

Program Goals, Objectives and Performance Indicators

A guide for grant and program
development

Why focus on goals, objectives and performance measures?

Strong goals, objectives and performance measures can:

- Strengthen grant proposals.
- Strengthen a program, regardless of funding source.

Goals

A program goal is the end that you want to achieve through the funded project.

- *To define a goal, identify what you want to change by implementing the project.*
What is the “big picture” purpose?

Example

DNA evidence is playing a role in an increasing number of violent crime prosecutions in your county but it's hard to keep pace with rapid advances in the science. You're seeking funding for three experienced assistant state's attorneys to form a specialized DNA prosecution unit.

Which is your goal?

Is the goal to:

- a) Hire three prosecutors?
- b) Or enhance the prosecution of felony cases in which DNA plays an important role in determining a defendant's guilt or innocence?

Answer

Enhance the prosecution of felony cases in which DNA plays an important role in determining the guilt or innocence of a defendant.

The program *goal* is to enhance the prosecution of felony DNA cases.

Hiring the prosecutors is not the *end* you want to achieve, it is the *means* to that end.

Objectives are:

- The action steps you will need to take to implement the program.
- The benchmarks you set to measure program performance

Objectives:

- Are measurable.
- Identify the target of program activity.
- Set a timeframe for completion.
- Provide an expected direction of change.

Objectives must:

- Be measurable.
 - *Can you count it?*
 - Identify data that you can obtain and track.
 - *Do you have access to the data or can you reasonably obtain it?*
 - *How will you keep track of the data?*

Objectives must :

Identify program target, such as:

- *Population group.*
- *Type of case or crime.*
- *Geographic area.*

Objectives must:

Set a timeframe for completion, including short, mid- and long-term benchmarks.

Objectives must:

Provide an expected direction of change.

Do you want an increase or decrease in each item you will count?

Two kinds of objectives

- Process objectives
- Outcome objectives

Process Objectives

Process objectives are the steps needed to implement the program.

Process Objectives

Examples:

- Hire three experienced felony prosecutors by November 1, 2012.
- Provide prosecutors with advanced DNA training by March 31, 2013.

Outcome Objectives

Outcome objectives measure
program impact

Outcome Objectives

- Prosecute 10 felonies using DNA evidence.
- Achieve an 80 percent conviction rate on felony cases using DNA.

Performance measures

Performance measures count progress toward program objectives or benchmarks.

Performance Measures

Performance measures are:

- Objective
- Relevant
- Able to indicate degrees of success
- Reliable
- Valid

Performance Measures

Process measures:

- Three prosecutors hired by October 15, 2012.
- Prosecutor advanced DNA training completed April 15, 2013.

Performance Measures

Outcome measures:

- 11 DNA felony cases prosecuted.
- 91 percent conviction rate.

Goal: *Enhance the prosecution of felony cases in which DNA plays an important role in determining a defendant's guilt or innocence.*

Process Objective	Performance Indicator
Hire three experienced felony prosecutors by November 1, 2012.	<ul style="list-style-type: none"> • Number of experienced felony prosecutors hired • Hire dates
Provide prosecutors with advanced training in DNA by March 31, 2013.	<ul style="list-style-type: none"> • Date prosecutors complete advanced DNA training
Outcome Objective	Performance Indicator
Prosecute 10 felonies using DNA evidence.	<ul style="list-style-type: none"> • Number of DNA felony cases prosecuted
Achieve an 80 percent conviction rate on these cases.	<ul style="list-style-type: none"> • Program conviction rate

Goal: *Reduce relapse and recidivism among dually diagnosed women.*

Process Objective	Performance Indicator
Assess 100 percent of female probationers using the MISA tool.	<ul style="list-style-type: none"> ● Percent of women assessed using MISA tool
Provide specialized MISA treatment to 100 percent of women identified for treatment.	<ul style="list-style-type: none"> ● Percent of women identified as MISA receiving specialized treatment
Outcome Objective	Performance Indicator
Lower substance abuse relapse by MISA-assessed clients by 20 percent.	<ul style="list-style-type: none"> ● Percent reduction in substance abuse relapse by MISA clients
Reduce recidivism by MISA-assessed clients by 10 percent.	<ul style="list-style-type: none"> ● Number of MISA-assessed clients ● Number of MISA-assessed clients re-arrested ● Percent reduction in recidivism by MISA clients

Data reports

Funders typically specify the performance measures, also referred to as performance metrics.

Data reports

Many funders are moving to online data reporting to collect performance metrics.

- How will you track program activity to report to the funder?

ICJIA data reports

- Collect standard performance metrics required by the federal fund.
- Collect project-specific performance measures drawn from the program description.
- Include demographic information.

Narrative information

- Highlights program achievements.
- Describes barriers to program implementation.
- Describes efforts to address barriers.

Narrative information

- Gives context to the data.
- Provides examples of program activities.
- Documents challenges.

Process Objective	Performance Indicator
Hire three experienced felony prosecutors by November 1, 2012.	Three experienced felony prosecutors hired by October 15, 2012.
Provide prosecutors with advanced DNA training by March 31, 2013.	Three prosecutors completed advanced DNA training April 15, 2013.
Outcome Objective	Performance Indicator
Prosecute 10 felonies using DNA evidence	11 DNA-related felony cases prosecuted
Achieve an 80 percent conviction rate on these cases.	91 percent conviction rate

How ICJIA uses data reports

ICJIA uses data reports to:

- Document the work of the program.
- Assure the project is being implemented as intended.
- Provide feedback on program impact to the Authority Budget Committee and Board

How ICJIA uses data reports

ICJIA uses data reports to:

- Become aware of areas of need and barriers to implementation.
- Compile information required in ICJIA's reports to federal funders.

How programs use data reports

Data reporting can be an opportunity for self-assessment:

- Improve program performance
 - *What should we change to meet our objectives?*
- Document work
 - *How do we prove the value of our program?*