

# COPS Office Program Performance Measurement: Outline for a Proactive and Routine Approach to Address OMB Requirements

## Introduction

This proposal is in response to the OMB requirement for the COPS Office to measure the performance of its various programs and include societal-based measures to demonstrate the impact of COPS Office grants in communities. To meet this requirement, the COPS Office Resources and Technical Assistance (RTA) Division proposes the following activities are initiated across divisions within the COPS Office:

1. **Develop logic models** to identify relevant inputs, outputs, first order outcomes, and second order outcomes for each program across the COPS Office, serving as a basis for reliable performance metrics and inform program development.
2. **Enhance program application and progress reporting requirements** to align with performance metrics identified through COPS program logic models.
3. Using enhanced, logic-model-informed programmatic data, **develop routine methodology for measuring performance annually.**
4. Contract with highly qualified independent researchers to conduct **periodic comprehensive, scientific studies** on COPS Office programs.

## Developing logic models

Logic models are a fundamental component of performance measurement and management, particularly for funding agencies such as the COPS Office. They can help illuminate and clarify the intent of the various programs of the COPS Office, as well as specify outcomes. In 2000, a collaboration amongst the COPS Office, National Institute of Justice (NIJ), and the Urban Institute designed such a logic model for the "National Evaluation of the COPS Program," sponsored through an MOU between the COPS Office and the NIJ.<sup>1</sup> However, this logic model was not institutionalized within the COPS Office, nor have any logic models been developed for the broader and more recent portfolio of COPS Office programs.

RTA proposes assigning program performance measurement responsibilities for each of the existing COPS Office programs between 2018 and 2019: COPS Hiring Program (CHP); Preparing for Active Shooter Situations (PASS); Community Police Development (CPD); Law Enforcement Mental Health and Wellness Act (LEMHWA); School Violence Prevention Program (SVPP); COPS Anti-Methamphetamine Program (CAMP); and the Anti-Heroin Task Force Program (AHTF).

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<sup>1</sup> See National Institute of Justice. 2000. "National Evaluation of the COPS Program." <https://www.ncjrs.gov/pdffiles1/nij/183643.pdf>

The program performance measurement activities<sup>2</sup> will include the development of logic models for each COPS Office program listed above. The logic models will identify the following attributes of each program: contextual factors; inputs; outputs; first order outcomes; and second order outcomes. Appendix A is an example of a preliminary logic model developed for the Comprehensive School Safety Program. First order and second order outcomes will be the basis for COPS Office program performance metrics. Data collection efforts may vary based on the type of outcome. For example, first order outcome measurement may be solicited directly from grantees and second order outcomes may involve a combination of grantee input and external research assistance.

The logic models should be reviewed on an as needed basis but, at minimum, annually. New programs should incorporate the development of a logic model in the early stages of their development.

### **Aligning program applications and progress reports with performance metrics**

Performance measurement activities also involve programmatic staff reviewing and updating program applications and progress reports, as needed, to ensure they are aligned with performance metrics identified by the first and second order outcomes of the program logic models. Doing so will help ensure that data collected from applicants and awardees is purposeful and contributes to COPS Office performance management.

### **Developing annual performance measurement process and methodology**

Using data from the newly devised program applications and progress reports, the COPS Office will be better positioned to develop a standardized process and methodology for querying, cleaning, conducting quality control, analyzing, and reporting performance data for each program on an annual basis.

### **Conducting comprehensive scientific studies**

In addition to routine performance measurement, the COPS Office will contract with independent researchers to conduct advanced multivariate, scientific studies on the impact of COPS Office programs. Programs will be selected every two years on a rotational basis (i.e. CHP being first, then PASS, SVPP, and so on). Doing so will require COPS Office funding for such efforts every two years.

As an example, a correlational analysis of violent crime statistics using COPS Hiring Program (CHP) awards from the FY2017 funding year in comparison to the universe of law enforcement agencies can provide a social-based performance measure on crime reduction in CHP funded communities. A scientifically rigorous evaluation of this nature on the impact of CHP on crime was recently published regarding CHP by Dr. Steven Mello of Princeton University.<sup>3</sup>

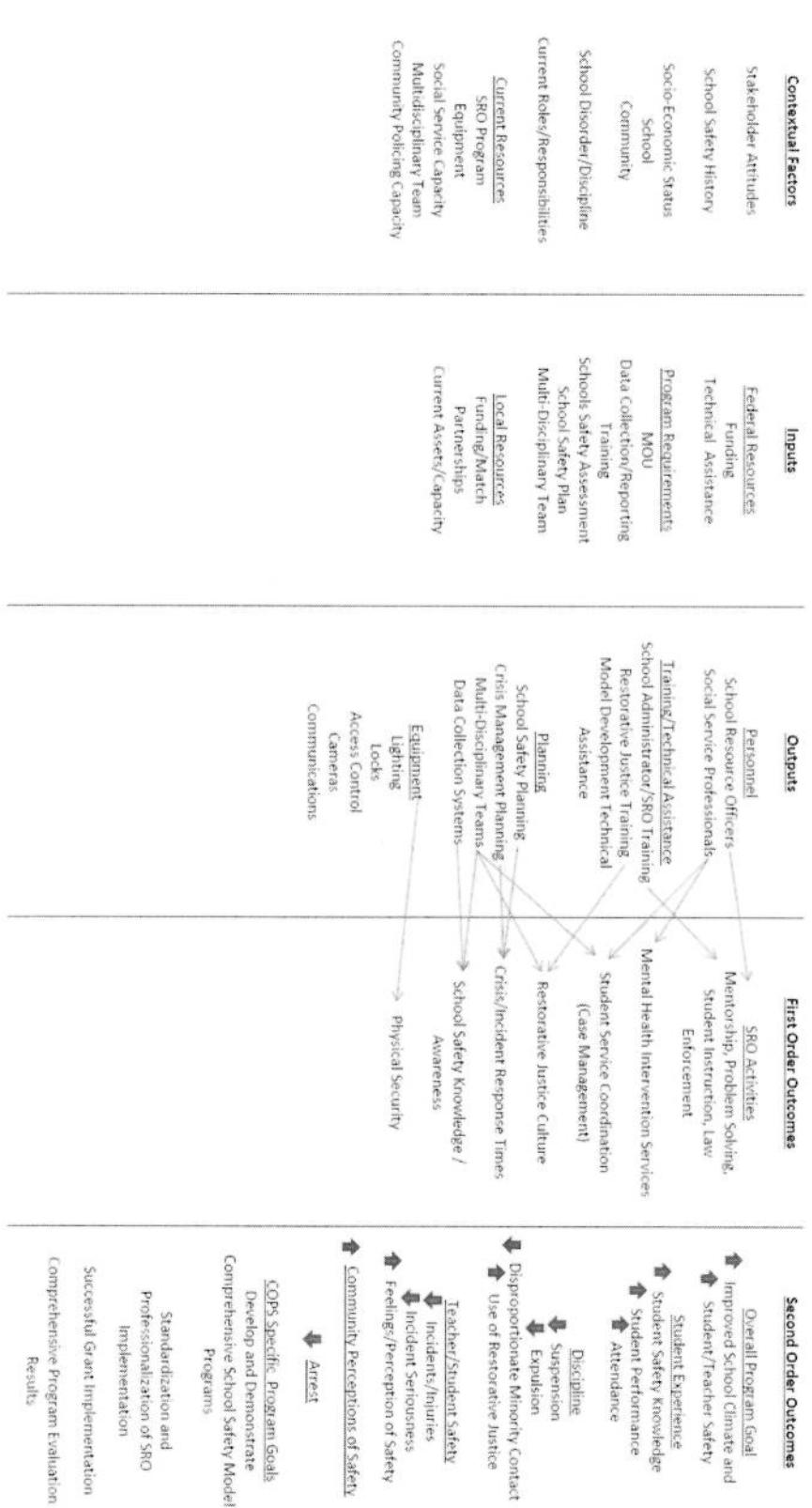
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<sup>2</sup> Performance measurement activities may be conducted by a single group working through each program or assigned to individual staff, per program.

<sup>3</sup> See S. Mello. 2018 "More COPS, Less Crime." <http://www.princeton.edu/~smello/papers/cops.pdf>

# Appendix A: Example Logic Model

Comprehensive School Safety Program Logic Model



## Appendix B. Timeline for Proposed Activities

| ACTIVITY   | TIMEFRAME               |
|--|-------------------------|
| DEVELOP LOGIC MODELS                               | May – June 2019         |
| ALIGN PROGRAM APPLICATIONS AND PROGRESS REPORTS    | June – August 2019      |
| DEVELOP ANNUAL PERFORMANCE MEASUREMENT PROCESS AND | August – September 2019 |
| METHODOLOGY  |                         |
| MEASURE PERFORMANCE ACROSS PROGRAMS                | Annually                |
| SCIENTIFIC STUDIES                                 | Every two years         |