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.

JAG Performance Measures

A01: Law Enforcement Drug Task Forces
https://www.bja.gov/evaluation/program-law-enforcement/forces5.htm

• Outputs: target population
  o Number of cases filed
  o Number of agencies assisted
  o Number of fugitives arrested
  o Number of illegal aliens identified

• Outputs: training
  o Type of training received
  o Number of enforcement personnel trained
  o Number of hours of training provided
  o Number of training sessions provided

• Outputs: operations
  o Number of personnel dedicated to task force efforts
  o Level of agencies’ involvement
  o Degree of communication
  o Types of operations undertaken
  o Number of search warrants executed
  o Number of undercover surveillance operations initiated

• Outputs: collaboration
  o Number of active cases
  o Number of cases dropped
  o Number of cases involving multiple task forces
  o Number of closed/terminated cases
  o Number of new cases

• Outputs: community support
  o Number of citizens providing affidavits
  o Number of community meetings held
  o Number of community referrals
  o Level of community support
  o Positive media coverage

• Outcomes: actions taken
  o Arrests for violations of controlled substances
  o Number of convictions
  o Seizures of controlled substances
  o Assets seized/value of seized assets
  o Buys/busts
  o 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
  o Number of after-school programs developed
  o Number of parent education classes provided
  o Number of services offered (e.g., tutoring/mentoring, conflict resolution, cultural enhancement and counseling)
  o Number of pro-social activities attended
  o Number of violence prevention sessions attended
  o Number of saturation patrols conducted
  o Proportion of program participants tested for drugs
  o Number of home visits by parole officer
  o Number of meetings held with community residents
  o Number of aggressive patrol strategies used (e.g., traffic stops, raids, surveillance)
  o Number of gang members prosecuted
  o Number of truancy violations addressed

• Outcomes for measuring gang program/strategy performance
  o Change in the number of disciplinary violations
  o Change in the number of validated Security Threat Group (STG) gang members
  o Change in the number of calls for service
  o Change in parental attachment
  o Change in school commitment
  o Percent change in gang membership
  o Percent change in gang-related delinquent behavior
  o Percent change in gang-related violent crimes
  o Percent change in gang-related drug crimes
  o Change in perceptions of inmate safety
  o Change in perceptions of prison staff safety
  o Change in attitudes toward police
  o Change in attitudes toward gangs
  o Change in rate of substance abuse
  o Change in percent of gang-related arrests
  o Change in percentage of weapons violations arrests
  o Change in proportion of city-wide shots fired
  o Change in citizen perception of gang-related crime
  o 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
  o Number of new interventions employed
  o Percent increase in evidence or data collection
  o Percent increase in data analyses conducted

• Outcomes for enhancing law enforcement knowledge and use of effective strategies
  o Percent reduction in reported incidents of targeted crime (e.g., violent crime, drug crimes)
  o Cost savings as a result of new initiative implemented

• Outputs for increasing capacity to identify and target major crime problems
  o 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
  o Establishment of an interagency working group with personnel from law enforcement and social services
  o Draft data sharing plan that details the exchange of information between law enforcement agencies and researchers
  o Number of memoranda of understanding (MOUs) developed with agencies involved in the strategy

• Outputs for reducing incidents of crimes
  o Number of crime and hotspot analyses conducted to identify crime problem and locations where these problems occur
  o Number of interventions implemented that target crime in the identified hotspot

• Outcomes for reducing crime
  o Change in the number of crimes reported to police (e.g., violent crime, drug crime, property crime)
  o Change in the number of calls for service

• Outputs for improving residents perceptions of crime problems/reducing fear of crime
  o Number of interventions implemented that target identified crime/hotspot

• Outcomes for improving residents’ perceptions of crime problems/reducing fear of crime
  o Change in percent of residents reporting an improvement in crime problems
Community-polic...
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

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 recidivism
  - 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
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 docket

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