Developing meaningful measures that accurately communicate your program's or project's performance requires a clear understanding of how your program/project operates to achieve desired outcomes. Logic modeling or outcomes-sequence charting helps project teams analyze, communicate and manage the connections between resources/inputs, outputs (including activities and processes, products and services), customers reached, and outcomes. A logic model is a display of the logical (causal) relationships between these program elements. Performance measures derived from a logic model can be more meaningful since they are selected from the full spectrum of performance including resources, outputs, customers reached and outcomes. By displaying information in a logical sequence, you can identify what is important to measure for purposes of project management as well as communicating prevention results and program continuous improvement.

This 3-part guide is designed to help you collect the information necessary to prepare a project work plan using a logic model approach. You will (1) articulate the concepts and assumptions behind your project strategy; (2) develop and document the project description (the “logic model”); and (3) identify where to focus your performance measurement and quality assurance efforts.

Part 1: Project / Program Theory or Concept

1. **Problem or Issue Statement**: What needs to be fixed? Describe the problem(s) your program is attempting to solve or the issue(s) your program will address.

   **Opportunity or Community Needs/Assets Statement**: What circumstances or conditions can be leveraged towards the problem’s solution? Specify the needs and/or assets of your program or that of your partner that act as the impetus for solving the problem at this time.

2. **Vision Description**: With a preliminary sense of the desired results (outputs, customers, outcomes and impacts), envision the before and after. Briefly describe what you expect the project to achieve near and long-term. What are the current conditions? What are the contrasting new conditions?

   **Before:**

   **After:**

3. **Influencing Factors**: Begin to list the external or contextual factors that may influence the project, but that are beyond the direct control of the project team. Anticipating these factors, the project team can determine additional alliances it may need to form in order to manage the project around these them or to leverage them in the project’s favor.
4. **Strategies and Assumptions:** List general successful strategies or “best practices” that have helped communities like yours achieve the kinds of results your program promises. State the assumptions behind how and why the change strategies will work in your affected community.

5. **Prospective Team Members:** List people or organizations likely to be involved as project team members, advisors or advisory team members or stakeholders. These people should participate in preparing the project logic model.

6. **What is driving performance?** Link the project to strategic goals, program priorities and, if applicable, process continuous improvement. Identify potentially relevant items from the partners’ strategic plans, program work plans or program evaluation and continuous improvement goals. If there are a lot of performance drivers, you may need to group them by theme. This will help organize results for different audiences and simplify the process of developing the logic model and selecting performance measures.

   **Strategic Plans:**

   **Program Work Plans or Priorities:**

   **Program Continuous Improvement Goals:**

   **Prevention Metrics (National or EPA grant measures menus?)**

7. **Communication Focus:** Who has a stake in your performance drivers? List these groups and any others that may be potential audiences. Highlight their areas of interest.

8. **Project “Life Cycle:”** If the project has an arbitrary end date (e.g., funding duration), the longer term outcomes represented in the logic model may not be achieved until subsequent phases of work. Will locating ongoing funding sources or other resources be a project focus? Will results be used to justify proposals for replicating the strategies?

9. **Purpose Statement:** Summarize the project or program concept and theory into a brief statement of purpose.
Part 2: Project / Program Description --- The “Logic Model”

The following worksheets and forms are available in supplemental EXCEL file:
- Logic Modeling worksheet
- Logic Model brainstorming questions
- Contacts Sheet – Roles & Responsibilities
- Timeline and milestones with personnel assignments.
- Budget and Balance worksheet

Describe your program resources, activities, outputs, customers and outcomes. Try compiling this information using the logic modeling template attached. A sheet of brainstorming questions is available upon request.

TIPS: Record in the information in the order your ideas come to you. Sometimes, it helps to start on the right side of the template, moving left. Review your work from left to right, looking for gaps in logic. Use arrows to connect related elements. Create separate charts for different project phases. Incorporate appropriate items from your Project Theory and Concept worksheet into the logic model outputs, outcomes and context.

This is a group exercise in which the project partners, advisors and partners come to a shared understanding of the project elements and assumptions. The process is iterative. If possible, before finalizing the project logic model or description, get feedback from stakeholders and representatives of your targeted audience.

Be specific when describing the project or program. Try not to lump ideas. In this way, the information will be better organized when you return to choose areas on which to focus your performance measurement.

REVIEW & CHECK YOUR WORK
- Are the program’s outcomes structure described? Is it logical?
- Are the program’s customers described? Are they the right customers given the outcomes?
- Are the program’s major resources and outputs described? Are they logically consistent and sufficient to achieve the outcomes?
- Is the program’s context described?
- Are the resources, outputs, customers and outcomes consistent with the MPCA strategic plan and the relevant Division work plans?
- Do any of the project components have a phased relationship?
- Is project life cycle addressed?
Examples of the types of information that can be included in a logic model.

**PERFORMANCE SPECTRUM**

<table>
<thead>
<tr>
<th>Problem/Opportunity Statement:</th>
<th>INPUTS</th>
<th>OUTPUTS</th>
<th>CUSTOMERS</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Phases</td>
<td>Resources /Inputs</td>
<td>Activities, Process, Means &amp; Methods</td>
<td>Products/Services</td>
<td>Customers Reached</td>
</tr>
<tr>
<td>1</td>
<td>Personnel, advisors, partners, stakeholders, leadership champions (Articulate roles and responsibilities or governance, FTE, duration.)</td>
<td>The actions and processes necessary to plan, design, produce and deliver the products and services. This can include conceptualization, planning, designing, and developing the products, services and the related deployment plans. Include timelines and milestones. When conditions or relationships are not yet ripe, separate the work into different phases.</td>
<td>List the products and services generated by the activities and processes. Don’t forget to include project management and grant administration items like performance measurement &amp; quality assurance results, grant progress reports and invoices.</td>
<td>List the customers who will receive the products or services.</td>
</tr>
<tr>
<td>2</td>
<td>Financial</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Secondary Data</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Equipment &amp; Supplies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Timeframe</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Conditions</td>
<td>Knowledge, Skills, Ability, Attitude (KSAA)</td>
<td>Behaviors /Norms</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Project Team Sphere of Influence (example)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**CONTINUOUS IMPROVEMENT (Derived Outcomes)**

[These outcomes are derived from input, output, customer and outcomes data when quality and quantity are sufficient.]

<table>
<thead>
<tr>
<th>Operational Efficiency</th>
<th>Labor Productivity</th>
<th>Cost-Effectiveness</th>
<th>Service Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>cost/output</td>
<td>FTE/output</td>
<td>$ or FTE/outcome</td>
<td>Service Expectations to be met.</td>
</tr>
<tr>
<td>Cost per training session or brochure</td>
<td>FTE per training session</td>
<td>$-equivalent FTE for total new open lot agreements adopted by targeted audience</td>
<td></td>
</tr>
</tbody>
</table>

**CONTEXTUAL OR EXTERNAL INFLUENCES**

[The solution to the problem/opportunity statement must work with or around these influencing factors]

Examples: In-kind personnel availability may shift with change in partner organization priorities. Majority of community is unaware of stormwater threats. City council has allocated % stormwater utility revenue to low-impact development activities.
## PERFORMANCE SPECTRUM

<table>
<thead>
<tr>
<th>INPUTS</th>
<th>OUTPUTS</th>
<th>CUSTOMERS</th>
<th>OUTCOMES</th>
<th>CONDITIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources &amp; Inputs</td>
<td>Activities, Process, Means &amp; Methods</td>
<td>Products/Services</td>
<td>Customers Reached</td>
<td>Knowledge, Skills, Ability, Attitude</td>
</tr>
<tr>
<td>(Env, Econ, Health, Programmatic)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### CONTINUOUS IMPROVEMENT (Derived Outcomes)

[If output and outcome data is of sufficient quality and quantity, these outcomes can be calculated or determined reliably.]

<table>
<thead>
<tr>
<th>Operational Efficiency</th>
<th>Labor Productivity</th>
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</tbody>
</table>

### CONTEXTUAL OR EXTERNAL INFLUENCING FACTORS

[These factors are typically beyond the project team’s direct control of sphere of influence. Team alliances help manage around or leverage these factors for project success.]
Part 3:  
Measure – Demonstrate Program / Project Progress  
Communicate – Accomplishments & Lessons Learned

Measures ask or tell you what the project is doing. They assess satisfactory progress on the work plan and prevention and continuous improvement accomplishments. Tracking these results helps modify the work plan and involve leadership champions in a timely manner. Worksheets and forms available in a supplemental EXCEL file:

- Performance Measurement Planning Worksheet  
- Quality Systems Documentation  
- Secondary Data Inventory  
- Work Plan Template  
- Report Template  
- Invoice Template

Step 1: Identify Performance Hotspots

Performance measures are selected according to who needs to know what about the program or project and why. In this way, limited performance management resources are spent wisely. Here are some tips for identifying your project’s “Performance Hotspots.”

a) Prioritize the work planned. What outputs and outcomes or impacts listed in your project description must happen in order for you to achieve your strategic goals and program priorities and communicate with your customers and stakeholders?

b) Address reporting requirements. Who wants to know what (e.g., performance spectrum category) and why (e.g., performance driver)? What aspect of your program/project’s performance requires performance reporting? Refer to the strategic goals and program priorities that you listed above. Check for other mandatory reporting requirements including legislation, service standards, court orders or regional plans.

c) Consider what would be nice vs. necessary to monitor. What is the project team most interested in? A separate tip sheet is available to help teams round out their suite of performance measures.

Step 2: Compose Measures

Once performance hotspots are identified, compose a performance measure for the logic model element. In this way, you will have as part of your performance measurement plan, measures representing the spectrum of performance depicted in the logic model headings and a mix of quantitative and qualitative measures. Before finalizing the measures, get feedback from representatives of prospective audiences.

Step 3: Make decisions regarding quality system:

Assess feasibility of each of the proposed measures. Choose Best Measures. Decide on goals of the quality system. Design data collection instruments accordingly. Define the topics of communication based on the data being collected.

Step 4: Summarize the theory and concepts, project description, performance measures and quality assurance provisions in a Work Plan, if necessary.

Step 5: Schedule Quarterly Progress Assessments and Debriefings.