Strategic Planning 101

2019 ALASKA'S PRIMARY PREVENTION SUMMIT

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Strategic Prevention Solutions

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STRATEGIC PREVENTION SOLUTIONS
Bringing Communities to Wellness Through Research, Evaluation and Training

Strategic Prevention Solutions

Do you know?

- How evaluation is connected to program planning?
- The difference between process and outcome evaluation?
- How to write SMART goals and outcomes?
- How to develop a logic model (and why do you need one)?

How to Use Your Workbook

- Think about the topic being addressed
- Work through planning & decision-making processes
- Worksheets

Laying the Foundation

"The process of gathering information to provide useful feedback about something."

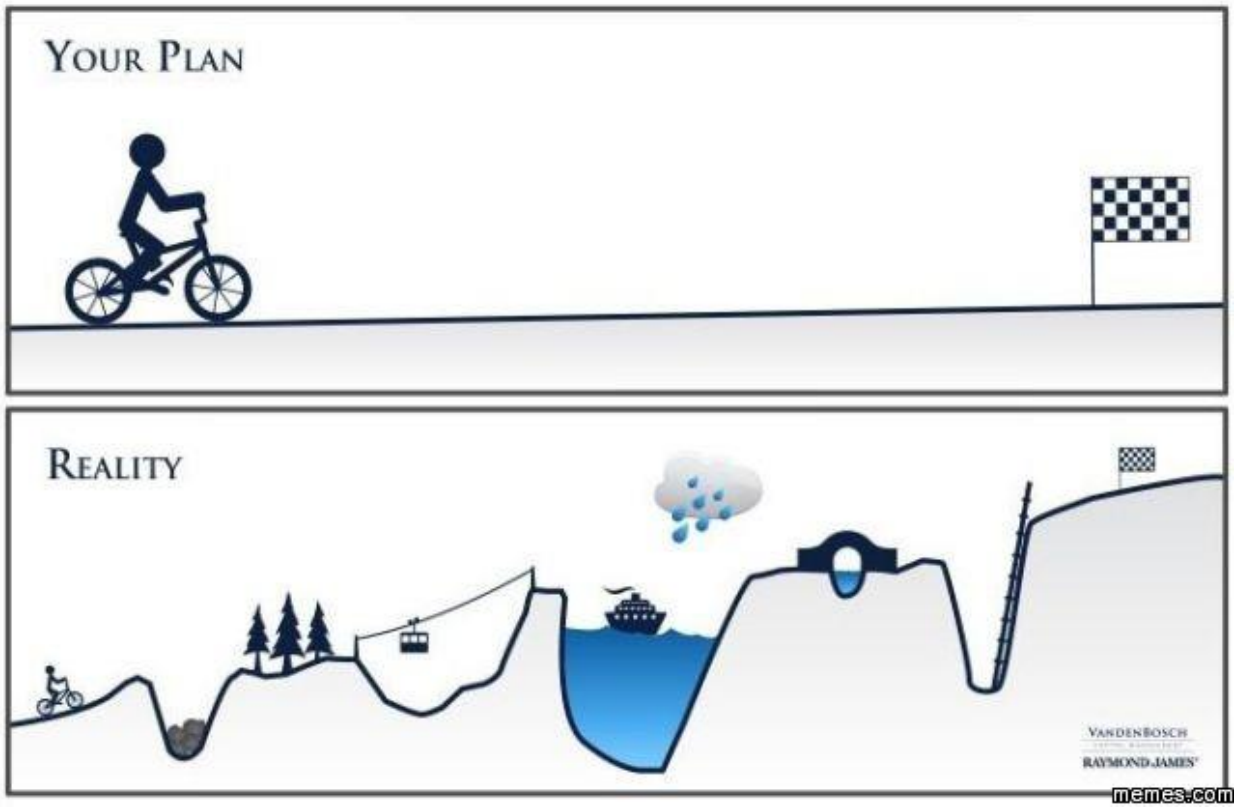
Why Evaluate

- ✓ Does it work?

  Did the program change what you said it would? (OUTCOME)

- ✓ How does it work?

  Was the program implemented as planned? (PROCESS)

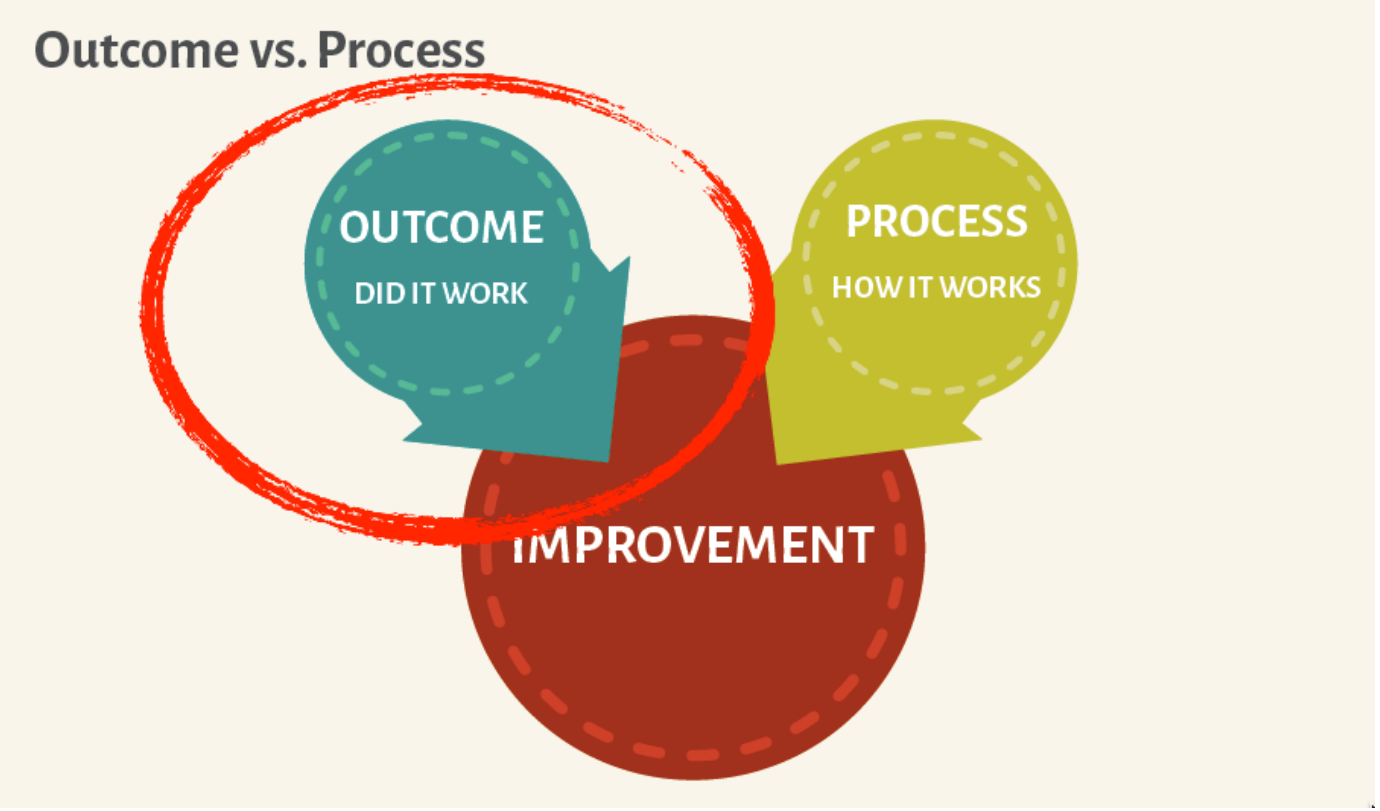


Process vs. Outcome Evaluation

Process evaluation is about understanding <u>HOW</u> your program worked

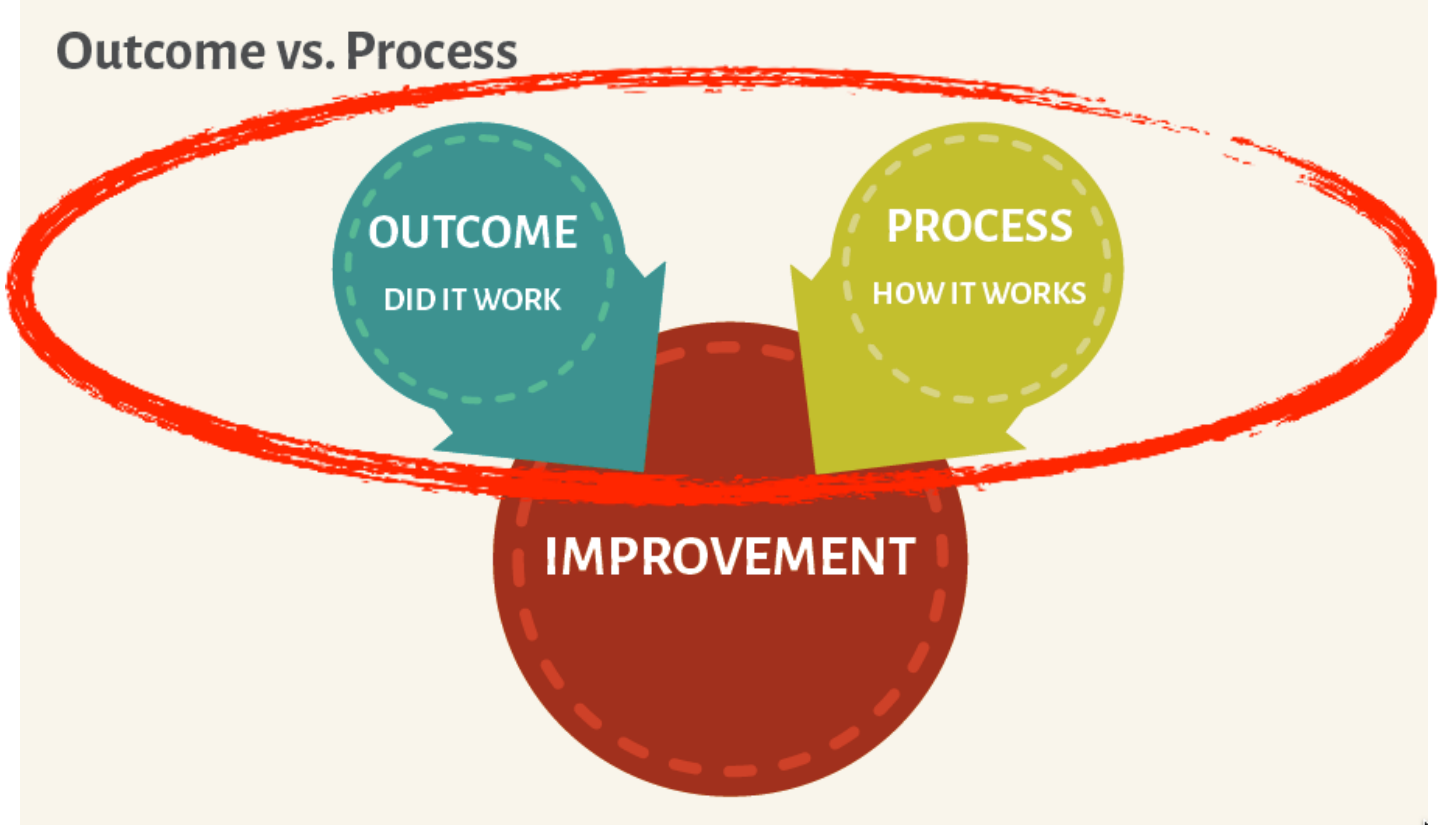
Process vs. Outcome Evaluation

Outcome evaluation tells you if it worked, or changed what you thought it would change



Process & Outcome Evaluation

The most successful evaluations include **both a process and outcome evaluation**



Does Everything Need an Outcome Evaluation?

All of your prevention activities should have a process evaluation, but whether you do outcome evaluation depends on your resources.

Activity

Process or Outcome Evaluation?

Writing Goals

A well-written goal:

- ✓ Describes CHANGE, not activities
- ✓ Can be at every level of social ecology
- ✓ Can be short or long-term
- ✓ Is S.M.A.R.T.

S.M.A.R.T. Goals

S
M
A
R
T
Specific
Measurable
Attainable
Relevant
Time Based

Example

Youth in after-school groups or programs will have skills to recognize healthy relationships.

Remember:

- Keep the focus on prevention of the problem
- Goals need to describe changes, NOT ACTIVITIES
- Goals should NOT include ending rates of the problem

Outcomes

- All outcome statements need to include:
  - Who will change?
  - What will change?
  - By when?
  - By how much?
  - How will change be measured?

Writing Outcomes

By 2019, at least 10 youth will attend Lead On! Youth conference.

By 2020, Safe Dates will be piloted in 3 after-school programs.

By 2021, at least 75% of youth participating in Safe Dates will report knowing how to help a friend in an unhealthy relationship.

Keep in mind…

- Outcomes must also be specific and measurable
- Outcomes need to be connected to a goal
- It's okay to have more than one outcome per goal
- Outcomes may need to be adjusted once you identify strategies/activities

Worksheet: Practice writing an outcome

For each outcome, ask yourself…

- Does the desired outcome statement clearly specify WHAT will change?
- Does the desired outcome state HOW MUCH change is expected?
- Is the desired outcome possible in terms of what the program/policy/practice/process is attempting to do or is known to accomplish?
- Is the desired outcome logically related to the problems(s) identified and the programs selected?
- Does the desired outcome statement specific WHEN desired results will be achieved?

Logic Models

Building On Where You've Been

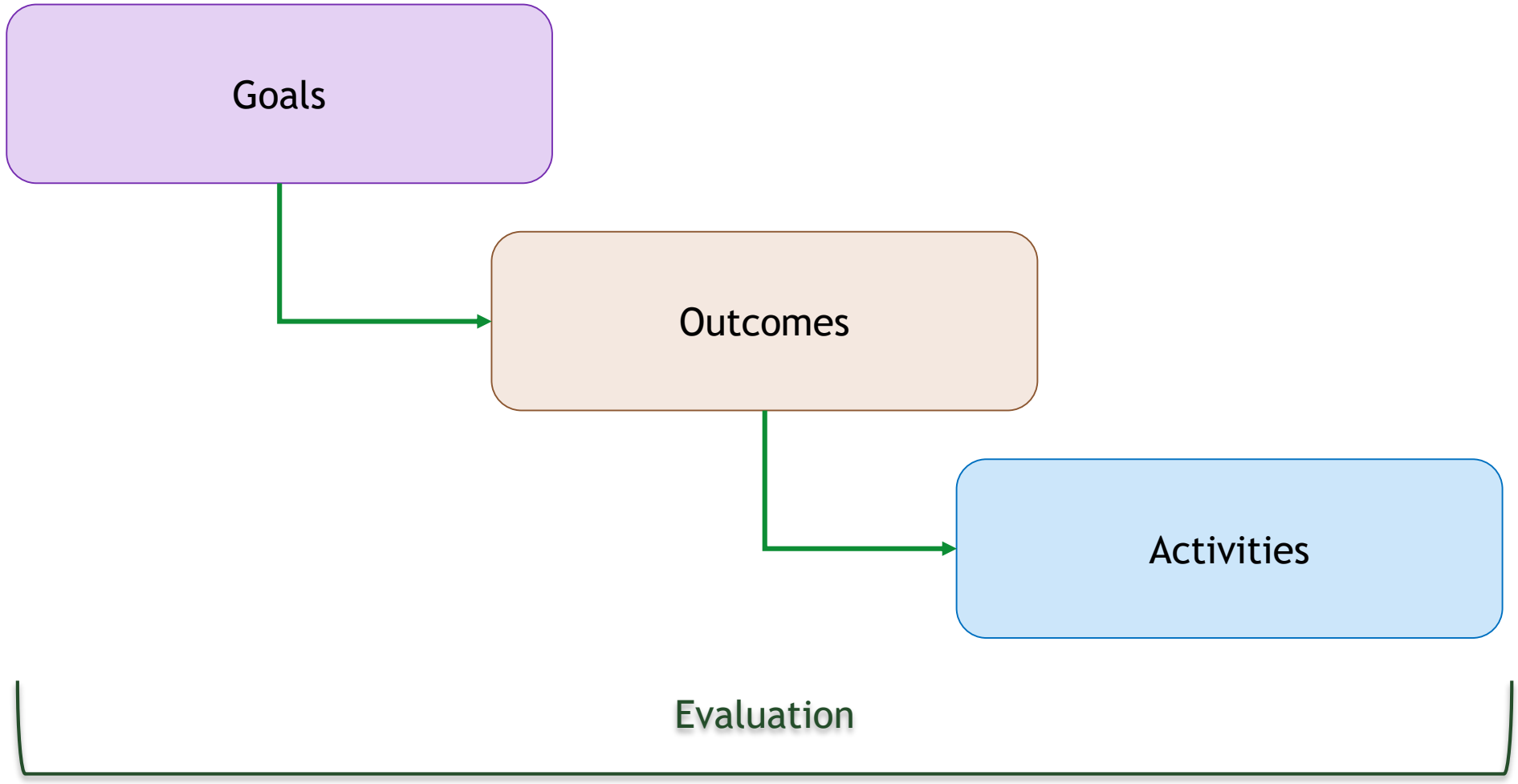
Evaluation & Planning 101

- Developing goals and outcomes is part of the planning process AND a necessary part of evaluating success

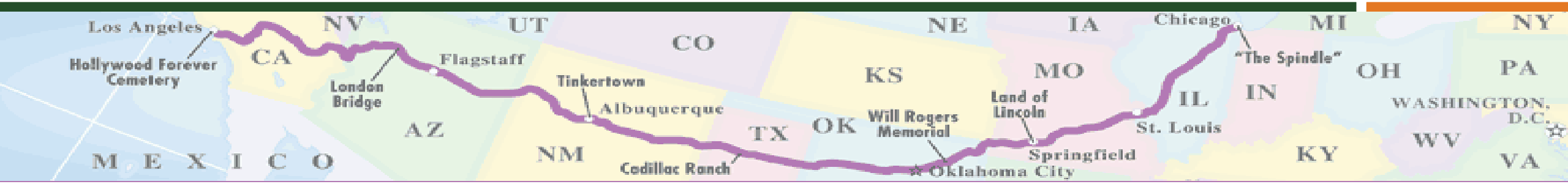
- A logic model is also both a planning tool and an evaluation tool – it helps you explain how change will occur over time as a result of your program

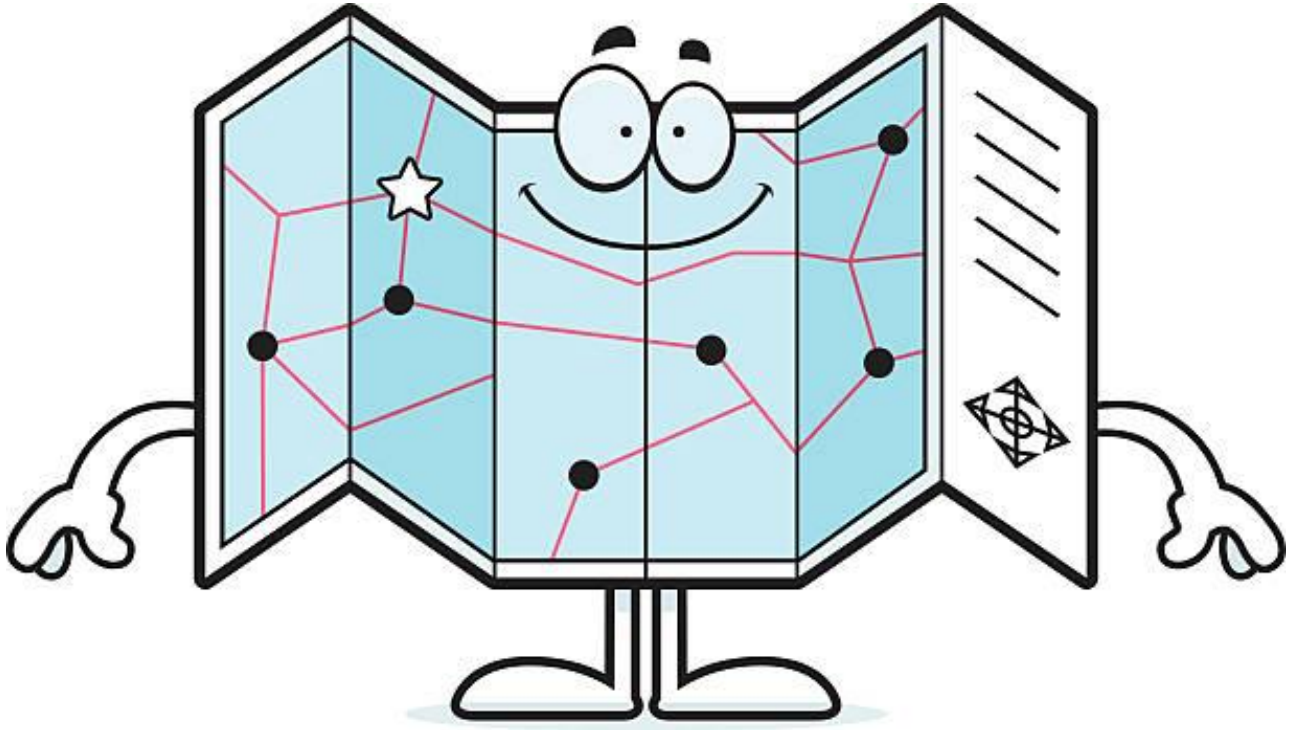
EVALUATION HAPPENS BEFORE, DURING AND AFTER A PROGRAM IS IMPLEMENTED

Bringing it all together: Using a Logic Model



What is a Logic Model?





What is a logic model?

It's like a road map that tells you:

- Where you are going

  Los Angeles!

- What you expect to accomplish
  - Along the way
  - When you get there

  Walk through a petrified forest

  Listen to my audiobooks

  Sit in the world's largest rocking chair

  Throw a snowball into the Grand Canyon

  My car is going to be parked in front of the hotel by 8pm

- Helps you make mid-course adjustments (detours)

  DRIVE A BETTER ROUTE

  I'm not stopping in _____ EVER AGAIN

What is a logic model?

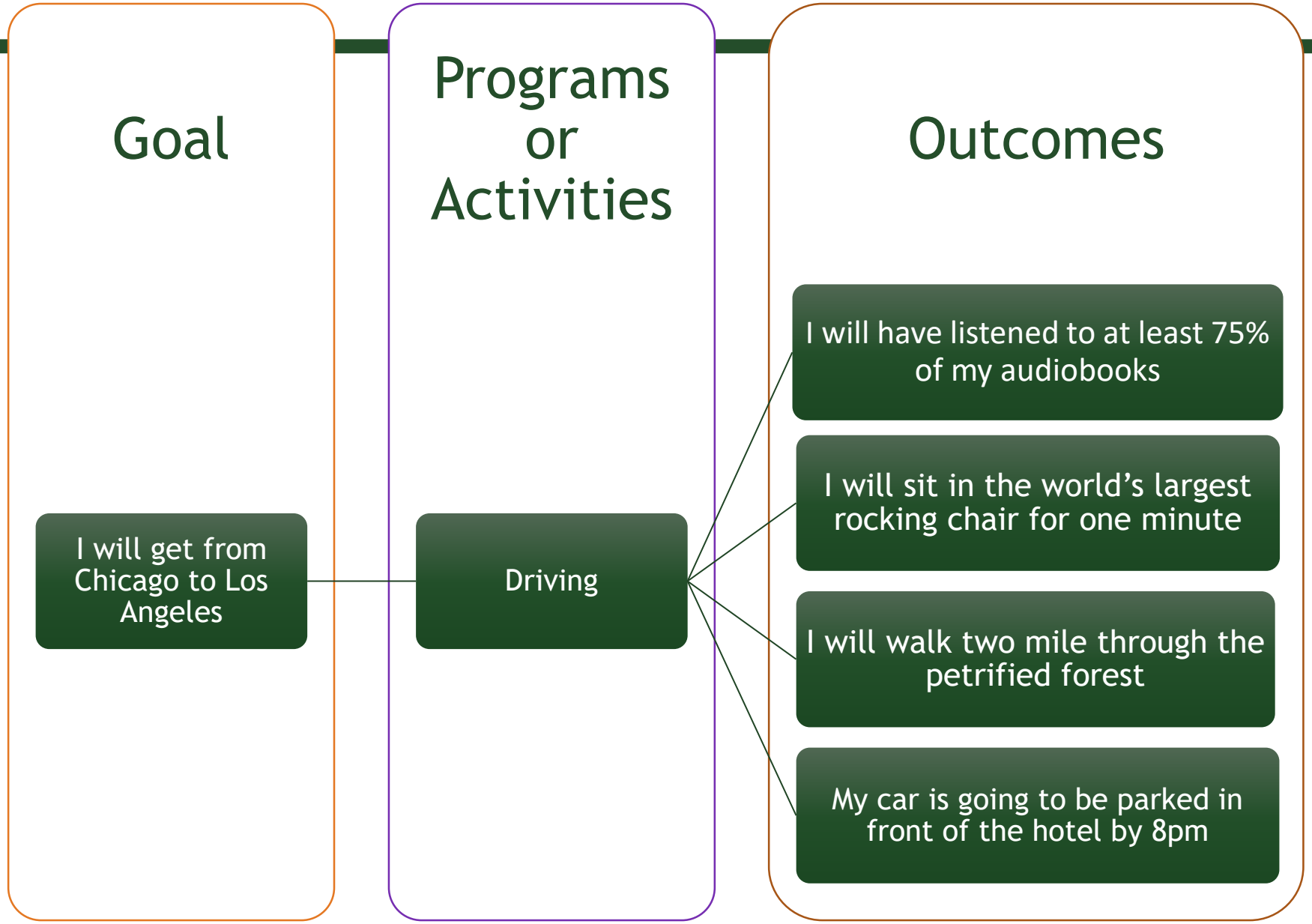
It's like a road map that tells you:

- Where you are going

- What you expect to accomplish
  - Along the way
  - When you get there

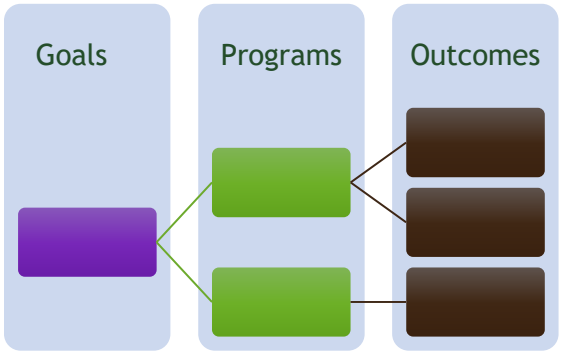
- Helps you make mid-course adjustments (detours)

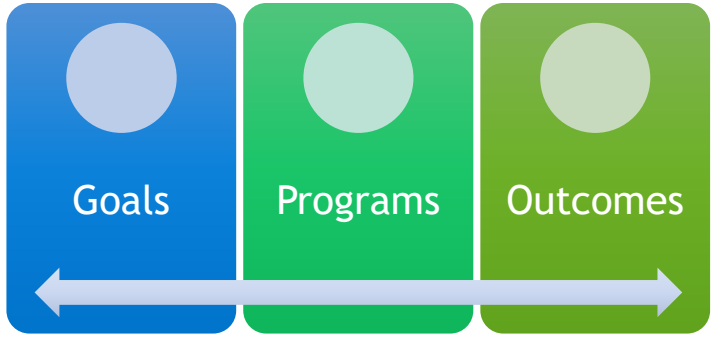
A more formal version…

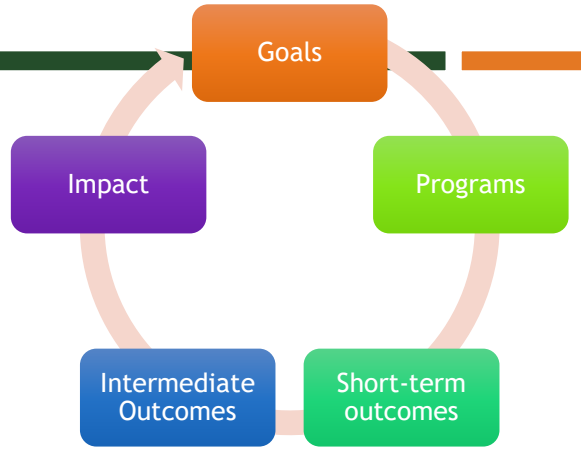


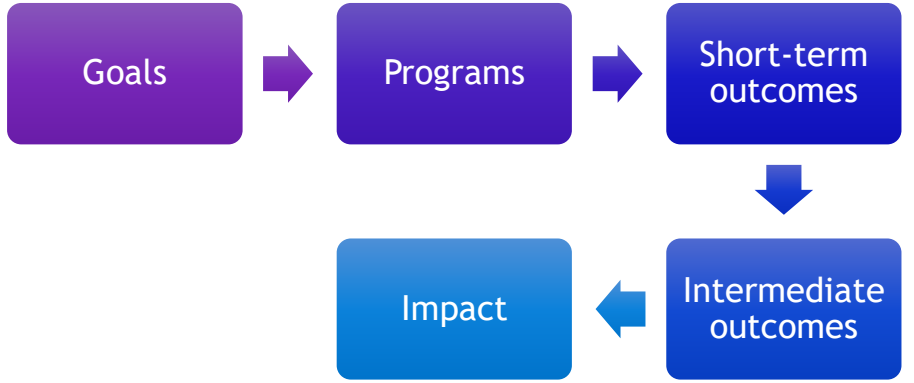
What does a logic model look like?

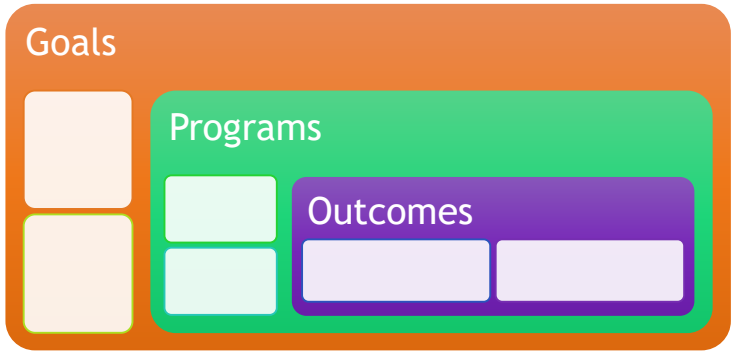
- Any shape, usually rectangles
- Simple or complex
- One page (ha!)











Logic Models

- A goal is part of the planning process AND a necessary part of evaluating success
- A logic model is a planning tool and an evaluation tool

Program: ***Example*** **Logic Model**

Goal:
Youth in after-school groups or programs will have skills to recognize healthy relationships.

Inputs	Outputs			Outcomes -- Impact		
	Activities	*Participation*	Outputs	*Short*	*Medium*	*Long*
What we invest – in order to accomplish our activities, we will need…	*What we do*	*Who we reach*	*What we produce – adapted curriculum, materials, process notes*	*Learning: awareness, knowledge, skills, motivations*	*Action: behavior, practice, decisions, policies*	*Consequences: social, economic, environmental*
Project staff *Prevention Materials* *Volunteers* *Community Partners* *Safe Dates Curriculum* *After-school program space/setting*	*Facilitate Safe Dates Programming* *Form partnerships with After-School Program Staff*	*Middle School and High School Alaska Youth*	*Provide materials* *Training evaluation tool* *Alaska adapted curriculum to reflect values* *Attendance records*	*By 2019, at least 10 youth will attend LEAD-ON youth conference*	*Safe dates piloted in 3 after- school programs* *By 2021, at least 75% of youth participating in SD will report knowing how to help a friend in an unhealthy relationship*	*Youth in after-school groups or programs will have skills to recognize healthy relationships.*

Assumptions
Principles, beliefs, ideas about why we think these strategies will work in our community. What you know versus what you are assuming about the issue and/or problem.

Evidence-based programs have demonstrated ability to reduce sexual assault

Trainings provide opportunities for peer-to-peer information sharing to increase application, use, and retention

External Factors
Conditions that influence program success (politics, economy, culture, resources)

Shifting political climate

Logic Model: Goal

What is the change we want to see happen?

GOAL	

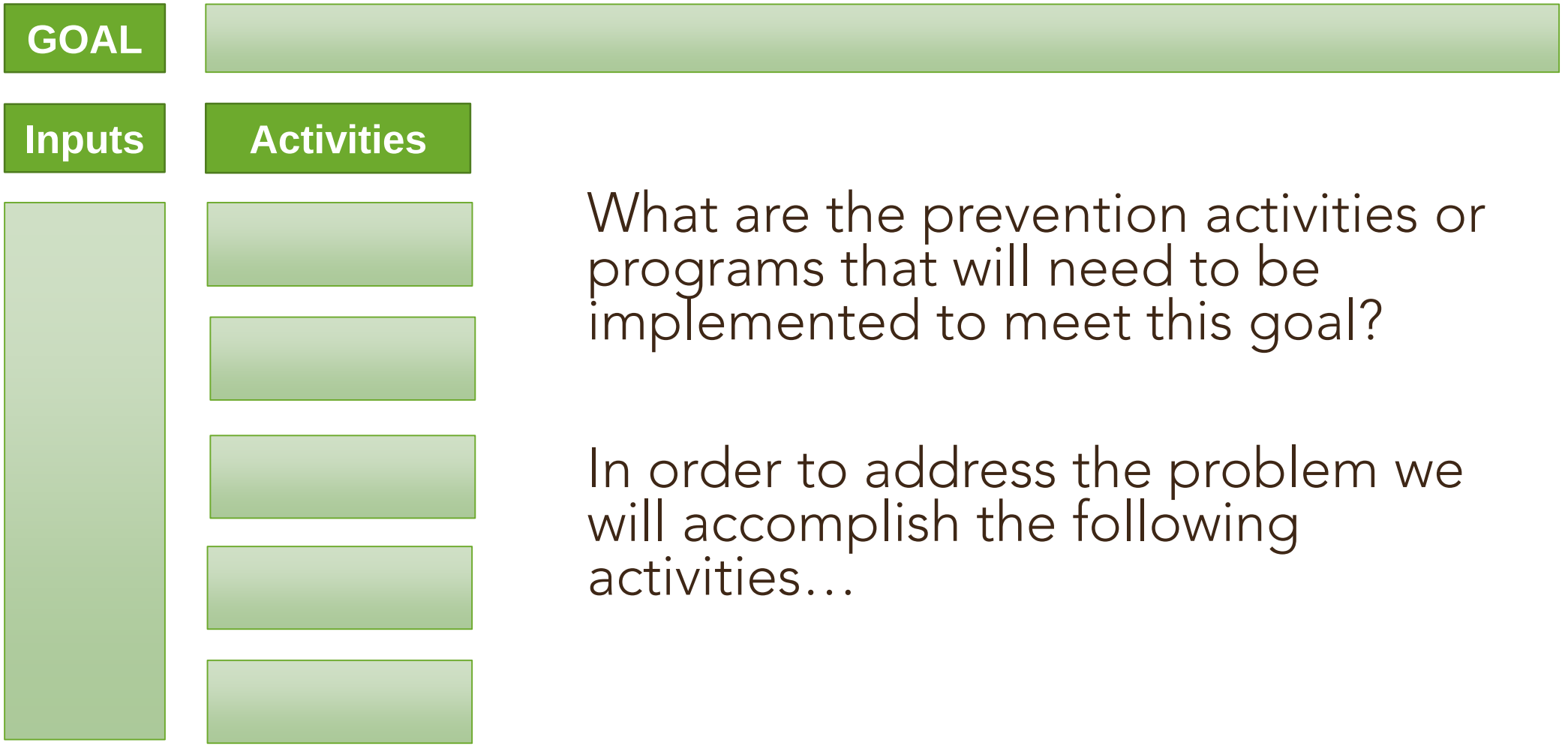
Logic Model: Inputs

GOAL

Inputs

What do you need to implement your program successfully (resources, materials, $$, people…)?

Logic Model: Activities



What are the prevention activities or programs that will need to be implemented to meet this goal?

In order to address the problem we will accomplish the following activities…

Logic Model: Outputs

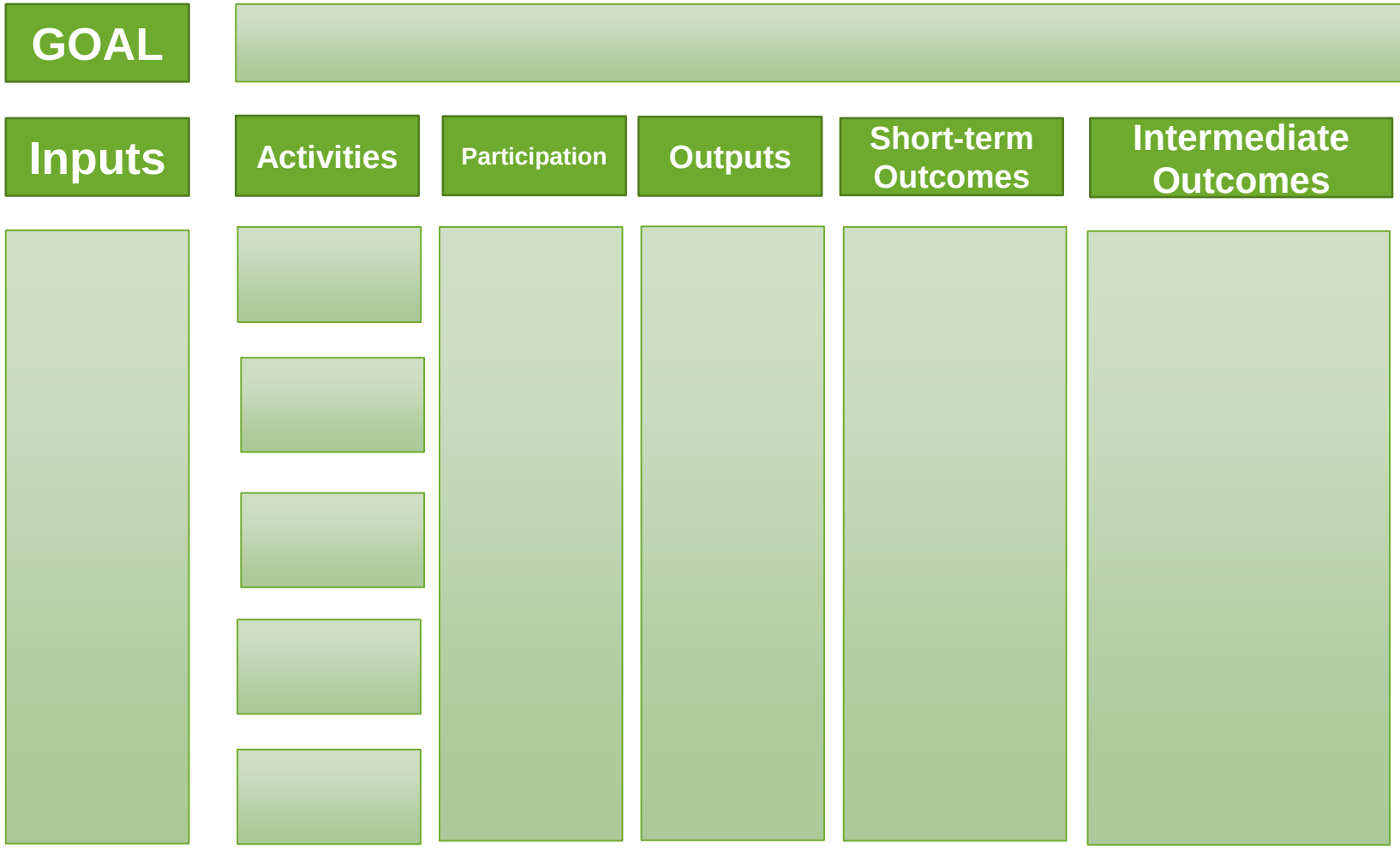
Who will you reach with your activities?

What will be produced as a result of your activities (trainings, materials…)

Logic Model: Short-term Outcomes

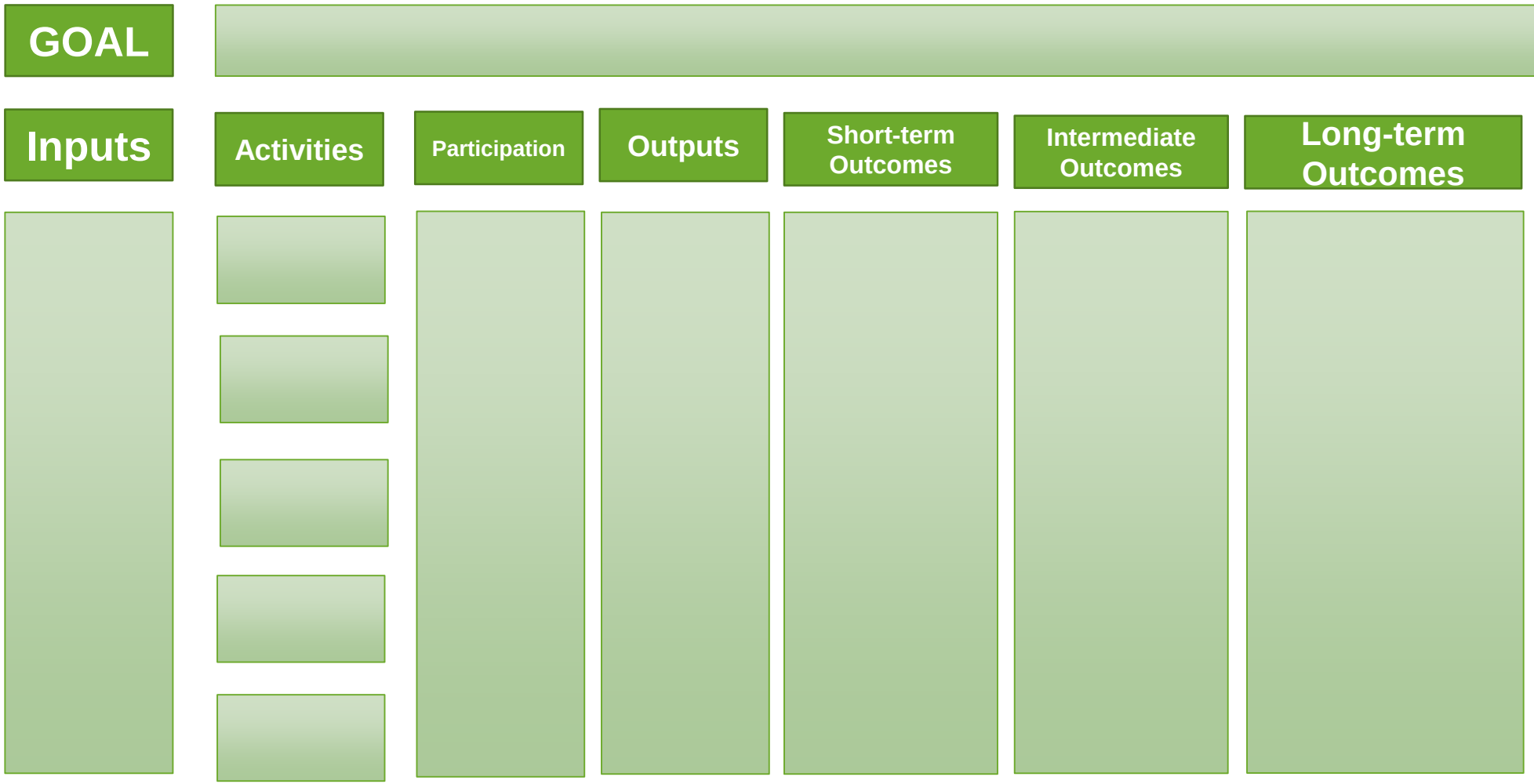
What specific changes do we expect to see **immediately** after we implement this activity? (knowledge, attitude, behavior, beliefs)

Logic Model Intermediate Outcomes



What changes do we expect to see **within one to two years** after we implement this activity?

Logic Model: Long-term Outcomes



What will be the **long-term effects** of this activity?

On the individual?

The community?

The "If" Test

- If you have access to all your resources, then can you use them to accomplish your planned activities?
- If you accomplish your planned activities, then will you be able to deliver the amount of product/service you intend?
- If you accomplish your planned activities to the extend intended, then will your participants benefit in specified ways?
- If these benefits are achieved, then will changes in organizations, communities, or systems occur?
- For each activity, ask why is it being done and is it absolutely necessary?
- Check for logic gaps – all inputs and activities should be included

Getting Practical

Benefits of a logic model

- Helps others understand what you are doing and why
- Helps you keep track of what you expect to see change
- Helps to identify gaps in program logic and clarifies assumptions so success may be more likely
- Organizes your planning in one place

Thanks to: W.K. Kellogg Foundation's *Logic Model Development Guide* available at www.wkkf.org/pubs/tools/evaluation/pub3669.pdfor parts of this slide

Benefits of a logic model

- Builds buy-in and teamwork
- Helps clarify what is appropriate to evaluate, and when, so that evaluation resources are used wisely
- Summarizes complex programs to communicate with stakeholders, funders, audiences
- Helps your organization's long-term visioning and overall effectiveness

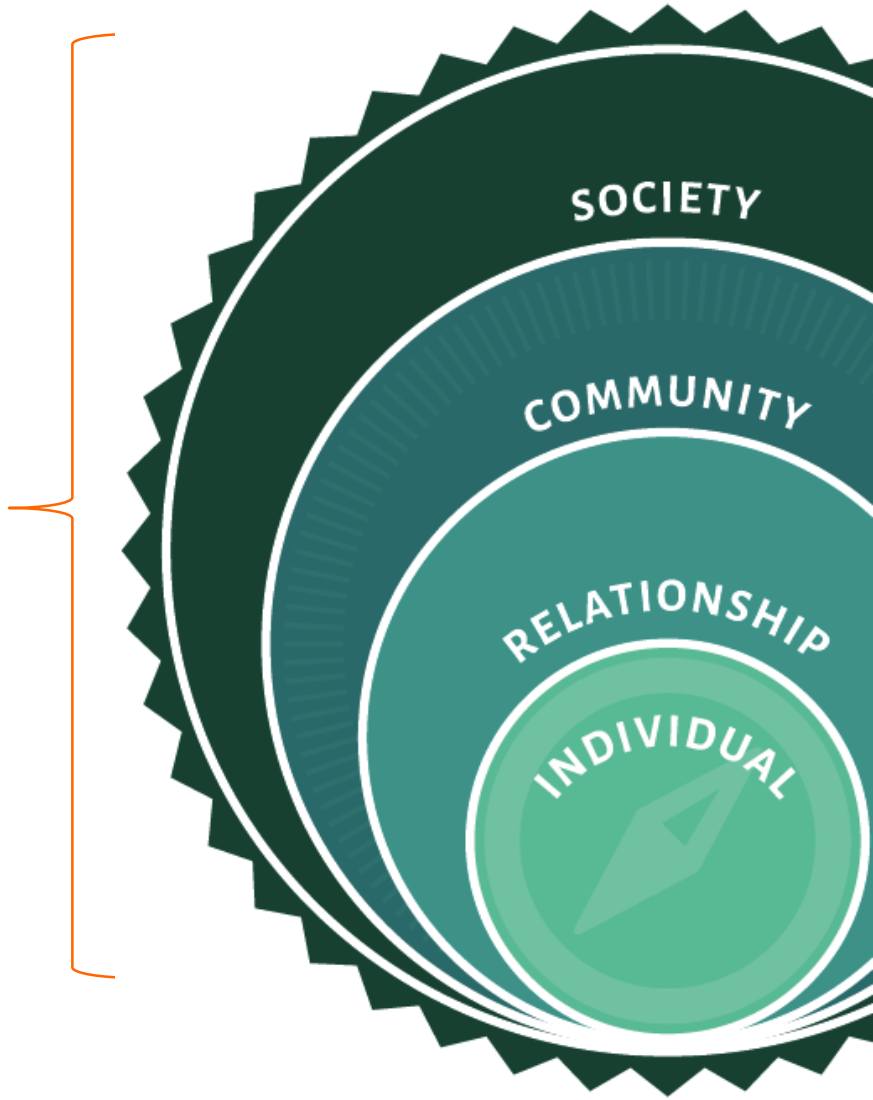
Thanks to: W.K. Kellogg Foundation's *Logic Model Development Guide* available at www.wkkf.org/pubs/tools/evaluation/pub3669.pdfor parts of this slide

Tips

- Use visuals/group facilitation
- Work backwards
- Keep it simple
  - Short terms, focus on main outcomes
- Keep it achievable – your programmatic goal should *not* be to end sexual violence
- Use the one-page test

Summary

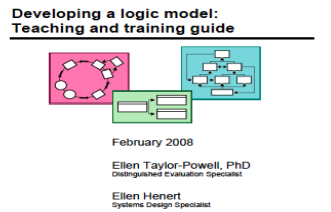
- Types of evaluation
- Write SMART goals and outcomes
- Outcomes should build on each other to reach goals
- Logic models are a roadmap to getting to goals
- Work towards comprehensive programming

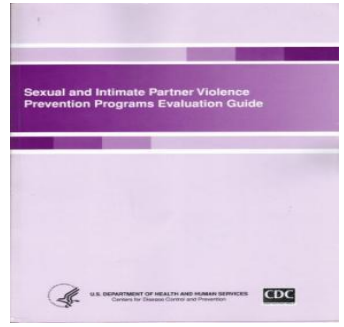


Questions

Resources

- Developing a Logic Model: Teaching and Training Guide by Ellen Tayl Powell and Ellen Henert.
  www.uwex.edu/ces/pdande/evaluation/pdf/lmguidecomplete.pdf
- W.K. Kellogg Foundation's Logic Model Development Guide.
  www.wkkf.org/pubs/tools/evaluation/pub3669.pdf
- CDC Evaluation Working Group
  www.http://www.cdc.gov/eval/resources.htm#logic
- CDC Sexual and Intimate Partner Violence Prevention Programs Evaluation (Guide 99-9234)
  Order at http://wwwn.cdc.gov/pubs/ncipc.aspx





Additional Resources

- Primary Prevention & Evaluation Resource Kit (Pennsylvania Coalition Against Rape, 2014) http://www.pcar.org/resource/primary-prevention-and-evaluation-resource-kit-analyzing-evaluation-data

- PreventConnect (California Coalition Against Sexual Assault)

  http://www.learn.preventconnect.org

- EvaluAction: Putting Evaluation To Work (VETO Violence, CDC)

  http://vetoviolence.cdc.gov/apps/evaluaction/

VetoViolence

- Community Toolbox (University of Kansas)

  http://ctb.ku.edu/en

COMMUNITY TOOL BOX

www.strategicpreventionsolutions.com

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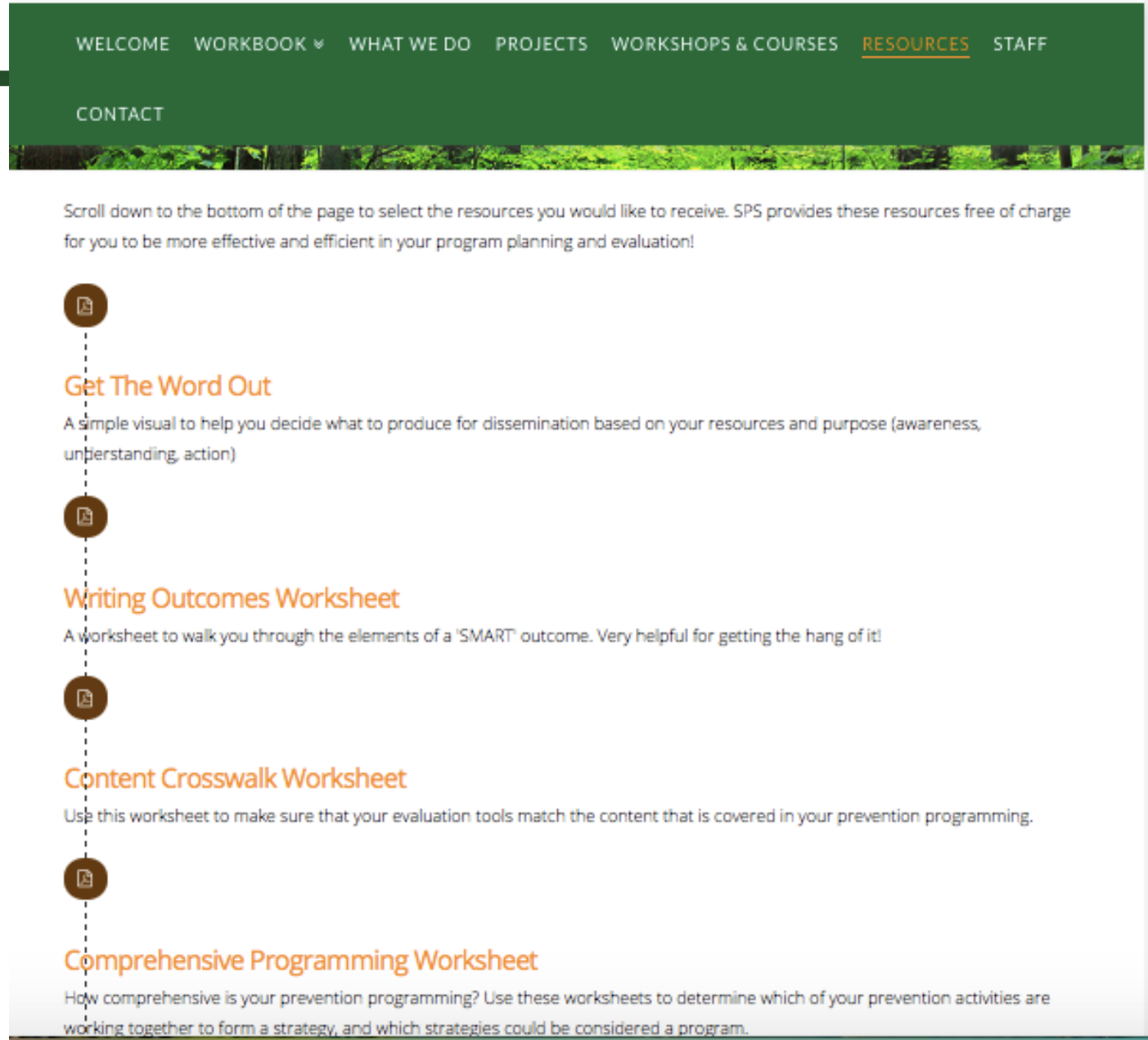
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