



LOGIC MODELS

We are changemakers and catalysts with a passion for transforming our communities. We know we want to create change – but how can we do so in a way that is community-driven and owned by everyday citizens? How do we get from where we are to the change we know is needed?

A logic model can be a road map to success. By using a logic model, a community group or organization is able to use backward design to think through ways to make the sought after goals the inevitable outcome of the work being done. The W.K. Kellogg Foundation puts it this way...

The program logic model is defined as a picture of how your organization does its work - the theory and assumptions underlying the program. A program logic model links outcomes (both short- and long-term) with program activities/processes and the theoretical assumptions/principles of the program.

Logic models work best when they are part of a participatory process that encourages everyday folks and ordinary citizens to be part of planning the goals and outcomes. In this way, creating a logic model is an asset-based tool for community development, in that it allows space to envision goals together and reminds the planners of the gifts present in community (listed as inputs in the logic model) for creating change.

In the process of using logic models for the Community Catalysts grant, many grantees found the process valuable because it allowed them to step away from the busyness of the work and create a road map that outlined how to create the change they are wanting to see. Ben Anthony of the Ohio History Connection museum said, **“We come from a background of just getting on the ground and doing it.”** The logic model process helped Ben and his team to pull in community members as co-creators in their project and in the end, the project was stronger because of this process.

BACKGROUND

In 2016, IMLS hosted a town hall and produced a report focused on [“Strengthening Networks, Sparking Change.”](#) The event revealed a demand among libraries and museums for tools and approaches that could increase their capacity in community engagement. In October 2017, the first cohort of organizations was awarded the Community Catalyst funding and launched their projects with the support of IMLS. Their goal was to become catalysts of change in their communities.

Funding recipients varied widely in their organization type and size, community, and the issues upon which they focused. These included:

- **A zoo** supporting region-wide youth leadership around climate change in Seattle, WA
- **An archives library** seeking to address AIDS care disparities in Atlanta, GA
- **An art museum** sparking local responsibility for water awareness in Milwaukee, WI
- **A university** tackling racial inequity in college readiness in Oak Park, IL
- **A history museum** promoting civic leadership among New Americans in Columbus, OH

Though diverse, the grant recipients shared a common goal of catalyzing communities by forging and/or supporting powerful partnerships, discovering and complementing existing momentum among residents, and supporting community leadership.

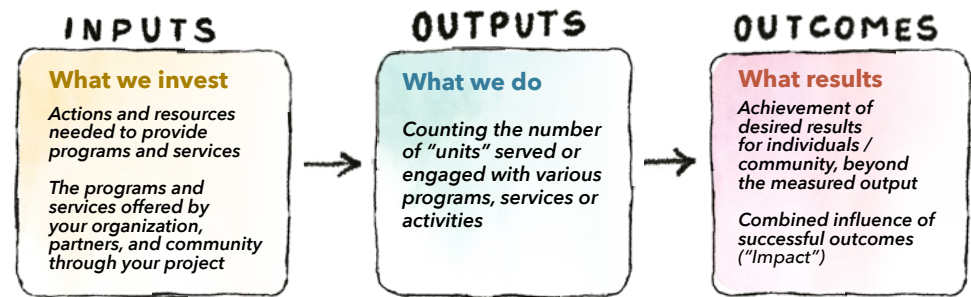
AN ASSET-BASED, DEVELOPMENTAL APPROACH

In addition to funding to implement their projects, grant recipients received support in the form of training, coaching and peer learning through a partnership with DePaul University (DPU) and consultants from the Asset-Based Community Development (ABCD) Institute. The consultants provided training and coaching on asset-based community development and developmental evaluation (DE). Additionally, grantee teams engaged in learning with one another through in-person and remote virtual gatherings to share project progress, challenges, and lessons, facilitated by the DPU-ABCD Team.

Asset-Based Community Development (ABCD) is an approach to community engagement that promotes existing local assets and the capacities and leadership of local citizens and associations as the starting point for creating sustainable community development. The approach focuses on improving community wellbeing by fostering resident-driven action with the support of local organizations and agencies. Engagement begins through identifying the skills, talents and knowledge of local residents which are later enhanced by the resources and connections of social service organizations and government among other institutions.

Developmental Evaluation (DE) is founded on the notion that evaluation and evaluators should function primarily to support learning and innovation of program decision-makers-- those “doing the work.” The approach is ideal for dynamic environments involving uncertainty, nonlinear paths of action and development, that is, the types of diverse spaces where the IMLS grant recipients work. DE utilizes trained consultants to provide continual reflection, sense-making, and assistance with producing measurements that innovators can use immediately for decision-making.

CREATING A LOGIC MODEL



Creating a logic model is a simple process of gathering community members and stakeholders to identify outcomes, inputs and outputs. One way to do this is to use backward design by asking the question, “What short, medium, and long-term outcomes do we want to see in our community?” Once the goals of the project are outlined, you then explore what inputs (resources, people, gifts, materials) and outputs (activities and participation) are required to help you achieve your outcomes.

One way to think of this is that your logic model is a recipe for success. Any good baker knows that wanting fresh baked cookies does not make them appear! A recipe is needed along with the ingredients and the people to bake the cookies. In this metaphor, the outcome is freshly baked cookies and the logic model is the recipe or road map to help you get there! The inputs are what you have in the pantry and the people available to help. The outputs are the activity of baking the cookies and the participation from the community in the process.

For many Community Catalysts grantees, logic models were a new tool to help them step back from the work and take a bird’s eye view at their journey so far and the road left to travel. In the process of creating logic models, grantees were asked to answer the following questions:

- **What is working in your grant/project? What do you want to keep doing?**
- **What do you want to do differently? What do you want to add or change?**

Through the work of stepping back and taking a long view, many grantees were able to invite new people into the design and evaluation of their grant and sharpen their work in the process. Grantees who used a logic model in their grant proposal also found that in revisiting a logic model, they were able to better honor the outcomes of the project as they invited community members to give feedback on each aspect of the model and how to create transformation together.

TOOLS & RESOURCES

W.K. Kellogg Foundation Logic Model Development Guide <https://bit.ly/1HgeuAH>

Asset Based Community Development www.abcdinstitute.org

Developmental Evaluation www.betterevaluation.org/en/plan/approach/developmental_evaluation

IMLS Community Catalyst Initiative www.imls.gov/cci

AUTHORS & CONTRIBUTORS



The CCI grantee logic models and reflections featured in the following documents were developed by Community Catalyst Initiative Grantee Teams in collaboration with the DPU Team and ABCD Team composed of Faculty from the Asset Based Community Development Institute.

The Steans Center is a university-wide community engagement center at DePaul University in Chicago, IL. Reflecting the Catholic, Vincentian and Urban mission of the university, the mission of the Steans Center is to develop mutually beneficial relationships with community organizations to engage DePaul students in educational opportunities grounded in Vincentian values of respect for human dignity and the quest for social justice. Asset-based Community Development is at the core of the Center's approach to promoting community engagement of faculty, staff and students.

To learn more, visit www.resources.depaul.edu/steans-center-community-based-service-learning

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