Introduction

At SA2020, we firmly believe that nonprofit organizations are a core piece of how our community will achieve our SA2020 goals. As you know, nonprofits success is very depended on support from funders and key stakeholders.

As a nonprofit, a very effective way to communicate about your work to funders, potential funders, and the community is through results. In a for-profit business, this is simple – the result is the bottom line. For nonprofits, it’s more complex – What did you achieve? Did people’s lives improve? Trajectories shift? Behavior change? What was the impact on society?

These outcomes are more difficult to quantify, but identifying and tracking measures toward the big-pictures goals is extremely important to communicating about the value of your programs.

The Logic Model

The Logic Model is a simple tool designed to help create understanding of how your day-to-day work leads to big-picture outcomes (like those in the SA2020 vision).

The model is divided into two halves – Internal Processes, and External Processes.

The Internal Process is all the component pieces of your work:
- **Resources** include the human, financial, organizational and community resources a program has available to direct toward doing the work. This is also referred to as Inputs.
- **Activities** are what the processes, tools, events, technology and actions that are an intentional part of the program implementation.
- **Outputs** are direct products of program activities and may include types, levels and targets of services to be delivered by the program.

The External Process is all of the desired results of that work, broken up by stage:
- **Short-term outcomes** are specific changes in program participants’ knowledge, skills, awareness and attitude. Short-term outcomes should be attainable within 1-3 years.
- **Intermediate outcomes** are changes in behavior, practices, polices and procedures and should be attainable within 4-6 years.
- **Long-term outcomes** are changes in environment, social conditions, economic conditions and political conditions and should be attainable within 7-10 years. Long-term outcomes are also known as Impact.
The purpose of a Logic Model is not only to be a tool to create understanding in communication, but also to help inform and support action plans around your mission and program improvement.

According to the W.K. Kellogg Logic Model Guide, here are four reasons why logic models better position programs for success:

1. Program Design and Planning
   a. A logic model serves as a planning tool to develop program strategy and enhance your organization’s ability to illustrate concepts and approach for stakeholders and funders.

2. Program Implementation
   a. A logic model helps your organization identify and collect the data needed to monitor and improve programming.

3. Program Evaluation and Strategic Reporting
   a. A logic model presents program information and progress toward goals in ways that inform, advocate and teach.

4. Program Investment
   a. Clear ideas about what you plan to do and why, with an approach to capture, document and disseminate program results enhance the case for investment in your program/organization.

**SA2020 and Your Logic Model**

We’re asking our nonprofit partners to provide us with logic models to help us better understand and communicate about the effectiveness of your programs. Collecting this information is a way for us to see what data is being collected and evaluated, what programs are affecting what outcomes and potential collaborative opportunities, and share with the community a picture of the amount of time, energy, and resources going into work toward our collective goals.

A few things in mind before working on your logic model:

- Logic models are not intended to last forever – they are active and change over time. The model is always a working draft.

- Outcomes and Impacts should be SMART: Specific, Measureable, Action-Oriented, Realistic, Time Bound

- Logic Models are most effective when filled out from right to left.

- Your organization’s logic model is meant to help build capacity, and does not necessarily need to tie back to specific SA2020 indicators, or be limited to only SA2020-specific outcomes. We understand that the issues in the vision are complex, and have many intervention points, measures of success, and influencing factors.
If you have any questions about filling out the Logic Model for SA2020, please contact María Fernandez at mfernandez@sa2020.org or Jessica Rios at jrios@sa2020.org. Examples of excellent Logic Models can be found below.

SOURCES

Director of Partner Services, Nutrition Education Coordinator and Mobile Pantry Driver

The Mobile Farmers’ Market (MFM) and Nutrition Education on the Move (NEMO) distributes healthy, nutrient dense items, particularly fruits and vegetables, and provides nutrition education free of charge. The MFM/NEMO facilitates the access of fresh fruits and vegetables for low-income families and individuals and helps them understand the benefits of including daily serving in their diets, by means of MFM/NEMO, to decrease food insecurity and prevent chronic disease.

The 3-yr goal of this program is to reach 6,000 children and 2,150 adults, for a total of 94,500 community members.

Immediate food insecurity needs are met for individuals and families that participate in MFM/NEMO.

Practice healthy food purchase selections on a limited budget. Clients are able to make informed choices at the store based on practical information that has been provided; the nutrition material is carefully directed toward individuals and families on stringent budgets that may have a limited knowledge of healthy, perishable food and its positive effects.

Nutritional behavioral changes. As a result of the information provided to clients, and thoughtful introduction of healthful food into the diet, especially as it relates to mealtime, long lasting improvements to nutritional attitude and behavior will be positively influenced.

School Aides. Program support/recreational supplies, office supplies, food for participants (5 events: Halloween, Christmas, Thanksgiving, Easter & End of Year Celebration); TV’s, DVD’s, computers, and educational software. Program partner: 1 elementary school, and 1 middle school. JOVEN LOA program consists of 1 coordinator and 2 Career Coaches. Both programs are managed and report to the administrative team of the CEO, Program Director and MS Coordinator.

JOVEN provides after-school program with transportation for youth ages 4-14 to students who live in city council districts 1-10. JOVEN provides tutoring, homework assistance, computer lab usage, sports/physical activities, hot nutritious meals, arts & crafts and recreational activities. JOVEN focuses on 3rd grade reading each child reads daily for 20 minutes.

39 youth enrolled; 30 served; partnering agencies include 4 schools the San Antonio Food Bank

Provide a safe setting where children feel secure and positive; reinforced and enhanced school learning; good nutrition; strengthened life skills; improved academic performance

The objective of the program is to educate and empower girls at an early-age in order to prevent the display of all this behaviors in the future, including substance/alcohol use, eating disorders, early-onset of sexual activity, sedentary lifestyles, depression, suicide attempts, and confrontations with the juvenile justice system. In San Antonio, the most prevalent issues adolescents face is pregnancy, dropping out of school and obesity. Many of these issues are due to a lack of self-esteem and healthy role models. After almost 15 years of helping motivate and educate girls, Girls on the Run has been proven to improve girls’ self-esteem, body size satisfaction and physical activity behaviors to a statistically significant extent. Also noted are positive changes in attitudes towards physical activity; health behaviors, and empowerment.

Provide leadership opportunities. By the end of the season, a visible change has occurred in many of the girls’ behavior. Many who were at first shy and perhaps followers become more assertive and take a lead in the lessons. They are more respectful of each other, more helpful to one another and more likely to encourage others who are not involved in the program. This last effort can be observed at the final 5k run. When the girls are asked to create and implement their community project, they invariably come up with ideas that serve the sectors of the population that do not motivate themselves, such as soldiers, the homeless, and animals. Each girl is eager to take on leading a particular task to complete the project, and they all share in leadership roles.