# NEWS<|>FLASH

**Manchester Multifamily Program Center**

U.S. Department of Housing and Urban Development

*June 1, 2004* *2004-06*

## Logic Model Satellite Broadcast and Webcast

**June 1, 2004 at 2 PM**

The logic model is a tool that integrates program operations and program accountability. The logic model can be used to support planning, monitoring, evaluation, and other management functions of a HUD funded program or agency.

Logic Model training materials are available at:

- http://www.hud.gov/offices/adm/grants/fundsavail.cfm

Satellite Broadcast and Webcast information are available at:

- http://www.hud.gov/webcasts/index.cfm

The “Logic Model Training for SuperNOFA Grantees” is attached. Click here to view.

## Section 202 and Section 811 NOFAs Workshops Announcement

The Manchester, New Hampshire HUD Office in conjunction with the Maine State HUD Office and Vermont State HUD Office will conduct workshops for interested applicants.

Click here for details.

At the Vermont workshop, Rural Development will also be giving a presentation on the Section 515 and 538 programs.

## HUD Multifamily Inventory of Units for the Elderly and Persons with Disabilities

This inventory is designed to assist prospective applicants with locating units in HUD insured and HUD subsidized multifamily properties that serve the elderly and/or persons with disabilities. The data in this inventory will only be updated on an annual basis; therefore property status is subject to change prior to the next update. This site does not provide eligibility and waiting list information, unit availability, tenant selection preferences, or types of accessible features for these properties. Therefore, please contact the Property Manager/Management Agent for additional information.

- http://www.hud.gov/offices/hsg/mfh/hto/inventorysurvey.cfm

## HUD/FHA Housing Communities Booklets

Available via email are the HUD/FHA Housing Communities Booklets for Maine, New Hampshire and Vermont. Each booklet contains the state's HUD/FHA inventory, contact information for each property, and reports (unit totals by county, city, and program type, …). The file type is .pdf and the file size for each booklet ranges from 560 – 755 KB. Send an email to kevin_pillsbury@hud.gov.

## Subsidized Housing in Maine

Maine State Housing Authority (MSHA) has created a database of subsidized housing in Maine. Click on "County lists" to access listings.

- http://www.mainehousing.org/rentalhousing.html

## Subsidized Housing in New Hampshire

New Hampshire Housing Finance Authority (NHHFA) has created a booklet titled Directory of Assisted Housing:

- http://www.nhhfa.org/frd_dah.htm

## Vermont Housing Data

Vermont Housing Finance Agency (VHFA) and the University of Vermont's Center for Rural Studies (CRS) have launched Vermont Housing Data. The Vermont Housing Data Web Site is the largest single source for Vermont-related market rate and affordable housing information.

http://www.housingdata.org/

## Units Available for Occupancy

WL = Units occupied; no one on the waiting list.

E = Elderly
D = Disabled
AF = Accessibility Features
WH = Wheelchair Accessible

### Maine

**Chateau Cushnoc** Augusta

| | | | | | | |
|---|---|---|---|---|---|---|
| 36 Townsend Street, Augusta, ME 04330 | | | | | | |
| Waiting List / Available Units: | | | | | | |
| WL | OBR | 1 E | 1BR | 2BR | 3BR | 4BR |
| Total Units: | OBR | 60 | 1BR | 2BR | 3BR | 4BR |
| Program: | 202/8 | | Elderly | | | |
| Contact: | Kate Swanson<br>Elderly Housing Dev. & Op. Corp.<br>36 Townsend Street<br>Augusta, ME 04330 | | 207-623-1112<br>207-623-3801<br>www.ehdoc.com<br>kswanson@ehdoc.com | | | |
| Comments: | Service Coordinator<br>Bus service to shopping, appt., etc. | | | | | |

**Edward J. Reynolds House** Belfast

| | | | | | | |
|---|---|---|---|---|---|---|
| 33 Booth Drive, Belfast, ME 04915 | | | | | | |
| Waiting List / Available Units: | | | | | | |
| X WL | OBR | 2 E WH | 1BR | 2BR | 3BR | 4BR |
| Total Units: | OBR | 32 | 1BR | 2BR | 3BR | 4BR |
| Program: | 202 PRAC | | Elderly | | | |
| Contact: | David McAfee<br>VOA Northern New England, Inc. | | 207-338-3838 | | | |
| Comments: | | | | | | |

**Orchard Park Apartments** Farmingdale

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Farmingdale, ME 04344 | | | | | | | | | | |
| Waiting List / Available Units: | | | | | | | | | | |
| X WL | OBR | 1 | 1BR | 3 | 2BR | 1 | 3BR | | 4BR | |
| Total Units: | OBR | 8 | 1BR | 32 | 2BR | 8 | 3BR | | 4BR | |
| Program: | Rental Loan Program | | | Family | | | | | | |
| Contact: | Brenda Chabre<br>Liberty Management, Inc.<br>443 Congress Street<br>Portland, ME 04101 | | | | 207-737-2484/623-3966<br>207-737-2484/623-3966<br>richmondterrace@clinc.net | | | | | |
| Comments: | On-site laundry, off-street parking, quiet, wooded area. Close to Augusta. | | | | | | | | | |

**Maine Avenue Manor** Millinocket

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| Maine Avenue, Millinocket, ME 04462 | | | | | | | | | | |
| Waiting List / Available Units: | | | | | | | | | | |
| X WL | OBR | 3<br>E | 1BR | | 2BR | | 3BR | | 4BR | |
| Total Units: | OBR | 20 | 1BR | 2 | 2BR | | 3BR | | 4BR | |
| Program: | Section 8 | | | Elderly | | | | | | |
| Contact: | Cathie or Evelyn<br>C & C Realty Management<br>P O Box 2506<br>Augusta, ME 04338-2506 | | | | 207-621-7700<br>207-621-7702<br>info@ccrealtymanagement.com | | | | | |
| Comments: | Service Coordinator<br>Toll-Free Maine 1-866-621-7705<br>On-site laundry | | | | | | | | | |

**Lucille M. Simpson Meadows** North Berwick

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| One Simpson Way | | | | | | | | | | |
| Waiting List / Available Units: | | | | | | | | | | |
| WL | OBR | 1<br>E | 1BR | | 2BR | | 3BR | | 4BR | |
| Total Units: | OBR | 30 | 1BR | | 2BR | | 3BR | | 4BR | |
| Program: | 202 Prac | | | Elderly | | | | | | |
| Contact: | Andrea Monaco<br>Lucille M. Simpson Meadows<br>One Simpson Way<br>North Berwick, ME 03906 | | | | 207-676-3257<br>207-676-0974<br>www.snhs.org<br>simpsonm@maine.rr.com | | | | | |
| Comments: | On-Site Manager<br>Transportation Available<br>Meals on Wheels available | | | | | | | | | |

**Pinebrook Apartments** Pinebrook

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 2 Pinebrook Lane, Franklin, ME 04634 | | | | | | | | |
| Waiting List / Available Units: | | | | | | | | |
| | WL | 1 | OBR | 3<br>E AF | 1BR | 2BR | 3BR | 4BR |
| Total Units: | | 4 | OBR | 14 | 1BR | 2BR | 3BR | 4BR |
| Program: | MSHA-202/8 | | | Elderly | | | | |
| Contact: | Melinda LeLand<br>Realty Resources Mgmt.<br>247 Commercial St<br>Rockport, Melinda LeLand 04856 | | | | 1-800-338-8538<br>mleland@realtyresourcesgroup.com | | | |
| Comments: | | | | | | | | |

**Rangeley Townhouse** Rangeley

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 14 School Street, Rangeley, ME 04970 | | | | | | | | | |
| Waiting List / Available Units: | | | | | | | | | |
| X | WL | | OBR | 4<br>E AF | 1BR | | 2BR | 3BR | 4BR |
| Total Units: | | | OBR | 21 | 1BR | 1 | 2BR | 3BR | 4BR |
| Program: | 202 with Section 8 | | | Elderly | | | | | |
| Contact: | Cathie or Evelyn<br>C & C Realty Management<br>P O Box 2506<br>Augusta, ME 04338-2506 | | | | 207-621-7700<br>207-621-7702<br>info@ccrealtymanagement.com | | | | |
| Comments: | Toll-free Maine 1-866-621-7705<br>Service Coordinator<br>Meals Program Weekdays | | | | | | | | |

**Richmond Terrace Apts.** Richmond

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 31 Kimball St. Richmond, ME 04357 | | | | | | | | | |
| Waiting List / Available Units: | | | | | | | | | |
| X | WL | | OBR | 2 | 1BR | | 2BR | 3BR | 4BR |
| Total Units: | | | OBR | 22 | 1BR | 4 | 2BR | 3BR | 4BR |
| Program: | Section 8 | | | Elderly | | | | | |
| Contact: | Brenda Chabre<br>Liberty Management, Inc.<br>443 Congress Street<br>Portland, ME 04101 | | | | 207-737-2484/623-3966<br>207-737-2484/623-3966<br>richmondterrace@clinc.net | | | | |
| Comments: | Service Coordinator<br>2 community areas, 1 with<br>kitchen, parking and laundry. | | | | | | | | |

**Rocky Coast House** Thomaston

| | | | | | | |
|---|---|---|---|---|---|---|
| Booker St, Thomaston, ME 04861 | | | | | | |
| Waiting List / Available Units: | | | | | | |
| X WL | OBR | 9<br>E AF | 1BR | 2BR | 3BR | 4BR |
| Total Units: | OBR | 31 | 1BR | 2BR | 3BR | 4BR |
| Program: | 202 PRAC | | Elderly | | | |
| Contact: | David McAfee<br>VOA Northern New England, Inc. | | | 207-354-8952 | | |
| Comments: | | | | | | |

For more Maine vacancies (Rural Development, Low Income Tax Credit, …):

- http://www.hud.gov/local/me/renting/meavailable.pdf

## New Hampshire

**Charlestown Elderly Housing** Charlestown

| | | | | | | |
|---|---|---|---|---|---|---|
| 107 Lovers Lane | | | | | | |
| Waiting List / Available Units: | | | | | | |
| X WL | OBR | 2<br>E AF | 1BR | 2BR | 3BR | 4BR |
| Total Units: | OBR | 20 | 1BR | 2BR | 3BR | 4BR |
| Program: | 202 PRAC | | Elderly | | | |
| Contact: | Diane Ouellette<br>SCS, Inc.<br>69 Z Island Street<br>Keene, NH 03431 | | | 603-352-7512 ext. 284<br>603-357-0318<br>scshelps.org<br>douellette@scshelps.org | | |
| Comments: | 20 units 10 per flr w/ elevator | | | | | |

**Greenville Falls** Greenville

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 54 & 56 Main Street | | | | | | | | | | |
| Waiting List / Available Units: | | | | | | | | | | |
| WL | 2<br>E D | OBR | | 1BR | | 2BR | | 3BR | | 4BR |
| Total Units: | 10 | OBR | 57 | 1BR | 4 | 2BR | | 3BR | | 4BR |
| Program: | 202/811 | | | | Elderly | | | | | |
| Contact: | Nancy Garland<br>Rural Housing for the Elderly<br>54 & 56 Main Street<br>Greenville, NH 3048 | | | | | 603-547-2361<br>603-547-2415<br>www.snhs.org<br>nancy@snhs.org | | | | |
| Comments: | On-Site Manager<br>Transportation Available<br>Meals on Wheels available | | | | | | | | | |

**Echo Valley Village** Pittsburg

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 20 Back Lake Road | | | | | | | | | | |
| Waiting List / Available Units: | | | | | | | | | | |
| WL | | OBR | 4<br>E | 1BR | | 2BR | | 3BR | | 4BR |
| Total Units: | | OBR | 24 | 1BR | | 2BR | | 3BR | | 4BR |
| Program: | 202 Prac | | | | Elderly | | | | | |
| Contact: | Regina Buteau<br>Echo Valley Village<br>20 Back Lake Road<br>Pittsburg, NH 03592 | | | | | 603-538-1122<br>603-538-1133<br>www.snhs.org<br>reginabuteau@earthlink.net | | | | |
| Comments: | On-Site Manager<br>55 and older | | | | | | | | | |

**Vermont**

**Riverview Apts** Bellows Falls

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 73 Westminster St, Bellows Falls, VT 05101 | | | | | | | | | | |
| Waiting List / Available Units: | | | | | | | | | | |
| WL | OBR | **2** WH E | 1BR | | 2BR | | 3BR | | 4BR | |
| Total Units: | OBR | 54 | 1BR | 2 | 2BR | | 3BR | | 4BR | |
| Program: | Section 8 | | | Elderly | | | | | | |
| Contact: | Lydia Peak<br>EastPoint Properties<br>436 S River Road, Bldg B<br>Bedford, NH 03110 | | | | 603-669-8551<br>603-669-0085<br>lydiap@bostonpost.com | | | | | |
| Comments: | Rental Agent | | | | | | | | | |

**Passumpsic View Apts.** St. Johnsbury

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| 394 Railroad St. St. Johnsbury, VT 05819 | | | | | | | | | | |
| Waiting List / Available Units: | | | | | | | | | | |
| WL | OBR | **15** E WH | 1BR | | 2BR | | 3BR | | 4BR | |
| Total Units: | OBR | 18 | 1BR | | 2BR | | 3BR | | 4BR | |
| Program: | 202 PRAC | | | Elderly | | | | | | |
| Contact: | Iris Gilbert<br>NCMC<br>PO Box 432<br>St. Johnsbury, VT 05819 | | | | 802-748-8235<br>802-748-6535<br>iris@ncmcvt.com | | | | | |
| Comments: | Property Manager<br>Bus Service, walk to pharmacy<br>elevator, laundry on all floors | | | | | | | | | |

The NEWS<|>FLASH will feature properties with units that are available immediately for occupancy and properties that do not have any applicants on their waiting list. Send an email to kevin_pillsbury@hud.gov for the template to list your units.

If your property is still being listed, but you no longer have vacancies or you have a waiting list, please email us, so your property can be removed from the list. Properties will be automatically removed from the list after 6 months. If you are still experiencing vacancies after the 6 months, please send a new email to re-list the property.

## Email Mailing List

Our email mailing list is used to send the NEWS<|>FLASH and other important HUD information.

To join our email mailing list, to notify us of an email address change, to verify you are on our email mailing list (you thought you had joined, but you are not receiving the NEWS<|>FLASH directly), and to remove your email address from the email mailing list, please send an email to kevin_pillsbury@hud.gov.

# Logic Model Training for SuperNOFA Grantees

## U.S. Department of Housing and Urban Development

## Satellite Broadcast
## June 1, 2004
## 2:00PM-5:00PM
## Washington, DC

**The Center for Applied Management Practices, Inc.** 
**3609 Gettysburg Road**
**Camp Hill, PA 17011**
**(717) 730-3705**
**info@appliedmanagement.org**

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# Measurement and Accountability

Congress passes the Government Performance and Results Act (GPRA) in 1993 establishing strategic planning and performance measurement in the Federal government and federally funded programs. “The purposes of this Act are to – improve Federal program effectiveness and public accountability by promoting a new focus on results, service quality and customer satisfaction – help Federal managers improve service delivery, by requiring that they plan for meeting program objectives and by providing them with information about program results and service quality.”

- Establish performance goals to define the level of performance to be achieved by a program activity.
- Express such goals in an objective, quantifiable, and measurable form.
- Describe the operational processes, skills, technology, and the human capital, information, or other resources required to meet the performance goals.
- Establish performance indicators to be used in measuring or assessing the relevant outputs, service levels and outcomes of each program activity.
- Provide a basis for comparing the actual program results with the established performance goals.
- Describe the means to be used to verify and validate measured values.

Government Performance and Results Act of 1993, (b) Performance Plans and Reports, Section 1115. Performance Plans

# HUD's Strategic Goals – P1

## 1a: Increase homeownership opportunities.

1. Expand national homeownership opportunities.
2. Increase minority homeownership.
3. Make the home buying process less complicated and less expensive.
4. Fight practices that permit predatory lending.
5. Help HUD-assisted renters become homeowners.
6. Keep existing homeowners from losing their homes.

## 1b: Promote decent affordable housing.

1. Expand access to affordable rental housing.
2. Improve the physical quality and management accountability of public and assisted housing.
3. Increase housing opportunities for the elderly and persons with disabilities.
4. Help HUD-assisted renters make progress toward self-sufficiency.

## 1c: Strengthen communities.

1. Improve economic conditions in distressed communities.
2. Make communities more livable.
3. End chronic homelessness.
4. Mitigate housing conditions that threaten health.

## 1d: Ensure equal opportunity in housing.

1. Resolve discrimination complaints on a timely basis.
2. Promote public awareness of Fair Housing laws.
3. Improve housing accessibility for persons with disabilities.

# HUD's Strategic Goals – P2

## 1e: Embrace high standards of ethics, management, and accountability.

1. Rebuild HUD's human capital and further diversify its workforce.
2. Improve HUD's management, internal controls and systems, and resolve audit issues.
3. Improve accountability, service delivery, and customer service of HUD and our partners.
4. Ensure program compliance.

## 1f: Promote participation of grass-roots faith-based and other community-based organizations.

1. Reduce regulatory barriers to participation by grass-roots faith-based and other community-based organizations.
2. Conduct outreach to inform other potential partners of HUD opportunities.
3. Expand technical assistance resources deployed to grass-roots faith-based and other community-based organizations.
4. Encourage partnerships between grass-roots faith-based and other community-based organizations and HUD's traditional grantees.

# HUD's Policy Priorities

1. Providing increased homeownership and rental opportunities for low and moderate income persons, persons with disabilities, the elderly, minorities, and families with limited English proficiency.

2. Improving our nation's communities.

3. Encouraging accessible design features.

4. Providing full and equal access to grass-roots faith-based and other community-based organizations in HUD program implementation.

5. Participation of minority serving institutions in HUD programs.

6. Ending chronic homelessness in ten years.

7. Removal of barriers to affordable housing.

# Introduction to the Logic Model

## What is the Logic Model?

- The logic model is a tool that integrates program operations and program accountability. The logic model can be used to support planning, monitoring, evaluation, and other management functions of a HUD funded program or agency.

- The logic model links public policy and program operations, Columns 1-7 of the logic model (HUD's Strategic Goals, HUD's Policy Priorities, need, services, projected and actual outputs, and projected and actual outcomes or results).

- The logic model links public policy and program operations, Columns 1-7 with program accountability, Columns 8-9 (measurement reporting tools, and the evaluation process).

- All Logic Models share common characteristics including identification of: problem or need, service or activity, outcomes and measurement reporting tools. The Logic Model presented here was custom designed for use in this SuperNOFA funding.

- The logic model is an abstract of the program or service that is under consideration for funding or has already been funded. **The logic model should be representative of the entire grant application and serves as the "executive summary" for the grant request. In this context it is used to make a "first impression."** Simply, the potential grantee must ensure that the logic model accurately conveys the purpose of the funding request and the expected impact on people and their community.

# Why Does HUD Use a Logic Model?

Data from the HUD logic model can be used to support management and monitoring activities including:

- How grantees perform with regard to meeting projected outputs and outcomes.
- The ability to monitor program activity while it is occurring rather than after the fact.
- The ability to institute preventive corrective action to support on-going operations rather than a post evaluation remedy after the fact.
- The ability to identify successful programs and why they are successful.
- The ability to replicate successful programs in other sites based on good information from existing programs.
- The extent to which HUD's Strategic Goals and Policy Priorities are being addressed in communities across the United States.
- How well HUD funded programs are being implemented in communities across the United States.
- The ability to establish norms and realistic standards of performance based on actual experience in the field.
- The ability to compare grantees within and across states.

 

**Logic Model**

# U.S. Department of Housing and Urban Development
## Office of Departmental Grants Management and Oversight

OMB Approval No. 2535-0114
(exp. 12/31//2006)

Program Name:____________________

Component Name:____________________

| Strategic Goals | Policy Priorities | Problem, Need, Situation | Service or Activity | Benchmarks | | Outcomes | | Measurement Reporting Tools | Evaluation Process |
|---|---|---|---|---|---|---|---|---|---|
| | | | | Output Goal | Output Result | Achievement Outcome Goals | End Results | | |
| 1 | | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| Policy | | Planning | | Intervention | | Impact | | Accountability | |
| | | | | **Short Term** | | | | a.<br>b.<br>c.<br>d.<br>e. | |
| | | | | **Intermediate Term** | | | | a.<br>b.<br>c.<br>d.<br>e. | |
| | | | | **Long Term** | | | | a.<br>b.<br>c.<br>d.<br>e. | |

HUD's Strategic Goals: 1-6

Policy Priorities: 1-7

# How To Complete the HUD Logic Model – P1

Federal Register/Vol.69 No.94/Friday, May 14, 2004 Notices
Logic Model Instructions – OMB Approval No. 2535-0114 (exp. 12/31/2006)
U.S. Department of Housing and Urban Development
Office of Departmental Grants Management and Oversight

The public reporting burden for this collection of information is essential to average 18 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information, and preparing the application package for submission to HUD.  HUD may not conduct, and a person is not required to respond to a collection of information unless that collection displays a valid control number.

Program Name: The HUD funding program under which you are applying. If you are applying for a component of a program please include the Program Name as well as the Component Name.

Component Name: The HUD funding program under which you are applying.

Column 1:  *HUD's Strategic Goals.* Indicate in this column **the number** of the goal(s) that your proposed service or activity is designed to achieve.  HUD's strategic goals are:

1. Increase homeownership opportunities.
2. Promote decent affordable housing.
3. Strengthen communities.
4. Ensure equal opportunity in housing.
5. Embrace high standards of ethics, management, and accountability.
6. Promote participation of grass-roots faith-based and other community-based organizations.

**Action – Column 1 – Strategic Goals – Policy:** Identify which of the six HUD Strategic Goals are to be addressed in the logic model. You can identify more than one goal. Use the number(s) provided in the logic model.

# How To Complete the HUD Logic Model – P2

***Policy Priority***: Indicate in this column **the number** of the HUD Policy Priority(ies), if any, that your proposed service or activity promotes. Applicants are encouraged to undertake specific activities that will assist the Department in implementing its Policy Priorities. HUD's Policy Priorities are:

1. Providing increased homeownership and rental opportunities for low and moderate income persons, persons with disabilities, the elderly, minorities, and families with limited English proficiency.
2. Improving our nation's communities.
3. Encouraging accessible design features.
4. Providing full and equal access to grass-roots faith-based and other community-based organizations in HUD program implementation.
5. Participation of minority serving institutions in HUD programs.
6. Ending chronic homelessness in ten years.
7. Removal of regulatory barriers to affordable housing.

**Action – Column 1 – Policy Priorities – Policy:** Identify which of the seven HUD Policy Priorities are to be addressed in the logic model. You can identify more than one priority. Use the number(s) provided in the logic model.

Column 2: **Problem, Need, or Situation**: Provide a general statement of need that provides the rationale for the proposed service or activity.

**Action – Column 2 – Problem, Need, Situation – Planning:** See above. Use the Federal Register for additional background information.

Column 3: **Service or Activity:** Identify the activities or services that you are undertaking in your work plan which are crucial to the success of your program. Not every activity or service yields a direct outcome.

**Action – Column 3 – Service or Activity – Planning:** See above. Use the Federal Register for additional background information.

 

# How To Complete the HUD Logic Model – P3

Column 4 and Column 5: **Benchmarks:** These columns ask you to identify benchmarks that will be used in measuring the progress of your services or activities. Column 4 asks for specific interim or final products (called outputs) that you establish for your program's services or activities. Column 5 should identify the results associated with the product or output. These may be numerical measures characterizing the results of a program activity, service, or intervention and are used to measure performance. These outputs should lead to targets for achievement of outcomes. Results should be represented by both the actual # and % of the goal achieved.

> Column 4: **Benchmarks/Output Goal:** Set quantifiable output goals, including timeframes. These should be products or interim products, which allow you and HUD to monitor and assess your progress in achieving your program workplan.
>
> Column 5: **Benchmark/Output Result:** Report the actual result of your benchmarks. The actual result could be the number of housing units developed or rehabilitated, jobs created, or number of person assisted. Outputs may be short, intermediate or long-term. **(Do not fill out this section with the application).**

**Action – Column 4 – Benchmark/ Output Goal – Intervention:** In this column, set quantifiable goals including timeframes. These should be interim products which allow you and HUD to monitor and assess your progress in achieving your program work plan.

**Action – Column 5 – Benchmark/ Output Result – Intervention:** Report actual results at completion of the performance period. This is accomplished by comparing the targeted output from column 4 with the actual output achieved. In this column write both the number and the percentage of the output achieved. Outputs could be the actual number of persons assisted or received services, or the actual number of units delivered or produced.

# How To Complete the HUD Logic Model – P4

Column 6 and Column 7: **Outcomes:** Column 6 and Column 7 ask you to report on your expected and actual outcomes-the ultimate impact you hope to achieve. Column 6 asks you to identify outcomes in terms of the impact on the community, people's lives, changes in economic or social status, etc. Column 7 asks for the actual result of the outcome listed in Column 6, which should be updated as applicable.

> Column 6: **Outcomes/Goals:** Identify the outcomes that resulted in broader impacts for individuals, families/households, and/or the community. For example, the program may seek to improve the environmental conditions in a neighborhood, increase affordable housing, increase the assets of a low-income family, or improve self-sufficiency.
>
> Proxy Outcome(s): Often direct measurement of the intended outcome is difficult or even impossible—to measure. In these cases, applicants/grantees should use a proxy or surrogate measure that corresponds with the desired outcome. For example, improving quality of life in a neighborhood could be measured by a proxy outcome such as increases in home prices or decreases in crime. Training programs could be measured by the participant's increase in wages or reading skills. The person receiving the services must meet eligibility requirements of the program.
>
> Column 7: **Outcomes/Actual Result:** Identify specific achievements of outcomes listed in Column 6. **(Do not fill out this section with the application).**

**Action – Column 6 – Achievement of Outcome Goals – Impact:** Identify the expected outcome and the estimated number of persons expected to achieve it or the expected outcome in terms of community impact or changes in economic and social status**.** Outcomes can also be described as having short, intermediate, and long term characteristics. If the outcome is a proxy outcome, provide an explanation of why a proxy outcome was chosen.

# How To Complete the HUD Logic Model – P5

**Action – Column 7 – End Results – Impact:** Report actual results at the completion of the performance period. Identify the actual outcome and the actual number of persons achieving it, or the actual outcome in terms of community impact or changes in economic and social status.

- Outcomes must be collected for each client or for every situation.
- Use real numbers for projecting both the output and outcome targets. Be reasonable and accurate. If you are unsure or the program is new, provide an explanation to support your projected outputs and outcomes.

Column 8: **Measurement Reporting Tools:** (a) List the tools used to track output or outcome information, e.g. survey instrument; attendance log; case report; pre-post test; waiting list; etc., (b) Identify the place where data is maintained, e.g. central database; individual case records; specialized access database, tax assessor database; local precinct; other: (c) Identify the location, e.g. on-site; subcontractor; other; (d) Indicate how often data is required to be collected, who will collect it and how often data is reported to HUD; and (e) Describe methods for retrieving data, e.g., data from case records is retrieved manually, data is maintained in an automated database. This tool will be available for HUD review and monitoring and should be used in submitting reporting information.

**Action – Column 8 – Measurement Reporting Tools – Accountability:** See above.

Column 9: **Evaluation Process:** Identify the methodology you will periodically use to assess your success in meeting your benchmark output goals and output results, outcomes associated to the achievement of the purposes of the program, as well as the impact that the work has made on the individuals assisted, the community, and the strategic goals of the Department. If you are not meeting the goals and results projected for your performance period, the evaluation process should be used as a tool to ensure that you can adjust your schedules, timing, or business practices to ensure that goals are met within your performance period.

**Action – Column 9 – Evaluation Process – Accountability:** See above.

# Proxy Outcomes

A proxy outcome is when the activity, service, or intervention is also the same as the outcome. Use of a proxy outcome must be justified and documented.

A proxy outcome may be used when:

- it is supported by previous research and the client is eligible for the service;
- it is not practical to measure the actual program outcome,
- it is not yet certain what the specific outcome is,
- it is the best outcome available until better data collection procedures can be developed.

- Example 1: Research shows that provision of a senior congregate meal program produces benefits such as the reduction or elimination of hunger, a guarantee of a nutritionally balanced meal, and social and emotional benefits including maintenance of independence, and stabilization and reduction of depression. It is not reasonable to expect a senior congregate meal program to collect these outcomes. Eligibility for the senior congregate meal program determines that a specific group of clients would benefit and achieve the expected outcomes. Therefore, counting the number of eligible persons obtaining a meal is the surrogate, or proxy, outcome for hunger, nutrition, maintenance of independence, etc.

- Other examples: Where the activity is also the (proxy) outcome:

  - # and % of emergency rent payments – proxy for # and % of clients maintained in permanent housing.
  - # and % of families who obtained food from a food bank – proxy for # and % of clients whose hunger was alleviated or prevented.
  - # and % of children regularly attending an after-school program – proxy for # and % of children who do not engage in negative behaviors (that could occur in an unsupervised home setting in the absence of adult supervision).
  - Improving quality of life in a neighborhood could be measured by a proxy outcome such as increases in home prices or decreases in crime.

 

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# How To Write and Organize A Logic Model – P1

**Column 1 – Strategic Goals – Policy**

There are six HUD Strategic Goals:

1. Increase homeownership opportunities.
2. Promote decent affordable housing.
3. Strengthen communities.
4. Ensure equal opportunity in housing.
5. Embrace high standards of ethics, management, and accountability.
6. Promote participation of grass-roots faith-based and other community-based organizations.

- Choose one or more Strategic Goals that relate to your grant application.

- Select those Strategic Goals that best represent your program or service. Do not select all the Strategic Goals.

**Column 1 – Policy Goals – Policy**

There are seven HUD Policy Priorities:

1. Providing increased homeownership and rental opportunities for low and moderate income persons, persons with disabilities, the elderly, minorities, and families with limited English proficiency.
2. Improving our nation's communities.
3. Encouraging accessible design features.
4. Providing full and equal access to grass-roots faith-based and other community-based organizations in HUD program implementation.
5. Participation of minority serving institutions in HUD programs.
6. Ending chronic homelessness in ten years.
7. Removal of barriers to affordable housing.

- Choose one or more Policy Priorities that relate to your grant application.

- Select those Policy Priorities that best represent your program or service. Do not select all the Policy Priorities.

# How To Write and Organize A Logic Model – P2

### Column 2 – Problem, Need, Situation – Planning

- Write a clear and concise statement that identifies the problem, need, or situation.
- Ensure that the statement is consistent with the identified HUD Strategic Goal(s)?
- Ensure that the statement is consistent with the identified HUD Policy Priority(ies).

If this statement is unclear, the rest of the logic model is at risk. Describing services, outputs, and outcomes without a clear and concise problem statement is not a supportable logic model. Do not expect the reviewer to "second guess" your definition of the problem, need or situation.

### Column 3 – Service or Activity – Planning

- Identify the services or activities that will be used to address the presenting problem, need, or situation.
- Ensure that the services or activities are appropriate for the identified problem, need, or situation identified in Column 2.
- Establish a realistic timeframe.
- Identify the number of people, or number of services or activities offered.

# How To Write and Organize A Logic Model – P3

## Column 4 – Benchmarks – Output Goal – Intervention

- Identify quantifiable output goals, including timeframes. These should be products or interim products, which allow you and HUD to monitor and assess your progress in achieving your program work plan.

- Ensure that the output(s) match the service or activity identified in Column 3.

- Ensure that all relevant output information is presented in Column 4? Identify the <u>actual</u> number of persons assisted or receiving services or the <u>actual</u> number of units delivered or produced.

- Write output goals that are realistic.

- Write output goals that contain realistic timeframes.

- Ensure that the outputs are measurable. Can they be counted?

- Develop outputs that are useful for your own agency to monitor and assess progress in achieving the program work plan.

- Develop outputs that are useful for HUD to monitor and assess progress in achieving the program work plan.

- Develop output goal(s) that have short, intermediate and long term characteristics.

- Ensure that there is a difference in the short, intermediate, and long term characteristics.

# How To Write and Organize A Logic Model – P4

## Column 5 – Benchmarks – Output Result – Intervention

- Identifying output results occurs at some time <u>after</u> the program or service has been implemented. Leave this column blank when submitting your grant application.

After the program or service has been implemented, document and compare the actual outputs delivered to the original output goals. There are three possible scenarios:

- The actual output result is the same as the output goal.
- The actual output result is higher than the output goal. If this happens, explain how much higher in terms of both numbers and percentages.
- The actual output result is lower than the output goal. If this happens, explain how much lower in terms of both numbers and percentages.

## Column 6 – Outcomes – Achievement Outcome Goals – Impact

- Identify the expected outcome and the <u>estimated</u> number of persons expected to achieve it or the expected outcome in terms of community impact or changes in economic and social status**.**
- When writing outcome statements, ensure that the expected outcome in Column 6 matches the output goal in Column 4?
- Use realistic #'s and %'s when writing outcome goal statements.
- Write outcome goal statements that are realistic in terms of the program or service.
- Ensure that the outcome goal statements are consistent with Column 2 – Problem, Need, and Situation.
- Ensure that the outcome goal statements are consistent with Column 3 – Service or Activity.



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# How To Write and Organize A Logic Model – P5

- Write outcome goal statements with realistic timeframes.
- Develop outcome goal statements that have short, intermediate, and long term characteristics.
- Ensure that there is a difference in the short, intermediate and long term characteristics.
- If a proxy outcome goal statement was written, explain why it was chosen.

### Column 7 – Outcomes – Achievement Outcome Goals – End Results

- Identifying achieved outcomes occurs at some time after the program or service has been implemented. Leave this column blank when submitting your grant application.

After the program or service has been implemented, document and compare the actual outcomes achieved. There are three possible scenarios:

- The achieved outcome is the same as the projected outcome.
- The achieved outcome is higher than the projected outcome. If this happens, explain how much higher in terms of both numbers and percentages.
- The achieved outcome is lower than the projected outcome. If this happens, explain how much lower in terms of both numbers and percentages.

### Column 8 – Measurement Reporting Tools

- Identify specific measurement tool(s) and the process of measurement.
- Identify specific tools for use in tracking output or outcome information (e.g. survey instrument; attendance log; case report; pre-post test; waiting list; etc.

# How To Write and Organize A Logic Model – P6

- Describe a process for data collection.
- Describe the place(s) where data is maintained, e.g. central database; individual case records; specialized access database, tax assessor database; local precinct, other.
- Describe the location(s) where the data is collected, e.g. on-site; subcontractor; other.
- Identify all sources of data.
- Describe the frequency of data collection identified in terms of weekly, monthly or quarterly reporting internally and to HUD.
- Describe the methods for retrieving data, e.g., data from case records is retrieved manually; data is maintained in an automated database, etc.

**Column 9 – Evaluation Process – Accountability**

- Describe an evaluation methodology that can be used to periodically assess your progress meeting your benchmark output goals and output results.
- Describe an evaluation methodology that can be used to periodically assess your progress achieving outcomes associated with the purposes of the program, as well as the impact that the work has made on the individuals assisted, the community, and the strategic goals of the Department.

# How To Write and Organize A Logic Model – P7

**Overall**

The logic model should be complete and accurate. The information contained in each column should be appropriate for the respective column.

- Does the logic model contain the correct information but not always in the appropriate columns?
- Did the applicant incorrectly provide information in column 5 (output result) and/or column 7 (end result) in the application, thereby presenting the outcome before it occurred?
- Does the logic model distinguish between outputs (columns 4-5) and outcomes (columns 6-7)?
- Is the logic model a good “executive summary” for the grant request and accurately conveys the purpose of the funding request and the expected impact on people and their community.

U.S. Dept. of HUD, New Hampshire State Office · 1000 Elm Street, Manchester, NH 03101 · (603) 666-7510

May 17, 2004

**Funding Notification for Fiscal Year 2004 Section 202 Supportive Housing for the Elderly / Section 811 Supportive Housing for Persons with Disabilities Capital Advance Grant Program**

## WORKSHOP ANNOUNCEMENT

The Manchester, New Hampshire HUD Office in conjunction with the Maine State HUD Office and Vermont State HUD Office will conduct workshops for interested applicants

**June 7 – Manchester, NH**
9:30 a.m. – 12:00 p.m.
New Hampshire State HUD Office
1000 Elm Street, Manchester, NH
Contact: Jessica Scott @ (603) 666-7510 x 3048

**June 15 – Westbrook, ME**
9:30 a.m. – 12:00 p.m.
Westbrook Housing Authority – Conference Room
30 Liza Harmon Drive, Westbrook, ME
Contact: Jacqueline Schultz @ (207) 945-0494

**June 16 – Burlington, VT**
9:30 a.m. – 12:00 p.m.
Vermont State HUD Office
159 Bank Street – 2nd Floor of the Howard Opera House
Burlington, VT
Contact: A**udra J. Ouellette** @ (802) 951-6290

### TOPICS FOR DISCUSSION

- Overview of the Section 202 and 811 Programs.
    - Program timelines, etc.
- Application process
- Scoring Criteria

All workshop facilities are accessible to individuals with disabilities. **Please confirm your attendance with the contact person of the workshop you will be attending. The contact person can provide directions to the workshop locations or you can go directly to** www.mapquest.com or www.yahoo.com.

We will accept applications from private nonprofit organizations and nonprofit consumer cooperatives. The number of units and Capital Advance money available is as follows:

**Funds Available for MAINE, NEW HAMPSHIRE and VERMONT**

| | Units | | Capital Advance |
|---|---|---|---|
| **Section 202** | | | |
| | Metropolitan | 42 | $3,540,080 |
| | Non-metropolitan | 33 | $2,772,517 |
| **Section 811** | | | |
| | All Areas | 19 | $1.533,503 |

* **Applicants must not request more units than specified above, including the manager's unit**

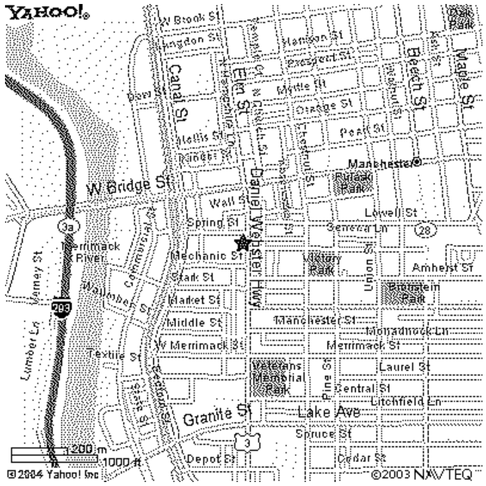
### SATELLITE BROADCAST

There will be a satellite broadcast at all three HUD state office locations from 1:30 p.m. to 5:00 p.m. on June 10, 2004 to discuss the application process. If you are unable to attend a workshop or have additional questions, you are welcome to attend the broadcast. **Please confirm your attendance with the contact person in the office you will be attending the broadcast.**

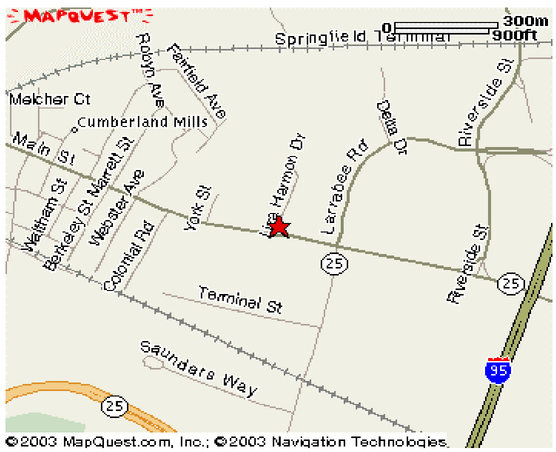
Application packages can be obtained online at www.hud.gov or www.hudclips.org/cgi/index.cgi.

**APPLICATIONS MUST BE POST MARKED NO LATER THAN JULY 7, 2004. APPLICATIONS <u>MAY</u> BE HAND DELIVERED.**

### New Hampshire State Office, Manchester, NH




### Westbrook Housing Authority, Westbrook, ME




### Vermont State HUD Office, Burlington, VT