

The Logic Model

A Reference Tool to Support Your LEAD Initiative

Goals

LEAD strives to

- Reorient** **Reorient collective response** to safety, disorder, and health-related problems
- Improve** **Improve public safety and public health** through research-based, health-oriented, and harm reduction interventions
- Reduce** **Reduce the number of people** entering the criminal justice system for low level offenses related to drug use, mental health, sex work, and extreme poverty.
- Undo** **Undo racial disparities** at the front end of the criminal justice system.
- Sustain** **Sustain funding for alternative interventions** by capturing and reinvesting justice system savings.
- Strengthen** **Strengthen the relationship** between law enforcement and the community.

Why we created the logic model

At its heart, LEAD® is a strategy to help communities advance racial equity, public health, and public safety by working together to achieve collective impact.

To shape and track a complex, multi-systems initiative like LEAD, a logic model can be a very effective tool to help stakeholders develop a common vision, identify mutually aligned activities, establish and track shared goals, and collaborate effectively.

We've designed this LEAD logic model to trace the connections between intentions and outcomes at three levels essential to the LEAD strategy: systems improvement outcomes, programmatic outcomes, and participant outcomes.

Each LEAD site is unique, so we encourage you to think about how this framework informs the goals, strategies, and activities of your LEAD effort. What systemic challenges are you trying to solve with LEAD? What outcomes are most important to your various stakeholders? What are the essential strategies and activities to help you achieve those goals?

Working collaboratively to create a shared logic model can be an illuminating and helpful process, and a strong logic model can act as an excellent reference guide to help all stakeholders chart and assess your collective progress.

The LEAD Logic Model

PROCESS

OUTCOMES



Resources

Activities

Outputs

Participant Outcomes

Program Outcomes

System Outcomes

What we need

Internal Resources

- Project manager
- Case managers
- Peer outreach workers
- Community engagement coordinator
- Data collection & management
- Support from LEAD NSB

Stakeholders

- Participants
- Government leaders
- Public agencies
- Community partners*
- Community organizations
- Community members
- Police and prosecutors

Physical & Financial Resources

- Federal/State/Local/Private funding
- Office space

What we do

Project Management

- Develop overarching policies
- Develop operating protocols
- Facilitate ongoing alignment:
 - PCG
 - OWG
 - CLT
- Facilitate LEAD trainings
- Foster shared problem-solving
- Collaborate to advance public policy

Outreach & Case Management

- Case management**
- Street-based engagement
- Peer-to-peer support
- Supported access to services***

Communications

- Engagement with public conversations about public safety, public health, and racial equity

What we deliver

Referrals & Enrollments

- Number, demographic composition, and prior criminal legal involvement of participants referred by:
 - Law Enforcement
 - Diversions
 - Social Contact
 - Community
- Referral-to-enrollment conversion
- Participant-to-case manager ratio

Program Services

- Assessment of individual needs
- Individualized case plans
- Referrals made to services***
- Tracking referral gap/service sufficiency

Program Participation

- Participant retention
- Participant initiation in services
- Ongoing engagement in services

Stakeholder Engagement

- Frequency and attendance of PCGs
- Frequency and attendance of OWGs

How participants benefit

Health & Wellbeing Improved...

- Access to legitimate income, including public benefits
- Housing
- Healthcare access
- Mental & physical health
- Family and pro-social relationships
- Self-reported quality of life
- Access to food, clothing, and hygiene supplies
- Personal agency

Harm Reduction Increased...

- Knowledge and use of overdose prevention, safer drug use, & safer sex practices

Illicit Activities & Criminal Legal System Involvement Improved...

- Quality of interactions with police Decreased...
- Public order citations, re-arrest, days in jail
- Self-reported criminalized activities & public order issues
- Outstanding warrants/cases

Knowledge & Satisfaction Increased...

- Satisfaction with LEAD
- Engagement with case management

How LEAD works

Community Support for LEAD Increased...

- Community partnerships
- Coordination with other services
- Community referrals
- Law enforcement diversions and social contact referrals
- Stakeholder satisfaction

Racial Equity Within LEAD

- Equity in distribution of resources and services to participants
- Proportion of BIPOC LEAD participants is equal to or greater than that of jail population

LEAD Budget Increased...

- Overall funding
- Public funding as proportion of LEAD's budget and expenditures

LEAD Expansion

- Geography and jurisdiction
- Eligibility
- Referral sources

How systems improve

Service Capacity & Stakeholder Relationships Increased...

- Investment in social services
- Capacity and variety of LEAD-aligned services
- System-wide coordination

Community Attitudes Improved...

- Perceptions of LEAD-eligible population
- Satisfaction with public safety & order
- Trust in law enforcement
- Acceptance of harm reduction as a legitimate treatment approach

Community Approach to Public Safety Decreased...

- # of people cited, arrested, booked into jail, or charged for LEAD-eligible behaviors
- Spending on law enforcement Increased...
- Availability and utilization of non-law enforcement responses to currently criminalized behaviors

Racial Equity Reduced disparities...

- In arrests and jail bookings In public health outcomes

* Services through community partners include housing providers, health care providers, employment assistance and foodbanks

** Case management through LEAD is responsive and client-directed, field-based, non-punitive, harm-reduction oriented, and long-term.

*** Services through referrals include housing, healthcare, transportation, behavioral health services, legal navigation, employment assistance, treatment, etc.