

## **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](http://www.whitehouse.gov/sites/default/files/omb/part/challenges_strategies.pdf)

## JAG Performance Measures

### **A01: Law Enforcement Drug Task Forces**

[www.bja.gov/evaluation/program-law-enforcement/forces5.htm](http://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
  - 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
  - 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](http://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
  - Change in gang membership
  - Change in gang-related delinquent behavior
  - Change in gang-related violent crimes
  - 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

[www.bja.gov/evaluation/program-law-enforcement/offender5.htm](http://www.bja.gov/evaluation/program-law-enforcement/offender5.htm)

[www.bja.gov/evaluation/program-law-enforcement/place-based5.htm](http://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
  - Number of data analyses conducted
- Outcomes for enhancing law enforcement knowledge and use of effective strategies
  - Change in number of 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
  - Establishment of a formal research partnership with local researchers
  - 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
  - Number of times data is shared between law enforcement and researchers
- Outputs for reducing incidents of crimes (overall or in targeted hotspots)
  - 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 incidents of crime (overall or in targeted hotspots)
  - 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

Change in percent of residents reporting a fear of crime

## **B01: Crime Prevention**

[www.bja.gov/evaluation/program-crime-prevention/cbcp5.htm](http://www.bja.gov/evaluation/program-crime-prevention/cbcp5.htm)

### **Community-police relations**

- **Outputs for improving police/community relations**
  - **Number of community meetings attended by police**
  - **Number of hours of foot or bike patrols**
- **Outcomes for improving police/community relations**
  - **Establishment of a Citizen Advisory Board/Committee for the police department**
  - **Change in percent of residents reporting a positive attitude toward police**
  - **Change in percent of residents reporting satisfaction with police services**
  - **Percent of officers who perceive the public as partners in addressing crime problems**
- **Outputs for improving quality of life of residents in community**
  - **Conduct an assessment to identify community problems**
  - **Draft a community plan to address problems identified in assessment**
  - **Complete community plan**
- **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

[www.bja.gov/evaluation/program-crime-prevention/cpted5.htm](http://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](http://www.bja.gov/evaluation/program-corrections/reentry5.htm)

- Outputs to increase public safety and reduce recidivism
  - Number of target population working toward high school diploma, GED, or other education classes
  - Number of target population receiving job training or skills
  - Number of target population who participate in substance abuse services
  - Number of target population who participate in mental health services
- Outcomes to increase public safety and reduce recidivism
  - Change in recidivism rates for the target population since the beginning of the initiative
  - Percent change in the crime rate
  - Number of offenders in target population who are arrested for a technical violation within x months of release
  - Number of offenders in target population who are arrested for a new criminal offense within x months of release
  - Number of offenders in target population who are sentenced to jail or prison within x months of release
  - Percent change in employment among target population
  - Percent change in obtaining high school or GED among target population
  - Percent change in number of target population who obtained employment
  - Percent change in the number of violations of conditions of supervised release
  - Percent change in the number of target population who fulfilled their child support obligations
  - Percent change in the number of target population who have obtained housing
  - Percent change in drug usage among target population
  - Percent change 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

[www.bja.gov/evaluation/program-corrections/sops5.htm](http://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
  - Change in reincarceration rate
  - Change in proportion of felony and non-felony arrests
  - Change in treatment motivation
  - Change in treatment engagement
  - Change in offender emotional health or adjustment
  - Change in offender self-esteem
  - Change in offender well-being
  - Change in offender self-actualization
  - Change in offender satisfaction with therapy
  - Change in pro-offending attitudes
  - Change in sexual fantasies
  - Change in sexual drive
  - Change in sexual arousal
  - Change in sexual behavior
  - Change in serum testosterone levels

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

### **Community prosecution**

[www.bja.gov/evaluation/program-adjudication/comm-prosecution5.htm](http://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 dockets

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

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

- Output measures
  - Number of liaison contacts between treatment providers and participants
  - Number of provider agencies involved with participants
  - Length of time from treatment referral to treatment start date
  - Number of treatment contacts
  - Amount of treatment received
  - Duration of treatment engagement
  - Intensity of treatment
  - Termination rate of participants
  - Percent of sessions attended by treatment providers
  - Percentage of team meetings attended by prosecutors
  - Percent of drug test results received within 48 hours of test
- Outcome measures
  - Percent of participants who reoffend while participating in the program
  - Percent of participants who reoffend x months after program completion
  - 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
  - Change in mental health status
  - Change in substance use
  - Change in client functioning
- 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 increase knowledge of criminal justice practitioners
  - Percent who successfully complete training programs
- Outcomes to increase knowledge of criminal justice practitioners
  - 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**

[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