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Florida's Crossroads of Opportunity

Creating Logic Models to Implement
Master Plans and Programs

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The Problem:
the new Master Plan or Program

- Your Comprehensive Plan requires your local government to produce a Parks and Recreation Master Plan every 10 years

- Elected officials and senior management have hired an engineering firm or consulting group to produce a master plan

- For the last 18 months you have scrambled to get the consultant GIS files, hosted public meetings that feature public speakers, and crunched a lot of data for the consultants to analyze

- The consultants have had closed door meetings with senior administrators to look at the mission statement, rewrite the current goals and write S.M.A.R.T. objectives

- You have been handed a bright, colorful Master Plan document full of graphics and pictures and told to implement it

Logic Model

"A logic model is a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan, and the changes or results you hope to achieve"

W.K. Kellogg Foundation Logic Model Development Guide.

A logic model's purpose is to communicate the underlying set of assumptions or hypotheses about why the program of work will be successful, or about why the hypothesis is a good solution to an identified problem

The Logic model program of work is a picture of how your organization does its work - the theory and assumptions underlying the program of work

It links Outcomes (both Short Term and Long Term) with program activities/processes and the theoretical assumptions/principles of the program
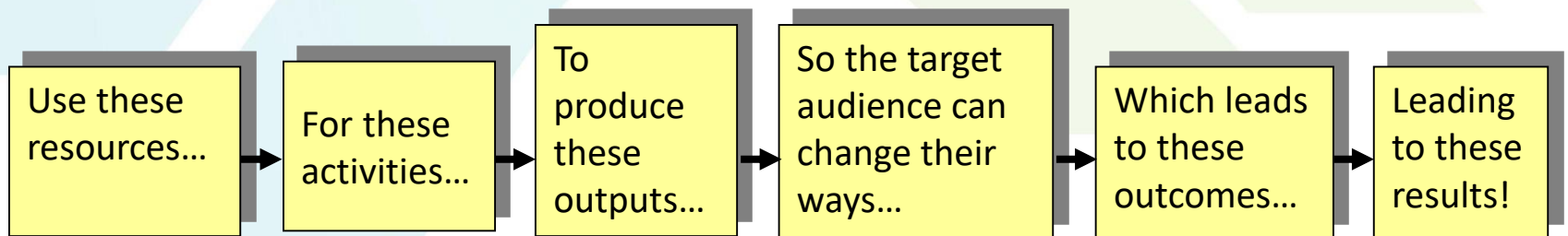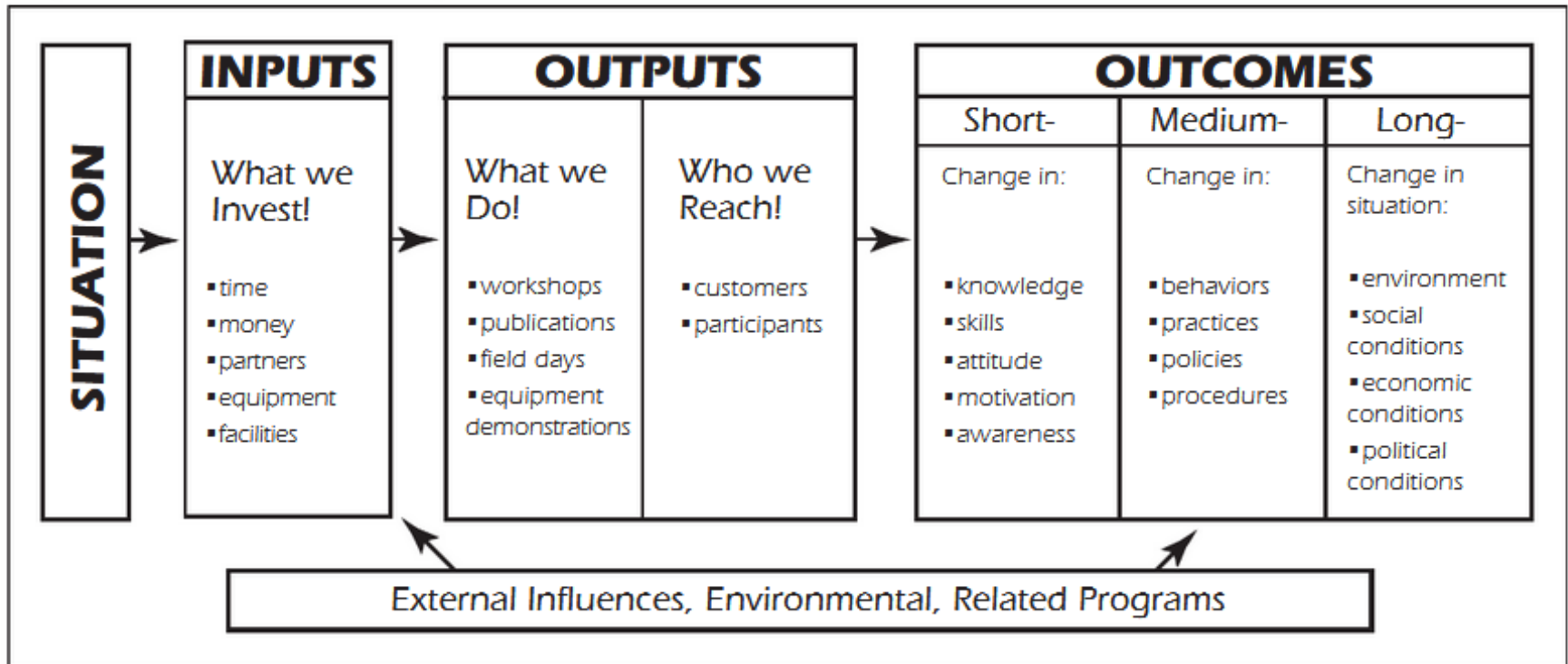
Use these resources… → For these activities… → To produce these outputs… → So the target audience can change their ways… → Which leads to these outcomes… → Leading to these results!

Figure 1. Elements of the Logic Model.[3]

SITUATION	INPUTS	OUTPUTS		OUTCOMES		
				Short-	Medium-	Long-
	What we Invest!	What we Do!	Who we Reach!	Change in:	Change in:	Change in situation:
	▪time ▪money ▪partners ▪equipment ▪facilities	▪workshops ▪publications ▪field days ▪equipment demonstrations	▪customers ▪participants	▪knowledge ▪skills ▪attitude ▪motivation ▪awareness	▪behaviors ▪practices ▪policies ▪procedures	▪environment ▪social conditions ▪economic conditions ▪political conditions

External Influences, Environmental, Related Programs
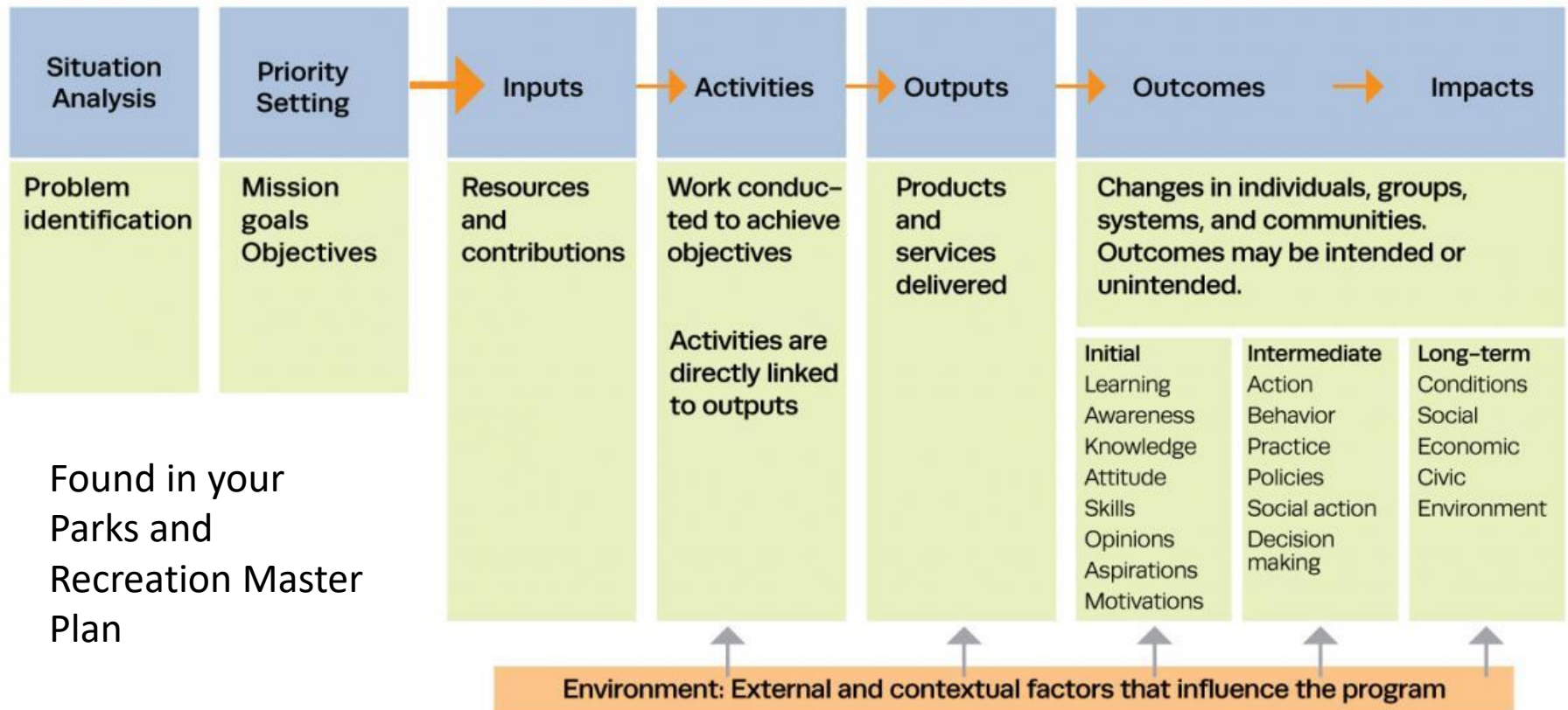
Source: The Logic Model for Programming, Planning and Evaluation by Paul F. McCawley

Logic Model: Purposed for implementing Master Plans

- Design and planning
  - To clearly connect the goals of the Master Plan to operations, why that is important, and what will result from it.
  - To select specific and measurable objectives expected to lead to the desired result.
  - To identify activities and resources needed to meet selected objectives.

- Implementation
  - To identify and collect data need to effectively monitor initiative activities and improve programming.
  - To create a common operational picture for everyone involved in the program.

- Evaluation
  - To help determine if activities are being put into action as planned.
  - To help determine if the Master Plan is making progress.
  - And, ultimately, to determine if the Master Plan has led to the desired result.

Situation Analysis	Priority Setting	Inputs	Activities	Outputs	Outcomes		Impacts
Problem identification	Mission goals Objectives	Resources and contributions	Work conduc-ted to achieve objectives Activities are directly linked to outputs	Products and services delivered	Changes in individuals, groups, systems, and communities. Outcomes may be intended or unintended.		

Found in your Parks and Recreation Master Plan

	Initial	Intermediate	Long-term
	Learning	Action	Conditions
	Awareness	Behavior	Social
	Knowledge	Practice	Economic
	Attitude	Policies	Civic
	Skills	Social action	Environment
	Opinions	Decision making	
	Aspirations		
	Motivations		

Environment: External and contextual factors that influence the program
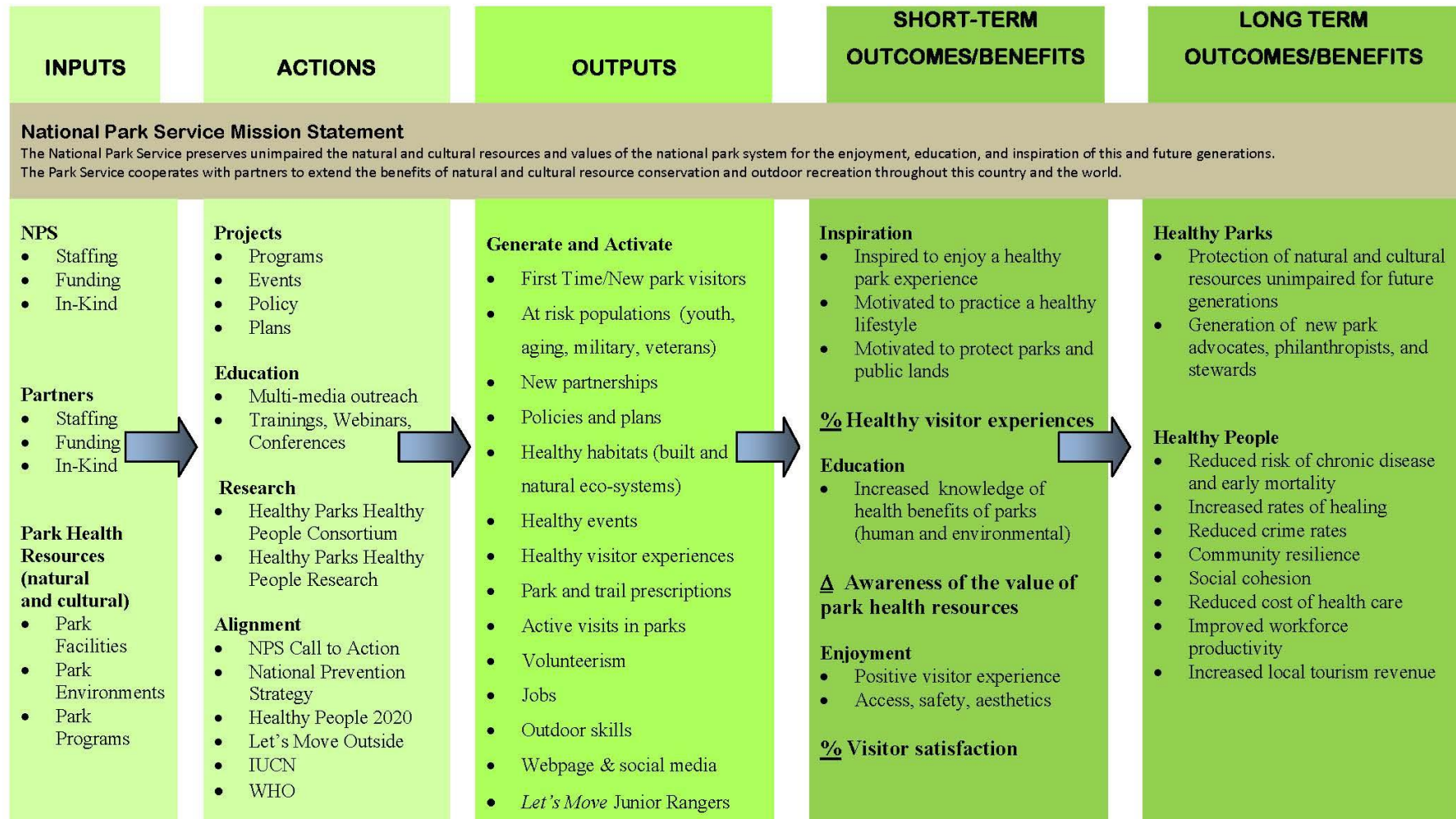
Healthy Parks Healthy People

Be Healthy – Play, Learn, Serve, Work in Your Parks

U.S. Dept of Interior
National Park Service
Office of Public

This logic model illustrates how the NPS *Healthy Parks Healthy People* program contributes directly to the National Park Service Mission in promoting the health of parks and the health of people for co-benefits, by encouraging and engaging people to play, learn, serve, and work in their parks – and lead healthier happier lives as a result.

INPUTS	ACTIONS	OUTPUTS	SHORT-TERM OUTCOMES/BENEFITS	LONG TERM OUTCOMES/BENEFITS

National Park Service Mission Statement
The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations.
The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

INPUTS	ACTIONS	OUTPUTS	SHORT-TERM OUTCOMES/BENEFITS	LONG TERM OUTCOMES/BENEFITS
NPS • Staffing • Funding • In-Kind **Partners** • Staffing • Funding • In-Kind **Park Health Resources (natural and cultural)** • Park Facilities • Park Environments • Park Programs	**Projects** • Programs • Events • Policy • Plans **Education** • Multi-media outreach • Trainings, Webinars, Conferences **Research** • Healthy Parks Healthy People Consortium • Healthy Parks Healthy People Research **Alignment** • NPS Call to Action • National Prevention Strategy • Healthy People 2020 • Let's Move Outside • IUCN • WHO	**Generate and Activate** • First Time/New park visitors • At risk populations (youth, aging, military, veterans) • New partnerships • Policies and plans • Healthy habitats (built and natural eco-systems) • Healthy events • Healthy visitor experiences • Park and trail prescriptions • Active visits in parks • Volunteerism • Jobs • Outdoor skills • Webpage & social media • *Let's Move* Junior Rangers	**Inspiration** • Inspired to enjoy a healthy park experience • Motivated to practice a healthy lifestyle • Motivated to protect parks and public lands **% Healthy visitor experiences** **Education** • Increased knowledge of health benefits of parks (human and environmental) **Δ Awareness of the value of park health resources** **Enjoyment** • Positive visitor experience • Access, safety, aesthetics **% Visitor satisfaction**	**Healthy Parks** • Protection of natural and cultural resources unimpaired for future generations • Generation of new park advocates, philanthropists, and stewards **Healthy People** • Reduced risk of chronic disease and early mortality • Increased rates of healing • Reduced crime rates • Community resilience • Social cohesion • Reduced cost of health care • Improved workforce productivity • Increased local tourism revenue

Prepared May, 2014

Some definitions that are useful

- **Goal:** The long term end toward which programs or activities are ultimately directed
  - Goals are typically intended to guide the formation of (more specific) objectives that can be linked to goals. (McDavid and Howthrorn, 2006)

- **Objective:** a specific measureable, intermediate end that is achievable and marks progress toward a goal

- **Implementation strategy**: The course of action leading to goal achievement by the strategy of an organization

- **Policy:** The way in which tasks are conducted to achieve an identified goal

Goals of Polk's
Parks, Recreation and Preserves Master Plan

1. Connect people with Parks

2. Stewardship: Taking Care of what we have

3. Conserving Polk County's Distinctive Places

4. Providing Value beyond our Park Boundaries

5. Developing Organizational Resilience

Logic Model: Objectives

- **Strategic Objectives** are statements that indicate what is critical or important to your organization. In other words, what you are trying to achieve in your 10-year master plan cycle.

- *Example*
  - *Provide quality areas, recreational facilities and programming to facilitate outstanding experiences*

Review: S.M.A.R.T. Objective

1 SPECIFIC
What do I want to accomplish?

2 MEASURABLE
How will I know when it is accomplished?

3 ACHIEVABLE
How can the goal be accomplished?

4 RELEVANT
Does this seem worthwhile?

5 TIME BOUND
When can I accomplish this goal?

SMART Program objective

- The camp director will generate $500 in sponsorships from area businesses, by April 1, to subsidize the summer camp program

Implementation Strategy using a Logic Model

1. Un-bundling your smart objectives into a logic model for implementation

2. Link your Master Plan Goals and objectives with strategies and tactics

Logic models are subject to frequent change

- A Logic Model is not a strategic or fully developed plan, it is a fluid working document to be revisited and revised to implement the plan.
    - You cannot change the wind but you can adjust your sails
- A logic model is not an evaluation design or method

Logic Models: Components

- **Actions**: the activities that are needed to meet your objectives.
- **Resources**: inputs needed design and implement activities. People, time, money partners
- **Outputs**: the tangible and direct results of activities.
- **Outcome(s)**: specific, attainable and measurable changes that are likely to occur as a result of activities.
- **Indicator(s)**: data to monitor implementation, and measure progress as well as success of initiative.

Breaking Down the components of the logic model

From W.K. Kellogg Foundation Logic Model Development Guide
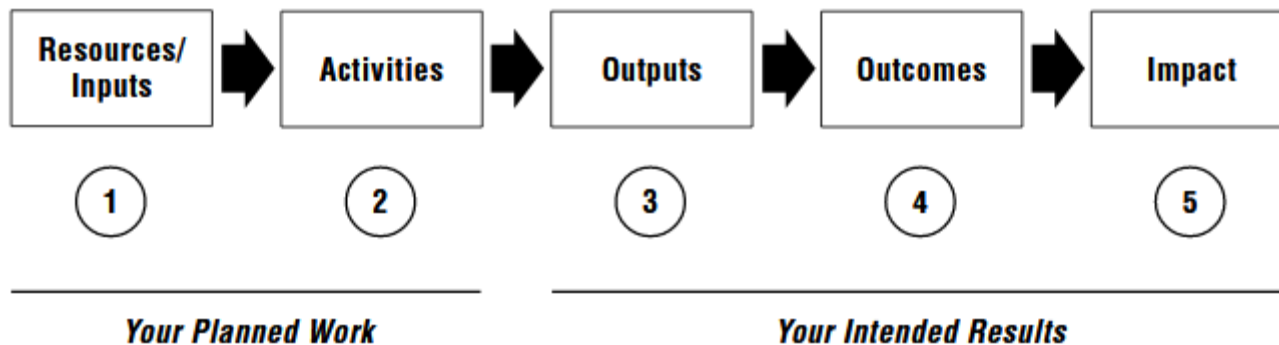
Start by thinking about

1. What is the objective that we need to impact
2. What will it look like when we have achieved that objective's outcome
3. What behaviors need to change for that outcome to be achieved
4. What knowledge or skills do people need before the behavior will change
5. What activities need to be performed to cause the necessary learning
6. What resources will be required to achieve the desired outcome

<u>Inputs</u> include the resources, contributions, and investments that go into a program

– Money
  • budgets, grants, in-kind
  • current assets
– Muscle
  • Staff, consultants and volunteers/partners
  • Expertise like extension offices and stakeholder groups
  • Grant agencies and government agencies
  • Human Resources
– Magic
  • Internet-based resources

How Much Detail?

Specific enough for a smart goal but not specific enough for Logic Model	Just right	Too much
Resource center staff	2 full time staff 1 volunteer	1 level II recreation coordinate @ 40 hours a week 1 level 1 Coordinator @ 40 Hours a week 1 volunteer @ 20 hours a week
Supplies	Art Supplies	3 paint Brushes 2 paint rollers 2 quarts of taupe semi-gloss latex paint

Activities/Outputs

- The processes, tools, events, technology, and actions that are an intentional part of the program implementation. These interventions/actions are ***used to bring about the intended program changes or results.***

Examples of Outputs

- Create a webpage
- Review and revise the filing system
- Create an Asset Management System
- Get National Certification for Parks and Recreation Department

OUTCOMES

- A direct result of your INPUTS and ACTIVITIES
  - What are your desired results?
  - What happened as a result of our program?
  - How do we know if we have been effective?
  - How do we measure success?
  - What do those investing in your program want to know?

Short term Outcomes/Outputs

- Short term outcomes are specific changes in things like
  - Attitudes and behaviors
  - Knowledge and skills
- These are usually expressed at an individual level among program participants

Strategies and Tactics

- Strategies and tactics are how you will achieve your goals and objectives
  - Strategies are the path to get to where you are today to accomplishing your goal
  - Tactics are specifically how we will do that

Logic Model

Goal 1: Connect people with parks					
Objective SMART	Activities (what we do to achieve objectives/goals)	Input/resources (Human, financial technological etc. Resources needed for activities)	Outputs (tanagible and direct products of activities that lead to desired outcomes	Outcomes (short, medium and long-term desired results of activities)	Indicator/data source (indicators we look for to measure implementation, progress and success)

Goal 1	Conserve Polk County's Distinctive Places				
Implementation strategy	Manage the ecological processes of parks and preserves based on evidence from science and traditional knowledge				
Policy needed	Operational Policies which state that all practical efforts will be made to prevent the introduction of exotics and eliminate or contain them where they exist				
Objectives	Activities	Inputs/resources	outputs	outcomes	indicators
1.1 By Oct 2025 at least 80% of all exotics in Parks and Preserves will be treated to eliminated or controlled by monthly treatment	1.1.1 Identify exotics 1.1.2 Using GPS & GIS, map exotics 1.1.3 Clearly define treatment by pesticide, mechanical or prescribed burn 1.1.4 Assign Forest Techs to apply treatment	-Water Resource and invasive plant staff - Cost of training, field equipment, and transportation -Staff to document	1.1.1 Number of acres of parkland infected 1.1.2 Number of trainers, list of training dates, locations and participants 1.1.3 List of treated areas, number and average duration of treatments and effectiveness	By Oct 2024, at-risk sites will show a lesser rate of infection By Oct 2024, no new areas of infection detected	-Field surveys -Reports of exotic outbreaks

Cyclic Evaluation

It is a systematic process of asking questions, collecting information, and using the answers to amend your logic model

- Set realistic goals and fine tune strategic decisions.
- Measure progress and identify areas of improvement.
- Identify training and technical assistance needs.
- Motivate management by providing documentation of your achievements.
- Guide budget and resource allocation.
- Generate support for programs.
- Be an efficient organization that works toward its goals

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& PARK ASSOCIATION

FOR MORE INFORMATION ABOUT THE FLORIDA RECREATION AND PARK ASSOCIATION VISIT FRPA.ORG