet our outcome goals?”
- Whittle the list down to the core metrics that are worthy of setting output goals for. The list should include only those items that would be useful to your team to track and observe.

Steps for Evaluating your Logic Model

1. **Audit all program activity to determine alignment with intended outcomes.**
Approximate time to complete this task: 3 hours

After drafting your logic model, your first step is testing it for logic. Your logic model is “sound” when:

- We ask “if/then” questions about our logic model: “If we do this, then should this reasonably be expected to happen?”
- The focus population seems to be set up to benefit from the activities you’ve listed.
- The activities seem to be the right activities to generate the outputs you’ve listed.
- The outputs seem to lend themselves to the outcomes you’ve listed.
- All together, you seem set up to achieve the impact statement you’ve provided.

A program activity audit is an internal process that tests the correlation between the activities you’re doing and the outputs and outcomes they are generating. This is useful because it allows the team to see the value of their work. It also allows the program leaders to cancel or revise activities that are no longer useful.

Feel free to use our [“Program Activity Audit”](#) sheet to conduct the following exercise:

Start here:

- Copy the list of activities from your logic model into a spreadsheet.
- Ask your front line program staff to add other activities they do on a regular basis that they would like to add to the audit list. Explain: “we are testing how helpful our day to day activities are in meeting our goals.”
- Assign each person on your team a column beside the list of activities. Label each column with the team member’s name.
- Present the outcome goals (from the logic model) clearly in plain sight. Explain: “Each of us will rank the activities on this list on a scale from 1-3 in terms of how helpful the activity is in meeting our outcome goals. We’re using the outcomes rather than the outputs because we want to keep our focus on the big picture. We believe that all our work, all the things we spend time and money on, should be driving toward our goals.”

- Ask each person to rank each activity by adding a 1, 2, or 3, in the cell beside the activity. 1=not at all helpful in meeting our goals, 2=somewhat helpful in meeting our goals, 3=very helpful in meeting our goals.
- When everyone is finished scoring each activity, highlight those that had controversy. Anything that people disagreed on (some marked it 1, others 3) should be highlighted.
- Indicate that any activity that scored an average of 2 is up for revision. We want to change the way we do this activity in order to make it more aligned with our goals.
- Indicate that any activity that scores an average of 1 is up to be canceled. We no longer want to spend time on activities that we all believe are not well suited to meet our goals.
- Indicate that any activity that scores an average of 3 will pass forward. We will continue to invest in these activities.
- Assign activities that scored an average of 2 to the team responsible for them. They will need to return to the group with a proposed revision to these activities at the next meeting.
- Ask the team to list any new activities that are not on our list, but should be added in order to meet our outcome goals.
- Assign new activities to the team responsible to create a plan for implementation.

2. Create a data collection plan for outputs and outcomes.

Approximate time to complete this task: 5 hours

Having decided the content and scope of your outcome goals, you are through the biggest hurdle of evaluation. Like any scientific inquiry, the most challenging part is often the design of the experiment. Forming a hypothesis based on a theory. Deciding what is most important to measure.

It's important to not give up on outcome goals simply because they seem impossible to measure. We have found that you can measure practically anything with the right tools.

The first step in creating a data collection plan for your outcome goals is to identify the focal point. Do you want to learn about change at the individual, group, or societal level or more than one? Each will require a different evaluation method. Within ESEs, you will at least be measuring change at the individual level—the people working in your enterprise. Some ESEs also work to change communities or systems. Measuring change at these levels often requires leveraging evaluation partners.

Focal Point	Individuals	Small Groups	Societal Change
Example Goal	By 2024, 80% of participant employees will increase measures of socio-economic stability.	By 2025, 50% of the employer partners we work with adopt more inclusive hiring practices.	By 2025, we will effectively shift the public narrative into three additional social sectors which become a new source of jobs for the justice involved workforce.
Type of Change Measured	Measure individual growth	Launch a program	Pilot a cross-sector model
		Coordinate a community effort	Pioneer an experiment
		Measure shift in group behavior	Measure shift in group behavior
Type of Instrument Used	Surveys	Focus group	Focus group
	Interviews	Interview employees of those groups	Content analysis
	Participant observation	Survey sample of the group	Polling

3. Create necessary evaluation tools

Approximate time to complete this task: varies depending on the tool you create

Measurement tools or instruments allow you to track the progress of your intended change. Here are a few examples of measurement tools:

- Interviews (intake and exit interviews) with participants
- Key informant interviews with people who represent your focus population
- Focus groups
- Surveys or questionnaires
- Photo projects
- Storytelling projects
- Formal assessments (skills demonstration, final project, standardized tests)
- Observation (did something occur? yes/no)

Designing these tools is a science, from the way questions are worded, whether or not they are open-ended, multiple choice, ranking, true or false, the order of questions, to the way the responses are scored. The responses to interviews and focus groups are coded using a system that could be replicated by anyone and result in the same outcome– Did this person improve or not improve? In order to develop a measurement instrument, closely model it based on an existing tool developed by researchers in your field.



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A validated framework is a group of resources developed by a team of researchers which often includes:

- A research-based theoretical rationale for measuring something a certain way
- A set of tools to measure it

Examples of Validated Frameworks:

MEASURING MOBILITY

[US Partnership on Mobility from Poverty, Stanford, Urban Institute](#)

Economic mobility is a three-fold effort which includes earning power, belonging in community, and power and autonomy. ESEs can identify their unique ability to move the needle on these three components of exiting poverty. The toolkit also includes measurement instruments that track changes on the three efforts.

EMPATH BRIDGE TO SELF-SUFFICIENCY

[EMPath](#)

The Bridge helps families plan, reach, and sustain their personal goals in [five essential areas](#): family stability, well-being, education and training, financial management, and employment and career management.

LIFEWORKS SELF-SUFFICIENCY MATRIX

[Lifeworks](#)

Self-sufficiency requires 24 domains of growth. The matrix outlines each domain with indicators of change to be tracked for individuals.

HARVARD CENTER ON THE DEVELOPING CHILD

[Building/Restoring Adult Competencies: Two Part Process: Environmental and Individual](#)

Provides parameters that measure the impact your program is having on the systems a person is exposed to and the impact your program is having on individual self-regulatory and executive functioning skills. ESE programs working with youth can integrate the specific parameters into their programming.

EMPATH AND HARVARD'S EXECUTIVE FUNCTIONING SKILLS

[Using Brain Science to Design New Pathways Out of Poverty](#)

Provides specific characteristics of three components to executive functioning skills. ESE programs can design interventions that rebuild these skills on the job: impulse control, working memory, mental flexibility.

Within these validated frameworks, researchers often have identified measurement instruments. For example, the Measuring Mobility toolkit not only identifies the framework for exiting poverty: Earning Power, Belonging in Community, and Power and Autonomy, but also offers a series of validated



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measurement tools. Once you decide on a set of tools, your next step is to outline your plan for using those tools. The biggest decision is how you will calculate anything that is set up as a percentage in your goals.

An evaluation plan outlines your internal method for calculating each outcome goal. The following is an example of an evaluation plan:

Metric	How it's measured	Source of data	Frequency of data
70% of our employees will report an increased power and autonomy	Numerator= anyone who increased their score on our autonomy instrument Denominator= anyone we serve	Autonomy Tool	each evaluation point, entry and exit (4 touchpoints)
85% of our employees will increase social capital.	Numerator= anyone who increased the number of people on their network map Denominator= anyone you serve	Social Capital Tool	each evaluation point, entry and exit (4 touchpoints)
65% of our employees will increase their earning power.	Numerator= anyone who is a 'yes' on any of the following:	Master Data Sheet	entry and exit
	-Achieve at least level two ESL		
	-If at or beyond level 2 at intake, move at least one level up		
	-Graduate from something internal		
	-Complete at least one certification (food handlers...)		
	-Complete an educational goal		
	Denominator= anyone you serve		

4. Create data collection process

Approximate time to complete this task: 10 hours

When you have data coming in, the best place to put it is somewhere you can easily visualize it. It could be a google spreadsheet or it could be Salesforce. The most important factor is simplicity. The best data is data you are learning from, so choose a place where you can quickly see a chart or a graph that shows your progress toward your goal. Don't be afraid to use the lower tech option until you are in the habit of collecting and using your data. There will be issues to work out and it's easier to work them out when you have fewer variables that could be causing the issue.

Other details to consider are:

- who collects
- who enters
- how often do you review
- who is involved in analyzing and making sense of data

[View our sample data tracker and associated dashboard.](#) This tool can be modified to match your outputs and outcomes. The formulas in the “[dashboard](#)” sheet are set up to pull and aggregate data from the “tracker.”

5. Regularly evaluate your data

Approximate time to complete this task: 3 hours/month

If your logic model is a hypothesis for how your program will work, it requires analysis and evaluation. We will offer a low-resource or lean model for learning from your data.

Start here:

- Build a dashboard that shows progress toward goals on your outputs and outcomes. Share the results internally with your team using this meeting protocol:

Prior to or during the meeting, assign the following scavenger hunt to increase engagement with the dashboard report.

	Emily	Mark	Abbi
An example of qualitative data			
An example of quantitative data			
An outcome			
An output			
Datapoint that makes you feel proud			
Datapoint that startles you			
Datapoint that seems like a hoax			

Data Meeting Protocol

Purpose: To digest and analyze data in order to make program or process improvements.

Agenda:

What?

- What are the results from each data source?
- How do the data sources fit together?

- What are the points of agreement and disagreement across sources?

So What?

- What does the data mean and why do we care?
- How does each person in the room interpret data?
- If you had to summarize answers to each key evaluation question in one sentence, what would it be?
- What areas emerge as top program successes?
- What areas emerge as potential areas for improvement?

Now What?

- What comes next?
- What do we need to make sure to maintain about the program?
- What tweaks should we try to implement?
- What topics do we need to learn more about next year?

- Report your team’s learning to stakeholders. Most ESEs simply report the results, rather than the results and a summary of what the team is learning and doing with the results of your data.

Summary

A logic model is simply our best way of drawing the path between *point a* and *point b* for the program participants: If they do *these* activities with us, they will experience *these* improvements in their lives. Use this project as an opportunity to lay down bold goals for *point b*.

Appendix: Example Goals by Outcome Category

OUTCOME	DEFINITION	EXAMPLE
Economic growth	Increase in measures of financial stability; earning power	<ul style="list-style-type: none"> • By 2026, 85% of the individuals we serve will increase earning power. • By 2026, 85% of the individuals we employ will demonstrate economic mobility. • By 2024, 75% of participants take the next step into a chosen career pathway that inspires them. • By 2024, 80% of participants will increase measures of socio-economic stability. • By 2026, 85% of the individuals we serve will exit cycles of poverty. • By 2026, x people in (region) and (region) experiencing crisis will experience a decrease in stress related to their crisis. • By 2026, 30% of families/individuals we serve who are working to stabilize after a crisis will set personal goals; 20% will develop a six-month plan to avoid future crises.



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		<ul style="list-style-type: none"> • By 2026, X% of the families/individuals we serve will report the ability to manage beyond the tyranny of the urgent. • By 2026, X% of the families/individuals we serve will report increased autonomy in navigating systemic barriers within our community. • By 2026, X% of individuals will decrease reliance on/need for emergency services. • By 2026, 80% of our participants will build an actionable career plan. • By 2026, 60% of our participants will measure improvements in post-pandemic workskills. • By 2026, 85% of our participants will report barriers to retaining employment have been removed. • As a result, by 2025, 80% of youth will increase in measures of self-awareness, self-management, social awareness, relationship skills, and responsible decision-making.
Increased belonging	Increase experience of inclusion; increased social capital	<ul style="list-style-type: none"> • 85% of our employees will build their professional network. • By 2025, 60% of immigrant communities' members report increased feelings of belonging and social capital. • By 2026, 80% of our participants will increase social capital to support future job placement.
Healing	Psychological or whole person wellbeing is improved	<ul style="list-style-type: none"> • 50% of the adults we serve report an increase in the quality & character of their relationships with their child. • 95% of program participants will recreate themselves measured by indicators of personal identity development • By 2026, 70% of individuals accessing direct services report improved whole person wellbeing. • By 2026, 60% of the individuals we serve will measure improved health in their home environment. • By 2026, 60% of the individuals we serve will repair at least one broken relationship in their personal life. • By 2026, 75% of apprentices will repair/rebuild executive functioning skills impacted by chronic stress. • 75% of apprentices will be able to reassess stressful situations and activate intentional self-regulation. • 75% of apprentices will identify their own motivating goals which will override automatic responses. • 75% of apprentices will demonstrate improved impulse control: be able to filter distractions, override impulses, maintain focus, pause and reflect before taking action, and maintain persistence in the face of worry or despair. • 75% of apprentices will improve working memory: retain information from one place and connect it to information from another. • 75% of apprentices will improve mental flexibility: multitask, adjust plans, re-establish priorities, apply different rules or social skills in different settings, translate between languages, alter strategies based on feedback, and innovate.



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		<ul style="list-style-type: none"> • By 2026, 75% of apprentices will experience support for their individual racial identity development. • By 2026, 75% of apprentices will connect racial identity development with an increased sense of power or liberation.
Power and Autonomy	Improved sense of control over one's circumstances	<ul style="list-style-type: none"> • 80% of the individuals we serve will report increased power and autonomy. • 70% of our employees will report an increased sense of autonomy over their future career plans.
Educational gains	Improved learning outcomes toward targeted educational frameworks	<ul style="list-style-type: none"> • By 2026, 60% of the people we serve will attain an industry-recognized certification. • By 2026, our academic program generates a love of learning among 85% of the student body. • By 2026, 80% of our student body demonstrates growth mindsets. • By 2026, 80% of the families we serve will no longer report basic stabilization needs interfering with their children's education.
Changed behaviors	An intervention causes an intended shift in daily routines; a disruption to a harmful status quo	<ul style="list-style-type: none"> • 50% of the adults we serve report an increase in the quality & character of their relationships with their child. • 90% of people who engaged in our programs completed a transformational act of leadership in their own life. • 95% of program participants will recreate themselves measured by indicators of personal identity development. • 68% of formerly incarcerated individuals completing our program will return to serve and mentor others. • By 2025, 50% of the communities we serve become active participants in the solution to our climate crisis. • 80% of the businesses we serve will create highly disability inclusive practices by 2025.
Spiritual growth	Changes in spiritual wellbeing	<ul style="list-style-type: none"> • By 2022, 80% of inmates who participate in our programs will share/transmit hopeful purpose to their prison relationships as a result of their spiritual growth.
Public will building	Increases willingness of a group to act in support of an issue	<ul style="list-style-type: none"> • By 2025, we will effectively shift the public narrative into three additional social sectors which will understand and value the talent of the formerly incarcerated workforce. • By 2025, our partners will report that they are 80% more likely to hire refugees. • By 2026, 60% of Fresno neighborhoods report members engaging in community wealth building initiatives. • By 2027, we will begin scaling our community engagement model to three similar communities
Increased collaboration	Increased coordination of a single effort	<ul style="list-style-type: none"> • By 2026, we measure a 40% decrease in Atlanta's recidivism rate. • We will provide decarceration programming in 10 additional prisons. • By 2025, we will activate a model for refugee serving social enterprises



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		<p>which can be utilized across sectors.</p> <ul style="list-style-type: none">• By 2025, we will see an increase of 50% of nonprofit ESEs and government agencies that have immigrant representation in leadership positions
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Resources

[Logic Model slides template](#)

[Logic Model and Program Audit Worksheet](#)

[Data Tracker and Dashboard](#)

Other Logic Model reference tools:

[Community Tool Box](#)

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

[Tearless Logic Model](#)