

# ***A Service Delivery Model***

## **for Program Planning and Evaluation**

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### ***What is Service Model?***

The National Program Team adopted a Service Model in order to build a common language for accountability and evaluation across the organization. A Service Model is a tool that may be useful in planning and evaluating programs, committee work and other collaborative projects. Our model was adapted from University of Wisconsin-Extension and the W.K. Kellogg Foundation Logic Model. The Logic Model process is a tool that has been used for more than 20 years by program managers and evaluators to describe the effectiveness of their programs. Logic models represent a visual way of expressing the rationale or thought behind a program.

### ***Planning Process***

Our planning process revolves around our basic definition of programming. We define programs as a comprehensive approach to solving a problem or addressing a need or issue within a community. A program is not a one time event or single activity. A program should include a series of related activities focused on achieving a predetermined set of goals and objectives. Our Service Model contains six components with Inputs-Outputs-Outcomes being central to the common basis of the model.

### ***Planning Elements***

***Situation:*** Service models are built in response to an existing situation. We identify the problem or priority the program is responding to and the expected benefit to specific audiences.

***Inputs:*** The inputs are the resources available to make your program work. Resources could include the people, the money or the community resources that are necessary to operate the program. Inputs lead to Outputs.

***Outputs:*** The activities, products, methods, and services you use represent your outputs. Examples of program activities include research, training, technical assistance and other services. Outputs lead to Outcomes.

***Outcomes:*** The results and benefits for groups, individuals or communities represent outcomes. They may include direct products, services or events delivered through planned activities.

***External Factors:*** These are the outside forces that affect the implementation and success of the program.

***Assumptions:*** Assumptions are the beliefs we have about why our program will work.

### ***Evaluation Planning***

An evaluation plan to assess the program can be superimposed using the Service Model format. Evaluation involves asking key questions.

- Were inputs made as planned?
- Were activities conducted as planned?
- Was the desired level of participation achieved?
- Did clients express or show that they were satisfied with the program?

Outcomes should be measurable and should answer questions such as:

- Did the participants show an increased level of knowledge, awareness, or motivation?
- Were behaviors of the clients modified or were policies changed?
- To what extent did the program affect social, economic, political, or environmental conditions?

Developing appropriate and measurable indicators during the planning phase is key to a sound evaluation. Link your activities and results in order to insure success.

### ***Key Questions for Developing Your Service Model***

1. What is the community –level impact (change) that our chapter would like to create as a result of our program?
2. What are the long-term outcomes or behaviors we would like our clients to achieve?
3. What are the short-term outcomes we would like our clients to achieve?

4. What programs, strategies or services do we need to achieve the short and long term outcomes?
5. What resources or inputs do we need to support strategy or service implementation?
6. What is going on in our community or in our client's lives that we have no control over but will affect the quality of the success of our program?

### ***IN Conclusion:***

#### ***What is a Service Model?***

- A graphic that shows the relationship between inputs, outputs, and outcomes relative to a problem we are trying to solve.

#### ***Why use a Service Model?***

- Connects activities with impact
- Provides continuity
- Continued improvement

#### ***Uses***

- **Planning:**
  - **Goals (Outcomes)**
  - **Participants (Outputs)**
  - **Activities**
  - **Resources (inputs)**
- **Evaluation:**
  - **Who (inputs)**
  - **Did What (Activities)**
  - **To Whom (Outputs)**
  - **And Why (Outcomes)**

### ***Terms to Know***

- Situation (What's the problem or need?)
- Inputs (What we invest)
- Outputs (What we do and who we reach)
- Outcomes (Changes or Results)
- External Factors (Influence)
- Assumptions (Principles)





# The Links Incorporated Program Action Delivery Model *"Leading with Excellence and Serving with Grace"* "Signature Service Provides Substantive Solutions"

Situation: (The Problem)      Priorities:      Mission-Vision: What drives the outcome?

## **Inputs/Resources:**

In order to accomplish our set of activities we will need the following:

## **Outputs:**

Activities:

In order to address our problem or asset, we will accomplish the following activities:

Participation:

We must clearly identify the clients who we are serving.

Short-Term:

We expect that if accomplished, these activities will lead to the following changes in 1-2 years:

## **Outcomes:**

Medium-Term:

We expect that if accomplished, these activities will lead to the following changes in 3-4 years:

Impact/Long-Term:

We expect that if accomplished these activities will lead to long term societal changes.

Assumptions:

- 1.
- 2.

External Factors:

- 1.
- 2.

## **Evaluation**

What do you want to know?

How will you know it?



Linked in Friendship, Connected in Service

## The Links Incorporated Program Action Delivery Model

### *"Leading with Excellence and Serving with Grace"*

"Signature Service Provides Substantive Solutions"

Situation: (The Problem)		Priorities:		Mission-Vision: What drives the outcome?	
Inputs/Resources:		Outputs:		Outcomes:	
Activities:	Participation:	Short-Term:	Medium-Term:	Impact/Long-Term:	
In order to accomplish our set of activities we will need the following:	In order to address our problem or asset, we will accomplish the following activities:	We must clearly identify the clients who we are serving.	We expect that if accomplished, these activities will lead to the following changes in 1-2 years:	We expect that if accomplished, these activities will lead to the following changes in 3-4 years:	We expect that if accomplished these activities will lead to long term societal changes.
EXAMPLES: - Staff Trainers - Facility - Funding	EXAMPLES: - Classes - Mentoring - Meals - Workshops		Statements of desired change at beginning	Midpoint desired change statements	Long-term Behavior Change

Assumptions:

- 1.
- 2.

External Factors:

- 1.
- 2.

### EVALUATION

Indicators: Specific data tracked to measure progress in achieving outcomes

Surveys, record reviews observations