

Overview of Performance Measures: Outputs versus Outcomes

Output: The goods or services produced by a program or organization and provided to the public or others. They include a description of the characteristics and attributes (e.g., timeliness) establish as standards. Outputs should help track a program's progress toward reaching its outcomes. Outputs can include process measures (e.g., paper flow, adjudication), attribute measures (e.g., timeliness, accuracy, customer satisfaction), and measures of efficiency.

Outcome: The intended result or consequence that will occur from carrying out a program or activity. Outputs generally support outcomes. Outcomes are more meaningful to the public than outputs, which tend to be more process-oriented or a means to an end.

Source: http://www.whitehouse.gov/sites/default/files/omb/part/challenges_strategies.pdf

JAG Performance Measures

A01: Law Enforcement Drug Task Forces

<https://www.bja.gov/evaluation/program-law-enforcement/forces5.htm>

- Outputs: target population
 - Number of cases filed
 - Number of agencies assisted
 - Number of fugitives arrested
 - Number of illegal aliens identified
- Outputs: training
 - Type of training received
 - Number of enforcement personnel trained
 - Number of hours of training provided
 - Number of training sessions provided
- Outputs: operations
 - Number of personnel dedicated to task force efforts
 - Level of agencies' involvement
 - Degree of communication
 - Types of operations undertaken
 - Number of search warrants executed
 - Number of undercover surveillance operations initiated
- Outputs: collaboration
 - Number of active cases
 - Number of cases dropped
 - Number of cases involving multiple task forces
 - Number of closed/terminated cases
 - Number of new cases
- Outputs: community support
 - Number of citizens providing affidavits
 - Number of community meetings held
 - Number of community referrals
 - Level of community support
 - Positive media coverage
- Outcomes: actions taken
 - Arrests for violations of controlled substances
 - Number of convictions
 - Seizures of controlled substances
 - Assets seized/value of seized assets
 - Buys/busts
 - Dismantled marijuana-growing operations

- Drug labs, packing, processing, and distribution locations identified/destroyed
 - Properties forfeited
 - Properties sealed without forfeiture
 - Weapons confiscated/firearms seized
 - Prosecutions/successful prosecutions
- Outcomes: change in crime/activity
 - Closed drug houses
 - Police calls for service in a particular area
 - Crime in the target areas
 - Residential and commercial narcotics locations identified
 - Reduction in supply of drugs
 - Change in street value of drugs
 - Reduction in overdose deaths
- Outcomes: community response
 - Perceived satisfaction of leaders and community
 - Resident attitudes about perceived change in activity/change in fear of crime
 - Level of safety felt by community members
 - Community attitudes about task force effectiveness
- Outcomes: training
 - Change in knowledge/awareness of people attending trainings/educational events

A02: Law Enforcement

Gang programs and strategies

<https://www.bja.gov/evaluation/program-law-enforcement/gangs5.htm>

- Outputs for measuring gang program/strategy performance
 - Number of after-school programs developed
 - Number of parent education classes provided
 - Number of services offered (e.g., tutoring/mentoring, conflict resolution, cultural enhancement and counseling)
 - Number of pro-social activities attended
 - Number of violence prevention sessions attended
 - Number of saturation patrols conducted
 - Proportion of program participants tested for drugs
 - Number of home visits by parole officer
 - Number of meetings held with community residents
 - Number of aggressive patrol strategies used (e.g., traffic stops, raids, surveillance)
 - Number of gang members prosecuted
 - Number of truancy violations addressed
- Outcomes for measuring gang program/strategy performance
 - Change in the number of disciplinary violations
 - Change in the number of validated Security Threat Group (STG) gang members
 - Change in the number of calls for service
 - Change in parental attachment
 - Change in school commitment
 - Percent change in gang membership
 - Percent change in gang-related delinquent behavior
 - Percent change in gang-related violent crimes
 - Percent change in gang-related drug crimes
 - Change in perceptions of inmate safety
 - Change in perceptions of prison staff safety
 - Change in attitudes toward police
 - Change in attitudes toward gangs
 - Change in rate of substance abuse
 - Change in percent of gang-related arrests
 - Change in percentage of weapons violations arrests
 - Change in proportion of city-wide shots fired
 - Change in citizen perception of gang-related crime
 - Change in rates of institutional disciplinary violations (e.g., weapons, threats, drug violations, riots, fighting)

Offender-based and/or place-based policing strategies

<https://www.bja.gov/evaluation/program-law-enforcement/offender5.htm>

<https://www.bja.gov/evaluation/program-law-enforcement/place-based5.htm>

- Outputs for enhancing law enforcement knowledge and use of effective strategies
 - Number of new interventions employed
 - Percent increase in evidence or data collection
 - Percent increase in data analyses conducted
- Outcomes for enhancing law enforcement knowledge and use of effective strategies
 - Percent reduction in reported incidents of targeted crime (e.g., violent crime, drug crimes)
 - Cost savings as a result of new initiative implemented
- Outputs for increasing capacity to identify and target major crime problems
 - Number of interagency working group meetings with personnel from local enforcement and social services agencies held
- Outcomes for increasing capacity to identify and target major crime problems
 - Establishment of an interagency working group with personnel from law enforcement and social services
 - Draft data sharing plan that details the exchange of information between law enforcement agencies and researchers
 - Number of memoranda of understanding (MOUs) developed with agencies involved in the strategy
- Outputs for reducing incidents of crimes
 - Number of crime and hotspot analyses conducted to identify crime problem and locations where these problems occur
 - Number of interventions implemented that target crime in the identified hotspot
- Outcomes for reducing crime
 - Change in the number of crimes reported to police (e.g., violent crime, drug crime, property crime)
 - Change in the number of calls for service
- Outputs for improving residents perceptions of crime problems/reducing fear of crime
 - Number of interventions implemented that target identified crime/hotspot
- Outcomes for improving residents' perceptions of crime problems/reducing fear of crime
 - Change in percent of residents reporting an improvement in crime problems

B01: Crime Prevention

<https://www.bja.gov/evaluation/program-crime-prevention/cbcp5.htm>

Community-police relations

- Outcomes for improving quality of life of residents in community
 - Change in the percent of residents reporting a positive attitude toward law enforcement
 - Change in the percent of residents reporting satisfaction with police services
 - Change in number of specified crimes
 - Change in number of residents using public areas for the intended use
 - Change in community residents' perceptions of neighborhood crime

Neighborhood watch programs

- Outputs for increasing the community's role in crime prevention
 - Number of residents participating in neighborhood watch
 - Number of neighborhood watch meetings held
 - Number of neighborhood watch patrols conducted
- Outcomes for increasing the community's role in crime prevention
 - Change in the number of crime reports made to police by residents
 - Change in the number of crime or crime prevention tips provided by residents
- Outputs for educating the public about crime/crime prevention
 - Number of home security survey requests
 - Number of home security surveys conducted
 - Number of crime prevention presentations conducted
 - Number of crime warning or prevention fliers distributed
- Outcomes for educating the public about crime/crime prevention
 - Change in the number of crimes reported to police

Crime prevention through environmental design (CPTED) strategies

<https://www.bja.gov/evaluation/program-crime-prevention/cpted5.htm>

- Outputs for CPTED strategies
 - Number of incidents monitored by CCTV operators
 - Number of reported day and night incidents
 - Number of citizens involved in crime prevention activities
 - Number of citizen requests for crime prevention assistance
 - Number of community partnerships
 - Number of CPTED workshops or seminars held for residents and local professionals
 - Number of officers trained in CPTED
 - Number of CPTED changes to housing/property
 - Number of reported graffiti incidents
 - Number and type of security measures

- Outcomes for CPTED strategies
 - Change in number of specific types of crimes
 - Change in property values
 - Change in fear of crime
 - Change in residents' perceptions of the neighborhood
 - Change in residents' perception of safety
 - Change in offenses reported to police
 - Change in public's perception of CCTV and its capabilities
 - Change in CCTV recorded violence
 - Increase in crime alerts distributed
 - Decrease in mean re-victimization rates
 - Decrease in calls for police service

Mentoring programs

<http://episcenter.psu.edu/sites/default/files/ebp/EPISCenter%27s%20BBBS%20Community-based%20Logic%20Model.pdf>

http://www.mentoring.org/downloads/mentoring_624.pdf

- Outputs for gauging performance of mentoring programs
 - Number of new matches
 - Length of matches/Percent of matches lasting x amount of time
 - Frequency and duration of face-to-face meetings
 - Perception/satisfaction of the mentor-mentee relationship
 - Number of trainings offered to mentees
 - Number of trainings offered to staff
 - Satisfaction of trainings offered
 - Satisfaction with workshops and materials offered
- Outcomes for gauging performance of mentoring programs
 - Change in grades/improved academics (e.g., increased optimism in academic competency, increased educational expectations, increased positive orientation to school)
 - Reduced youth antisocial behavior (measured by self-reports and mentor surveys)
 - Change in psychological functioning (e.g., increased healthy coping and stress management skills, increased decision making/critical thinking skills, increased communication/interpersonal skills, increased peer pressure skills, increased goal setting)
 - Reduced youth substance use
 - Improved relationship skills (e.g., increased levels of trust in parents/guardians, increased emotional support from peers, increased trust in mentor, increased involvement with pro-social peers and in pro-social activities)
 - Change in graduation rates/failure rates
 - Reduced number of days of school skipped

C01: Adult and Juvenile Corrections, Community Corrections, and Reentry Programs

Reentry

<https://www.bja.gov/evaluation/program-corrections/reentry5.htm>

- Outputs to increase public safety and reduce recidivism
 - Percent increase in target population working toward high school diploma, GED, or other education classes
 - Percent increase in target population receiving job training or skills
 - Percent increase in target population who participate in substance abuse services
 - Percent increase in target population who participate in mental health services
- Outcomes to increase public safety and reduce recidivism
 - Decrease in recidivism rates for the target population since the beginning of the initiative
 - Percent reduction in the crime rate
 - Number of offenders in target population who are arrested for a technical violation
 - Number of offenders in target population who are arrested for a new criminal offense
 - Number of offenders in target population who are sentenced to jail or prison
 - Percent increase in employment among target population
 - Percent increase in obtaining high school or GED among target population
 - Reduction in the number of violations of conditions of supervised release
 - Percent increase in the number of target population who fulfilled their child support obligations
 - Increased number of target population who have obtained housing
 - Percent reduction in drug usage among target population
 - Percent reduction in alcohol abuse and consumption among target population
- Outputs to identify eligible offenders for program based on risk and needs
 - Number of offenders in target population assessed for risk of reoffending
 - Number of offenders in target population assessed for criminogenic needs factors
- Outputs to reduce barriers to successful reentry by addressing identified risks/needs of offenders
 - Number of offenders in target population for whom a reentry plan has been developed
 - Number of offenders in target population who received services for identified risks/needs prior to their release
 - Number of offenders placed in appropriate post-release services

Sex offender treatment programs

<https://www.bja.gov/evaluation/program-corrections/sops5.htm>

- Outputs to measure performance of treatment programs
 - Number of face-to-face contacts between treatment provider and sex offender
 - Number of meetings between the sex offender, therapist, and probation officer

- Number of visits by probation officers to the home of the sex offender
- Number of months incarcerated
- Number of months of in-prison treatment
- Number of urine screenings for drugs/alcohol
- Number of medication-induced side effects
- Level of community supervision received
- Type of pharmacological treatment received
- Types of medication-induced side effects
- Dosage of pharmacological treatment
- Outcomes to measure performance of treatment programs
 - Percent of reconvictions for sex offenses
 - Percent of reconvictions for violent offenses
 - Percent of reconvictions for other offenses
 - Reincarceration rate
 - Proportion of felony and non-felony arrests
 - Change in treatment motivation
 - Change in treatment engagement
 - Increase in offender emotional health or adjustment
 - Increase in offender self-esteem
 - Increase in offender well-being
 - Increase in offender self-actualization
 - Increase in offender satisfaction with therapy
 - Decrease in pro-offending attitudes
 - Decrease in sexual fantasies
 - Decrease in sexual drive
 - Decrease in sexual arousal
 - Decrease in sexual behavior
 - Decrease in serum testosterone levels

D01: Courts, Defense, Prosecution, and Victim Services Programs

Community prosecution

<https://www.bja.gov/evaluation/program-adjudication/comm-prosecution5.htm>

- Outputs to address crime problems with community involvement
 - Number of community-wide crime problems identified with input from community members
 - Number of nuisance properties or locations identified
 - Number of initiatives identified to address community problems
 - Number of initiatives implemented to address community problems
- Outcomes to address crime problems with community involvement
 - Number of community crime problems resolved
 - Change in number of calls for service to nuisance properties or locations
 - Number of crime incidents referred to prosecutor's office
 - Changes in community members' fear of crime
 - Change in number of businesses in operation in the community
- Outputs to improve the relationship between the prosecutor's office and the community
 - Percentage of community meetings attended by prosecutor(s) to discuss community crime problems
- Outcomes to improve the relationship between the prosecutor's office and the community
 - Change in community members' confidence in prosecutor's office
 - Change in satisfaction in prosecution of crimes by community crime victims
 - Change in number of community member complaints to prosecutor's office
 - Change in crime reporting (by crime type) and by victims and witnesses of crime
- Outputs to improve operations of prosecutor's office
 - Number of cases prosecuted vertically
 - Percent of prosecutors assigned to geographic prosecution
 - Number of collaborative efforts carried out with prosecutor's office, law enforcement, and community agencies
 - Number of meetings held regarding collaborative efforts carried out with prosecutor's office, law enforcement and community agencies
- Outcomes to improve operations of prosecutor's office
 - Change in case processing time
 - Decrease in duplication of effort by law enforcement, prosecutors, and community agencies

Specialized dockets

<https://www.bja.gov/evaluation/program-adjudication/drug5.htm>

<https://www.bja.gov/evaluation/program-adjudication/mh5.htm>

- Outputs to reduce substance use and recidivism of offenders

- Percent of participants successfully graduating from the program
- Termination rate of participants
- Percent of drug court sessions attended by treatment providers
- Percentage of team meetings attended by prosecutors
- Percent of drug test results received within 48 hours of test
- Percent of participants given jail as a sanction for violating their treatment
- Outcomes to reduce recidivism of offenders
 - Percent of participants who reoffend while participating in the program
 - Percent of participants who exhibit a reduction in substance use during the reporting period
 - Percent of participants successfully completing court
 - Perception of fairness of court processing between specialized docket and traditional court participants
 - Number of arrests one year prior to participation in specialized docket versus one year following discharge from specialized docket
- Outputs to increase offenders' receipt of mental health treatment (for mental health courts)
 - Number of liaison contacts between treatment providers and participants
 - Number of provider agencies involved with participants
 - Percentage referred to mental health court diagnosed with a mental illness
 - Length of time from treatment referral to treatment start date
 - Number of treatment contacts
 - Amount of treatment received
 - Number of target population correctly identified as needing mental health services
 - Duration of treatment engagement
 - Intensity of treatment
- Outcomes to increase offenders' receipt of mental health treatment (for mental health courts)
 - Change in mental health status
 - Change in substance use
 - Length of mental health court participation
 - Speed of case resolution
 - Improved client functioning
 - Percent of cases with charges resolved within specified timeframe
 - Percent of cases that no longer need court-facilitated mental health treatment within specified timeframe
- Outputs to improve life circumstances of offenders
 - Percent of participants working toward high school diploma, GED, or other education classes while in the program
 - Percent of participants receiving job training or skills while in the program
 - Percent of participants receiving housing assistance while in the program
- Outcomes to improve life circumstances of offenders
 - Percent of participants who receive high school diploma or GED while in the program

- Percent of participants who obtain employment while in the program
- Percent of participants living in adequate housing and living arrangements
- Outputs to enhance provision of services and training to drug court participants
 - Percent increase in services provided to participants
 - Percent increase in participant satisfaction with training
 - Percent increase in knowledge of subject matter as a result of training
 - Percent increase in case automation
 - Percent increase in staff trained on data collection/MIS
- Outputs to increase knowledge of criminal justice practitioners
 - Percent who successfully complete training programs
 - Percent who complete training who rated the training as satisfactory
 - Percent who complete training whose post-test indicated an improved score over pre-test
 - Percent who expressed satisfaction that the training met their needs
 - Percent who reported that the training provided information that could be used in their job

Victim services programs

<https://www.bja.gov/evaluation/program-adjudication/vsp2.htm>

- Outputs to measure victim service program performance
 - Number of counseling sessions provided
 - Number of office walk-in clients
 - Number of clients receiving services (e.g., counseling, advocacy, etc.)
 - Number of referrals made
 - **Number of safety plans developed**
 - Number of closed cases
 - Number of interagency meetings held
 - Number of people attending support groups
 - Number of case disposition letters sent or calls made to victims and police officers
 - Number of follow-up contacts
 - Number of court protection orders extended beyond two weeks
 - Number and types of services offered
 - Number of unmet service needs
 - Number of volunteers
 - Number of staff hours by activity
 - Number of domestic violence training sessions provided
 - Number of calls to service/crisis hotline
- Outcomes to measure victim service program performance
 - Improved system efficiency (e.g., decrease in time spent by witnesses waiting to testify)
 - Crime impact on victim's relationships and daily activities

- Change in victim service program usage
- Change in satisfaction with agency services received
- Change in satisfaction with case outcome
- Change in neighborhood satisfaction
- Change in psychological functioning
- Change in tangible social support
- Change in emotional social support
- Increase in survivor's knowledge about abuse
- Increased awareness of survivor's options
- Less physical re-abuse
- Decrease in fear of crime
- Decrease in isolation
- Decrease in perceived vulnerability to misfortunes
- Decrease in self-blame
- Change in victim's confidence in police effectiveness
- Change in reporting future incidents to police
- Change in attending court and assisting the prosecution
- Change in victims' attitude toward the courts
- Increase in cases that result in conviction when advocate assisted the victim