

## Logic Model

A logic model identifies a strategic plan’s main components and how they should relate to one another. A logic model includes processes and outcomes and can be useful to build understanding and clarity about an organization’s plan/goals/program.

To build a logic model:

1. Begin by identifying long-term goals
2. Identify your basic assumptions about the context and identify the activities/action steps to be performed to create the desired outcomes.
3. Develop indicators to measure outcomes to assess performance.

### Logic Model Example

**Goal A. Economic Development and Building Community – Foster a welcoming, supportive, diverse, inclusive community that promotes the health, mental health, safety and wellbeing of residents, employees, and visitors to Winchester.**

1.Desired Outcome	2.Inputs (who/what)	3.Activities/Action Steps	4.Outputs	5.Short-term Outcomes	6.Intermediate Outcomes	7.Long-term Outcomes
Preserve economic viability, foster economic development, and sustain businesses	Chamber of Commerce  Local businesses	Define why is it good to be a business in Winchester	Add to Winchester 101		Economic development is fostered in town, our small businesses are sustained and thriving	
Housing – Affordable and Transit oriented	Planning Board, COA, Affordable Housing Trust, Housing Partnership Board, others		Understand the impact of MBTA zoning regulations on housing development in town	Working with the Planning Board, develop zoning for Spring TM2024 that complies with MBTA transit-oriented development regulations  Work with the Planning Board to update the	Finish the projects we have already begun	

**Goal A. Economic Development and Building Community – Foster a welcoming, supportive, diverse, inclusive community that promotes the health, mental health, safety and wellbeing of residents, employees, and visitors to Winchester.**

1.Desired Outcome	2.Inputs (who/what)	3.Activities/Action Steps	4.Outputs	5.Short-term Outcomes	6.Intermediate Outcomes	7.Long-term Outcomes
				Housing Production Plan		
Understand who residents are and how best to communicate with them	Communications Study Committee Findings	Aggregate results and analyze results from other surveys such as: Risk assessment survey, Jenks survey, FAN survey, lived experience survey, and identify trends, challenges, opportunities	Communication plan	Increased communication channels in various languages and different communication types/methods		Increased resident satisfaction with town efforts to communicate with them
Residents, employees, and visitors feel supported in, and by, our community and safe in our community	Chamber, Council on Aging, Cultural District, Board of Health, NFSJ, School of Chinese Culture	<p>Collaboration with Chamber, Council on Aging, Cultural district, Board of Health</p> <p>Working with others, participate in the development of opportunities to celebrate Winchester’s diversity</p>	Celebrate Winchester’s diversity flyer, update our calendar of events	<p>Increased opportunities for socialization</p> <p>Accessible, well-maintained spaces to gather, socialize, be active, etc. that are safely accessed via paths, sidewalks, roads</p> <p>Our boards and committees better represent the demographics of our residents</p>	Increased awareness of mental health resources available to residents	Residents, employees, and visitors feel supported in, and by, our community and safe in our community

**Goal B. Governance – Improve Constituent Services and Collaborate Effectively with Town Boards, Committees**

1. Desired Outcome	2. Inputs (who/what)	3. Activities/Action Steps	4. Outputs	5. Short-term Outcomes	6. Intermediate Outcomes	7. Long-term Outcomes
Make it easy and predictable to do business with town - Make doing business with the town predictable, equitable, and rational – and not make it difficult for our residents.	Procedures, forms, applications	Review policies and procedures for some of the most requested licenses/services, e.g., one day liquor licenses.  Winchester 101, how to do business in town, with the town (when licenses are required, when licenses are due, etc.). using How To guides and directories created in our outputs	Communication study, website updates.  Detailed ‘How To’ guide for residents engage with various town departments, processes. Frequently accessed forms/phones numbers for frequently called numbers are accessible and easy to find	Consistent delivery of service.  Internal processes with prior confusion are documented and clarified	Residents access to town services, forms, procedures are easy to find.  X% of services are moved to digital forms.	Customer satisfaction is increased and there is a reduction in resident issues coming before the board for resolution
Role model collaborative behavior to other town government elected/appointed boards resulting in improved Board and Committee Communications	By-laws, Town Charter  Board and Committee Chairs	Board/Committee chairs provide quarterly updates to the Board on key issues being discussed, decisions made, and warrant articles under consideration for Town Meeting.		Town Boards, Committees and residents are informed of board and committee activities and priorities throughout the year.	Increase collaboration with outside organizations (Chamber of Commerce, Cultural Council, Jenks, etc.)	Supports strategic decision-making with opportunities for engagement and timely, reliable, and accurate data and analysis.

**Goal C. Community – Foster a welcoming, supportive, diverse, inclusive community that promotes the health, mental health, safety and wellbeing of residents, employees, and visitors to Winchester. This was combined with “A”**

Desired Outcome	Inputs (who/what)	Activities/Action Steps	Outputs	Short-term Outcomes	Intermediate Outcomes	Long-term Outcomes

**Goal D. Fiscal – Maintain fiscal health, and evaluate the growth of expenses, and pursue new funding sources for the town**

Desired Outcome	Inputs (who/what)	Activities/Action Steps	Outputs	Short-term Outcomes	Intermediate Outcomes	Long-term Outcomes
Develop a fiscal plan for the town	Fin Com, Comptroller, School Committee, School Department, State of the Town Committee	Recreate the State of the Town Committee Evaluate growth and expenses over the next 5-10 years and develop a plan to address the gaps  Incorporate Master Plan objectives in the fiscal plan	APRA expenditure plan	Maintain the town’s AAA bond rating	Maintain the town’s AAA bond rating	Maintain the town’s AAA bond rating
Maintain, and potentially grow, the existing commercial tax base	Planning Board	Understand the impact of Planning board goals for Holton, Cross, North Main St corridors				
Pursue new, recurring funding sources for the town - CPA	CPA planning committee	Campaign for Community Preservation Act Passage		Residents/Voters are informed of the benefits of passing the CPA		

**Goal E. Personnel/Administrative – Be a responsible, good employer and strategic manager of town personnel and town resources**

Desired Outcome	Inputs (who/what)	Activities/Action Steps	Outputs	Short-term Outcomes	Intermediate Outcomes	Long-term Outcomes
Effectively manage the capacity of town employees	Town Manager, Department Heads	Where possible, work with boards and committees to prioritize the work assigned to staff	Develop a rubric or method to assess priority and a process manage and track trends	Staff are able to effectively respond to ad hoc requests while balancing their day to day job duties		
Develop strategies to plan for staff departures at all levels		Do succession planning and have strategies for transfer of knowledge as town employees retire or otherwise depart				

**Goal F. Infrastructure – Maintain and enhance quality facilities**

Desired Outcome	Inputs (who/what)	Activities/Action Steps	Outputs	Short-term Outcomes	Intermediate Outcomes	Long-term Outcomes
High quality facilities are maintained at a level that reduces need for emergency repairs and enhances safety/wellbeing of residents (e.g., traffic) and meets the needs of a growing and changing community	fleet management plan (DPW), pavement replacement plan (DPW), and VFA software (DPW), Capital planning committee, Climate Action Plan	Create a replacement schedule, capital asset planning model  Update the municipal budget to fund the VFA update fee on an annual basis  Consider the Climate Action plan when evaluating capital projects	Create a replacement schedule, capital asset planning model using input from the fleet management plan, pavement replacement plan and VFA software  Update VFA software	Capital projects can be plotted on a schedule and communicated to town meeting and town residents	Children have safe access to schools via walking, biking through improved intersections at all schools	
Recurring funding for Long Term Recurring Capital					Funding is dedicated and maintained for facility maintenance	

Logic Model Key Components

- Inputs – Resources needed to implement the intervention
- Activities – 1) Strategies and actions to deliver the intervention  
2) Strategies and actions to support implementation
- Outputs – Immediate results of the activities
- Outcomes
  - Short-term – Intended changes expected as a result of the activities
  - Intermediate – Intended changes expected over time
- Long-term – The ultimate impact of the intervention.