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
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 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
  o Drug labs, packing, processing, and distribution locations identified/destroyed
  o 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
  - Change in supply of drugs
  - Change in street value of drugs
  - Change in number of 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

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 Change in gang membership
  o Change in gang-related delinquent behavior
  o Change in gang-related violent crimes
  o 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
www.bja.gov/evaluation/program-law-enforcement/offender5.htm
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 Number of data analyses conducted
• Outcomes for enhancing law enforcement knowledge and use of effective strategies
  o Change in number of 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 Establishment of a formal research partnership with local researchers
  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
  o Number of times data is shared between law enforcement and researchers
• Outputs for reducing incidents of crimes (overall or in targeted hotspots)
  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 incidents of crime (overall or in targeted hotspots)
  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

Change in percent of residents reporting a fear of crime
Community-police relations

• Outputs for improving police/community relations
  o Number of community meetings attended by police
  o Number of hours of foot or bike patrols

• Outcomes for improving police/community relations
  o Establishment of a Citizen Advisory Board/Committee for the police department
  o Change in percent of residents reporting a positive attitude toward police
  o Change in percent of residents reporting satisfaction with police services
  o Percent of officers who perceive the public as partners in addressing crime problems

• Outputs for improving quality of life of residents in community
  o Conduct an assessment to identify community problems
  o Draft a community plan to address problems identified in assessment
  o Complete community plan

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

Neighborhood watch programs

• Outputs for increasing the community’s role in crime prevention
  o Number of residents participating in neighborhood watch
  o Number of neighborhood watch meetings held
  o Number of neighborhood watch patrols conducted

• Outcomes for increasing the community’s role in crime prevention
  o Change in the number of crime reports made to police by residents
  o Change in the number of crime or crime prevention tips provided by residents

• Outputs for educating the public about crime/crime prevention
  o Number of home security survey requests
  o Number of home security surveys conducted
  o Number of crime prevention presentations conducted
  o Number of crime warning or prevention fliers distributed

• Outcomes for educating the public about crime/crime prevention
  o Change in the number of crimes reported to police
Crime prevention through environmental design (CPTED) strategies
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
  - Change in number of crime alerts distributed
  - Change in re-victimization rates
  - Change 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
  - 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 relationships (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

- Change in number of days of school skipped
C01: Adult and Juvenile Corrections, Community Corrections, and Reentry Programs

Reentry

www.bja.gov/evaluation/program-corrections/reentry5.htm

• Outputs to increase public safety and reduce recidivism
  o Number of target population working toward high school diploma, GED, or other education classes
  o Number of target population receiving job training or skills
  o Number of target population who participate in substance abuse services
  o Number of target population who participate in mental health services

• Outcomes to increase public safety and reduce recidivism
  o Change in recidivism rates for the target population since the beginning of the initiative
  o Percent change in the crime rate
  o Number of offenders in target population who are arrested for a technical violation within x months of release
  o Number of offenders in target population who are arrested for a new criminal offense within x months of release
  o Number of offenders in target population who are sentenced to jail or prison within x months of release
  o Percent change in employment among target population
  o Percent change in obtaining high school or GED among target population
  o Percent change in number of target population who obtained employment
  o Percent change in the number of violations of conditions of supervised release
  o Percent change in the number of target population who fulfilled their child support obligations
  o Percent change in the number of target population who have obtained housing
  o Percent change in drug usage among target population
  o Percent change in alcohol abuse and consumption among target population

• Outputs to identify eligible offenders for program based on risk and needs
  o Number of offenders in target population assessed for risk of reoffending
  o 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
  o Number of offenders in target population for whom a reentry plan has been developed
  o Number of offenders in target population who received services for identified risks/needs prior to their release
  o Number of offenders placed in appropriate post-release services
Sex offender treatment programs

www.bja.gov/evaluation/program-corrections/sops5.htm

• Outputs to measure performance of treatment programs
  o Number of face-to-face contacts between treatment provider and sex offender
  o Number of meetings between the sex offender, therapist, and probation officer
  o Number of visits by probation officers to the home of the sex offender
  o Number of months incarcerated
  o Number of months of in-prison treatment
  o Number of urine screenings for drugs/alcohol
  o Number of medication-induced side effects
  o Level of community supervision received
  o Type of pharmacological treatment received
  o Types of medication-induced side effects
  o Dosage of pharmacological treatment

• Outcomes to measure performance of treatment programs
  o Percent of reconvictions for sex offenses
  o Percent of reconvictions for violent offenses
  o Percent of reconvictions for other offenses
  o Change in reincarceration rate
  o Change in proportion of felony and non-felony arrests
  o Change in treatment motivation
  o Change in treatment engagement
  o Change in offender emotional health or adjustment
  o Change in offender self-esteem
  o Change in offender well-being
  o Change in offender self-actualization
  o Change in offender satisfaction with therapy
  o Change in pro-offending attitudes
  o Change in sexual fantasies
  o Change in sexual drive
  o Change in sexual arousal
  o Change in sexual behavior
  o Change in serum testosterone levels
D01: Courts, Defense, Prosecution, and Victim Services Programs

Community prosecution
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
  - Number 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
Specialized docket
https://www.bja.gov/evaluation/program-adjudication/drug5.htm
https://www.bja.gov/evaluation/program-adjudication/mh5.htm

• Output measures
  o Number of liaison contacts between treatment providers and participants
  o Number of provider agencies involved with participants
  o Length of time from treatment referral to treatment start date
  o Number of treatment contacts
  o Amount of treatment received
  o Duration of treatment engagement
  o Intensity of treatment
  o Termination rate of participants
  o Percent of sessions attended by treatment providers
  o Percentage of team meetings attended by prosecutors
  o Percent of drug test results received within 48 hours of test

• Outcome measures
  o Percent of participants who reoffend while participating in the program
  o Percent of participants who reoffend x months after program completion
  o Percent of participants who exhibit a reduction in substance use during the reporting period
  o Percent of participants successfully completing court
  o Perception of fairness of court processing between specialized docket and traditional court participants
  o Change in mental health status
  o Change in substance use
  o Change in client functioning

• Outputs to improve life circumstances of offenders
  o Percent of participants working toward high school diploma, GED, or other education classes while in the program
  o Percent of participants receiving job training or skills while in the program
  o Percent of participants receiving housing assistance while in the program

• Outcomes to improve life circumstances of offenders
  o Percent of participants who receive high school diploma or GED while in the program
  o Percent of participants who obtain employment while in the program
  o Percent of participants living in adequate housing and living arrangements

• Outputs to increase knowledge of criminal justice practitioners
  o Percent who successfully complete training programs

• Outcomes to increase knowledge of criminal justice practitioners
  o Percent who complete training who rated the training as satisfactory
  o 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

[www.bja.gov/evaluation/program-adjudication/vsp2.htm](http://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
  - Change in 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
  - Change in survivor’s knowledge about abuse
  - Change in awareness of survivor’s options
  - Change in physical re-abuse
  - Change in fear of crime
  - Change in isolation
  - Change in perceived vulnerability to misfortunes
  - Change 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
- Change in number of cases that result in conviction when advocate assisted the victim