



Strategic Plan
2004-2008
Maine Department of Public Safety
Needs Assessment Results

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I: Executive Summary of Strategy

The Department of Justice, Bureau of Justice Assistance requires all states to devise a strategic plan for the use of funding from the Edward Byrne Memorial State and Local Law Enforcement Assistance Program (Byrne Program) in the areas of:

- DRUG CONTROL,
- VIOLENCE PREVENTION AND
- SYSTEMS' IMPROVEMENT

The strategy is to be developed, in part, to coordinate with the national drug strategy.

The purpose of this report is to provide an overview of the current strategy, to lay out how opinions of key stakeholders fit with the current strategy, and to make recommendations based upon these opinions. This report should be used in conjunction with data from the UCR and other sources to articulate a strategy for Maine's use of Byrne funds for the next four years.

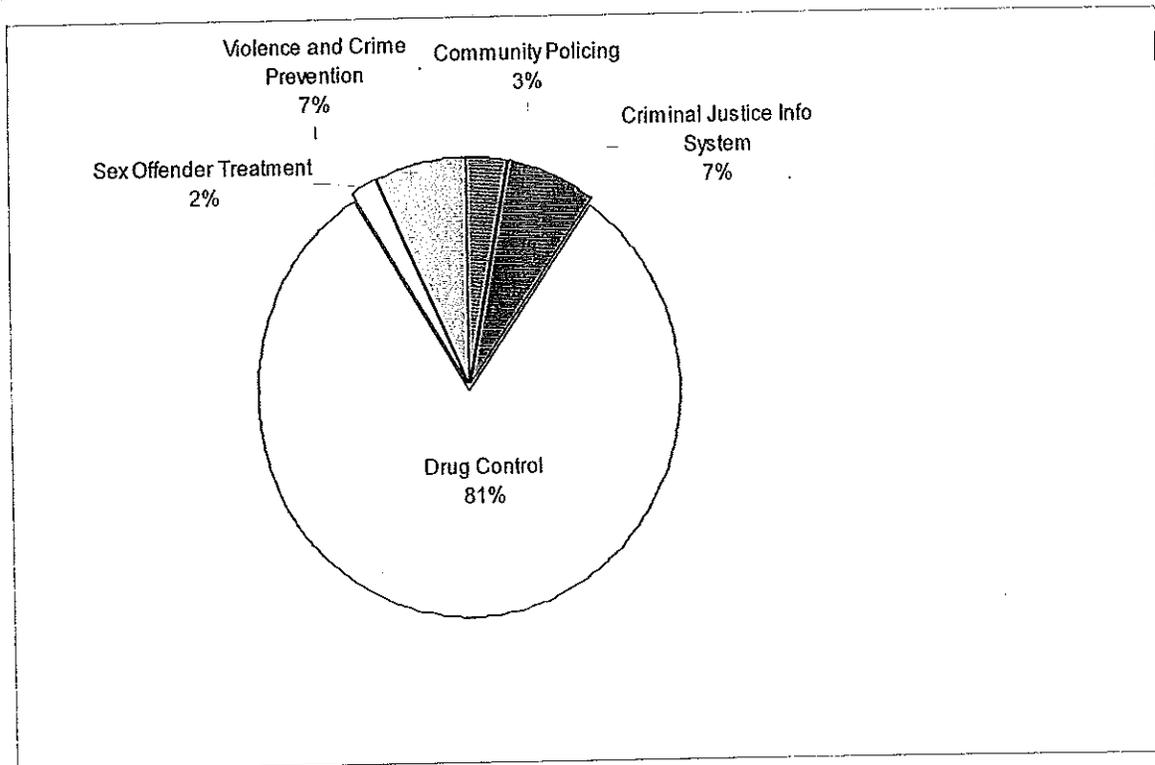
Below is a brief discussion of the current strategy.

Current Funding Overview

At the state level, the Byrne Fund appropriations are allocated by the Maine Justice Assistance Council (JAC). The JAC is composed of 17 individuals representing all areas of the criminal justice system including those working in affiliated non-profit agencies.

Maine JAC members identified three priority issues: violent crime and victimization, juvenile crime, and illicit drug activity and drug abuse. Maine chose five program areas with which to address the three priority issues in the recent strategy. The pie chart below illustrates the current expenditure of funds for the past four fiscal years (2000-2003) for Maine, excluding administration costs.

Figure 1 Byrne Expenditures for FY 2000-2003



The JAC awarded 57 grants in the following areas, shown in Table 1.

Table 1 Awards and Funding Levels

| Strategy | Number of Awards | Federal Funds Awarded |
|---|------------------|-----------------------|
| Multi-jurisdictional Drug Enforcement and Investigation | 9 | \$ 8,348,601 |
| Community Policing | 24 | \$ 425,332 |
| Violence and Crime Prevention | 18 | \$ 806,904 |
| Sex Offender | 3 | \$ 205,816 |
| Criminal Justice Information Systems | 3 | \$ 602,211 |
| Total Byrne Funds | 57 | \$ 10,388,864 |

Strategy Update Process

The Department of Public Safety sought out a number of sources to update this strategy and plan.

A survey, initiated by the JAC and the Department of Public Safety, was developed by University of Maine researchers to obtain input for the coming four-year strategy. It sought the opinion of public safety officials, police chiefs, sheriffs, jail administrators, and prosecutors. This was followed by personal or telephone interviews with JAC members and other key informants. The JAC also held a public meeting in late April to solicit input.

Major findings based upon opinion surveys and interviews

➤ **Violence and Crime Prevention**

- Key informants voiced general support for the range of projects initiated through Byrne funding, which tend to include domestic violence, community education, and targeted research needed for policy decisions, saying that the return on the investment was substantial.
- Police chiefs, sheriffs, and jail administrators thought that education on elder abuse, child abuse, and domestic abuse for the community and criminal justice professionals should be a priority to top priority for addressing violent crime. They also felt that support for the Evidence Response Team should be a priority to top priority.
- Police and jail administrators would like to see continued improvements to protection order tracking.
- Dealing with the mentally ill has become a contributor to workloads and police, sheriffs, and jail administrators would like to see more programmatic agency support as well as more services for the mentally ill.

➤ **Systems' Improvements**

- Both police chiefs and sheriffs (90 to 100 percent) thought that case investigation tracking systems and probation tracking systems should be a priority to top priority.
- Police chiefs and sheriffs differed on the value of a court tracking mechanism, with sheriffs more supportive, perhaps reflecting the greater involvement of the sheriffs in the

day-to-day management issues of the court and jails. Jail administrators wanted electronic court appearance capabilities.

- Over 90 percent of police chiefs and jail administrators and 78 percent of sheriffs continued to want improvements in the criminal record history index. Opinions by the public, JAC members, and key informants concurred and expressed frustration with the time it takes to develop interoperable electronic criminal justice information systems.

➤ **Drug Control**

- There is strong support for continuing to fund the MJDTF based upon public comments at the open meeting of the JAC and opinions of key informants and JAC members themselves.
- Most of those interviewed by phone or in personal interviews felt that the emphasis on drug control (MJDTF, and funding for drug related prosecution) was about right and should be maintained at the current level, 81 percent.
- In keeping with the national drug strategy of “stopping drugs before they start,” police chiefs, sheriffs, and jail administrators feel drug control responses should involve parents, police school liaison officers, and community involvement, as well as drug education for children.
- In terms of the national drug strategy of “disrupting the drug market,” all respondents see the MDEA/MJDTF as a priority to top priority. They also see systems to share drug intelligence as a priority to top priority.
- Jail administrators were unanimous that parental control, community involvement to reaffirm values, and community policing strategies would assist in “stopping drug use before it starts.”
- In terms of “healing America’s drug users,” police, sheriffs, and jail administrators were most supportive of drug courts and juvenile drug and alcohol treatment programs. Jail administrators and sheriffs were unanimous in their support for strengthening family and friends to support the drug user overcoming substance abuse.

➤ **Sex Offender**

- Controlling sex offender release into the community was viewed as a priority to top priority by police chiefs (76 percent), sheriffs (89 percent), and jail administrators (83 percent), as well as JAC members and other key informants.
- Key informants and JAC members wanted Byrne funding for sex offender treatment to not be reduced but to stay the same, about two percent of all funds awarded. They were unsure of putting more money into this category because of concern about its efficacy.

➤ Community Policing

- To improve community policing, police chiefs and sheriffs thought that coordination with community reparation boards needed to be developed (45 percent) and or needed major improvement (16 percent).

Key Informants and JAC Members

Respondents expressed general agreement with the priorities and funding proportions previously implemented by the JAC, including the following:

- Support for the relatively large expenditure proportion for the Multijurisdictional Drug Task Force.
- Affirmation of the importance of allocating a consistent share of funds for community policing, seen as a way of reaching out and connecting with local law enforcement, and general, though not unanimous, support for specific types of projects.
- Support for systems improvement expenditures as an important component of addressing drug and violent crime problems, along with enhancing the effectiveness of criminal justice. This support was offered along with general and continuing concern about the need for better interoperability and cross-agency coordination of information systems.
- Support for including sex offender management allocations as a necessary response to violent crime in Maine, along with concerns about the evidence base for the most effective treatment responses.
- General affirmation of the necessity for funding the relatively broad category of violence and crime prevention, including a variety of statewide and local community education, law enforcement, and research projects.

Respondents consistently voiced opinions regarding the balance of funding allocation between the state and the Byrne Fund, noting that state infrastructure and ongoing basic programs should be supported in state budgets, which would allow Byrne monies to be focused on system improvements (rather than basic infrastructure), and seed money (rather than ongoing programmatic support). Many expressed frustration that Byrne-funded projects were recurrent, thus not sustained by state funding, even when they were successful.

Proposed Strategies and Recommendations for 2005-2009

Based upon these opinion surveys and interviews, the Byrne strategy and program responses should not change. The JAC should continue to:

- Combat drug related and violent crime activities through enforcement, prosecution, and treatment
- Promote community action to prevent and reduce crime through local problem solving
- Improve the criminal justice information system through technology enhancements

emphasizing interoperability

Despite their diverse backgrounds, perspectives, and agencies, key informants and JAC members discussed the ongoing, critical need across all Byrne funding for outcome evaluation – not so much to inform the projects/project staff, but to provide feedback about levels of success to the JAC and to policy makers. Thus, there is a need to effectively disseminate information about program outcomes to the public and to law-makers. The JAC brings to the table a nexus of expertise regarding violent crime, drugs, systems, and law enforcement that, coupled with the articulation of information and results from Byrne-funded efforts, can potentially advance the public discourse in these areas.

II Data Analysis

Data Sources

Data and opinions were gathered from a number of sources to inform the development of the Byrne strategic plan.

Web Survey of Law Enforcement Agencies

Opinions of police chiefs, sheriffs, and state officials were solicited via a web based survey. A mailing announcing the web survey was sent by the Department of Public Safety signed by Commissioner Michael Cantara. After two weeks, this was followed by a post-card encouraging those who had not responded to fill-out the survey. Prosecutors and jail administrators received an announcement via email. All were asked to respond to a web based survey located on the University of Maine server. A paper copy of the survey was sent to those who requested. 78 persons responded to the survey.

- 10 sheriffs out of 16 sheriffs (62.5 percent)
- 52 police chiefs out of 118 police departments (44 percent)
- 4 state administrators or prosecutors
- 12 jail administrators out of 16 (75 percent)

The survey was significantly modified from a 1999 survey used to develop the last Byrne Strategic Plan. Questions were asked in relationship to the present strategies and based upon the national drug enforcement strategy. A section on emerging issues was also included. See the Appendix for the complete survey.

JAC April 29, 2004 Public Meeting

The JAC held a public forum in late April 2004 to obtain feedback on the direction of the Byrne strategic plan. This feedback has been incorporated into this report as well.

Interviews with Key Informants and JAC Members

Key informants such as members of the judiciary, commissioners, attorney general staff and JAC members were contacted for face-to-face or phone interviews throughout June and July. In all, 7 key informants were interviewed and 16 JAC members out of 17 members were interviewed. This allowed researchers to elicit new ideas and concerns relevant for strategic planning that might not be included in the structured interview.

Key informants and JAC members were given an opportunity to evaluate whether that proportion of funding was not enough, just right, or too much. They were asked to elaborate on their reasoning, and to comment on positive and negative outcomes from the funding in those particular areas. Respondents were then asked to review a list of 25 new, emerging issues related to criminal justice and to specify for each the funding priority level with regard to future Byrne appropriations (top priority, priority, low priority, and not a priority). For each issue, respondents had the option of supplying comments about their reasoning. They were also given an opportunity to add and comment upon emerging issues they thought should be on the list.

With regard to Byrne award procedures, key informants and JAC members were asked what they thought the funding priority should be for each of the program areas: violent crime prevention, drug control, community policing, systems' improvements, and sex offenders treatment. At the end of the interview, respondents were given an opportunity asked to re-allocate the expenditure proportions across all of the program areas for the future.

The interviews were conducted either face-to-face or over the telephone, depending on scheduling limitations. Some respondents chose to fax in the table prioritizing emerging issues. In one case, two individuals from one of the agencies participated together in answering the

questions. In another case, one decision-maker chose to cover the questions in a more open-ended style rather than answer each questions specifically.

The remainder of the report is divided into sections reflecting the current program areas: (1) violence and crime prevention, (2) drug control, (3) systems' improvement, (4) sex offenders treatment, and (5) community policy. Possible emerging issues that could be considered for funding are also discussed in a separate section.

Violence and Crime Prevention

↓**Maine UCR Facts:** While violent crime decreased in Maine overall by 16.3 percent since 1994, county violent crime rates vary greatly. Violent crime increased slightly, 1.4 percent, from 2002 from 2003.

- **Current Strategies**

Promote community action to prevent and reduce crime through local problem solving

- **Current Related Priority Issues**

Violent Crime and Victimization
Juvenile Related Crime

- **Current Related Program Responses**

Multi-jurisdiction Drug Enforcement and Investigation
Community Policing
Violence Prevention
Institutional Sexual Offender Treatment

- **Byrne Funding Awards in FY 2000-2003 for Violence and Crime Prevention**

- Drug-Related Mortality Study of medical examiner data
- Department of Corrections Children's Cabinet/Portland Asset Builders Project
- The Rapid Response children's trauma exposure intervention program
- Cumberland County Juvenile Violence Intervention Program
- City of Portland Project Reach II
- Lewiston Central Maine Violent Crime Task Force
- Portland's Violent Crime and Drug Reduction Initiative

About 7 percent of Byrne funding has been awarded for violence and crime prevention in FY 2000-2003.

Police chiefs, sheriffs, and jail administrators were asked about current influences on their workloads and to indicate whether the workload demands were "not a contributor," "contributor," or "major contributor" to the respondent's agency workload. Reflecting the low crime rate, violent crimes, in general, were not major contributors to workloads (Table 2). In relationship to drug activity, about 45 percent of police chiefs and sheriffs indicated drug sales and possession were major contributors to workloads. This should be put in comparison with other types of crimes; 81 percent of police chiefs indicated that motor vehicle cases were a major

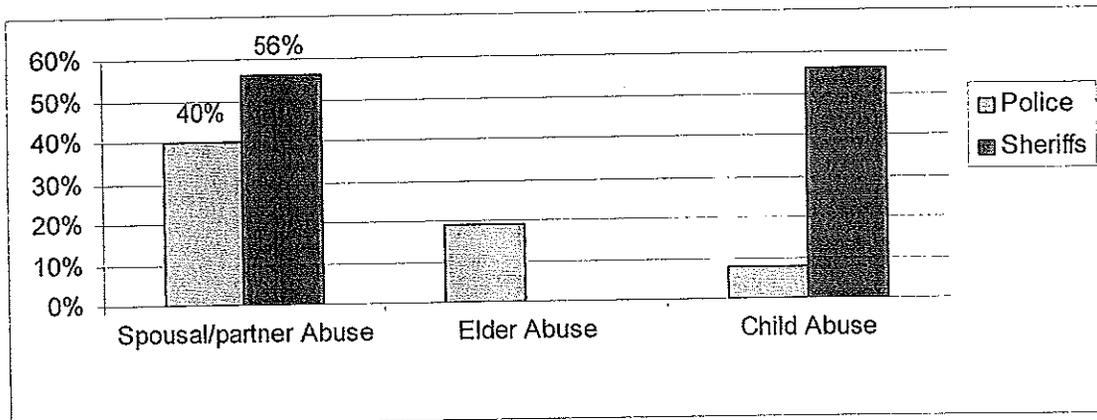
contributor to their agency's workload, while 78 percent of sheriffs indicated burglaries and civil disputes were major contributors to their workloads. Drug sales and possession and motor vehicle cases (50 percent) were the major contributors for jail administrators.

Table 2 Percent Workload Demand as a "Major Contributor"

| Workload Demands | Police | Sheriffs | Jail Administrators |
|-----------------------|--------|----------|---------------------|
| Motor vehicle cases | 81 | 44 | 50 |
| Civil Disputes | 70 | 78 | 8 |
| Burglary | 51 | 78 | 27 |
| Drug Sale | 45 | 44 | 50 |
| Drug possession | 43 | 44 | 50 |
| Spousal/partner Abuse | 40 | 56 | 50 |
| Elder Abuse | 19 | 0 | 0 |
| Child Abuse | 8 | 56 | 17 |
| Sexual Assault | 4 | 11 | 17 |
| Auto theft cases | 0 | 0 | 0 |

N: 9 sheriffs; 48 police chiefs; 12 jail administrators

Figure 2 Effects of Abuse on Workload Demand as "Major Contributor"



N: 9 sheriffs; 48 police chiefs

Drug sales and possession (50 percent) were the major contributors to the workload demand for jail administrators along with spousal/partner abuse.

Violent crime can be prevented in a variety of ways. We asked, “What do you perceive are the priorities for addressing violent crime? In terms of Maine’s strategic plan, do you believe the following responses to violence should be a priority?” Police chiefs, sheriffs and jail administrators could respond, “top priority,” “priority,” “low priority,” or “not a priority.”

Police chiefs, sheriffs and jail administrators rated community policing strategies highly, as was true for services such as mental illness services and crisis response services (90-100 percent) as a means of violent crime prevention (Table 3). In addition, police and sheriffs want assistance by an evidence response team (92-100 percent). The responding sheriffs also wanted inmate programs, reflecting their position administering the jail. Ninety-two percent of jail administrators rated inmate programs as a top priority or priority and 100 percent rated drug/alcohol rehabilitation services as a top priority to a priority. Surprisingly, with jail overcrowding taking place in county jails and the state correctional system, only about 40 percent of the law enforcement officials and only a quarter of jail administrators saw increased probation as opposed to longer sentences a top priority to priority.

Table 3 Violent Crime Prevention

| Item | Top Priority to Priority | | |
|--|--------------------------|----------|---------------------|
| | Police | Sheriffs | Jail Administrators |
| Education of community and/or criminal justice professionals about child abuse | 100 | 100 | 83 |
| Education of community and/or criminal justice professionals about elder abuse | 96 | 90 | 83 |
| Crisis response services | 95 | 90 | 100 |
| Mental illness services | 93 | 90 | 100 |
| Education of community and/or criminal justice professionals about domestic violence | 93 | 80 | 83 |
| Evidence response team training and support | 92 | 100 | 75 |

| Item | Top Priority to Priority | | |
|---|--------------------------|----------|---------------------|
| | Police | Sheriffs | Jail Administrators |
| Services related to spousal/partner abuse | 91 | 90 | 92 |
| Rape related services | 91 | 90 | 83 |
| Enforcement of prohibition against owning/carrying firearms with a firearm conviction | 91 | 70 | 67 |
| Services related to child abuse | 90 | 90 | 83 |
| Community policing strategies related to domestic violence, elder abuse, child abuse | 90 | 100 | 92 |
| Longer sentences for adults | 89 | 60 | 58 |
| Drug/alcohol rehabilitation services | 81 | 70 | 100 |
| Victim compensation | 81 | 60 | 42 |
| Longer sentences for juveniles | 81 | 50 | 42 |
| Batterer's intervention programs | 79 | 60 | 92 |
| Support for shelters | 69 | 70 | 92 |
| Firearm education | 65 | 60 | 50 |
| Inmate programs, generally | 46 | 90 | 92 |
| Increase firearm regulation | 41 | 30 | 33 |
| Increased probation for adults/juveniles as opposed to longer sentences | 41 | 40 | 25 |

N: 10 sheriffs; 51 police chiefs; 12 jail administrators

Assessment of Domestic Violence

Spousal/Partner Abuse, Child Abuse, Elder Abuse

Domestic violence and abuse are a specific type of violent crime. Figure 2 shows that this type of crime effect on workloads varies. For example, 56 percent. Sheriffs indicated that spousal /partner abuse and child abuse were major contributors to workloads, but not elder abuse. Associated protection orders were also major contributors to workloads for 40 percent of sheriffs. Half the jail administrators (Table 2), though only 40 percent of the police chiefs rated spousal/partner abuse as a major contributor to their workload. Elder abuse, though of increasing concern, was not rated as a major contributor except for 19 percent of police chiefs.

In terms of violent crime prevention, they still saw a need for programs related to abuse:

batterer's intervention programs (60-92 percent), community policing program to reduce abuse (90-100 percent), services related to domestic violence, education of the community and law enforcement professionals on domestic abuse, child abuse, elder abuse (83-100 percent), were all rated a priority to top priority.

When key informants and JAC members were asked their opinion of Byrne funding for violence prevention, all thought the funding was either about right (47 percent) or too low (53 percent). Several discussed the importance of proactive, preventive action, but noted that the outcomes for such investments were often long term, frequently expensive, and difficult to evaluate. A number commented about the importance of keeping the problems with domestic violence and drugs on the public's "radar screen." Several interviewees pointed out the relationships and overlaps between this area and Community Policing or Sex Offender Treatment.

Among those who thought the expenditure proportion was about right, most provided examples of the benefits from specific projects. Thus, many projects in this area were viewed as an example of very appropriate Byrne fund expenditures, that is, seed money that leveraged good returns on the investment. The study of drug deaths, the computer crimes task force, the Lewiston violent crimes task force, and the start-up funds for the Rapid Response Program were offered as examples. Several respondents discussed the benefits of using Byrne funds to produce information useful to policy makers, providing them with solid data (or information about successful demonstration projects) with which to make good decisions that have maximal impact on violence and crime.

About half of the respondents thought the funding was too low in this area, but several noted the necessity of keeping the MDEA supported (and thus the problem of where to reduce in

order to produce this increased funding). A couple of projects were cited as needing more funding, specifically, such as the Lewiston violent crimes task force. One respondent pointed to the need for more funding for more northern, rural areas. Another said there was a need for early intervention projects to be funded.

Comments reflect, such as the one below, the need to continue to fund crime prevention. One JAC member commented: [These awards for crime and violence prevention] should emphasize ... collaboration. Awards have to go to public and nonprofits in a creative way. Most of private sector [nonprofits] don't know about Byrne. Push collaboration.

Drug Control

Maine Facts: Maine ranked 7th in the nation in per capita consumption of oxycodone and 4th in consumption of methadone. In 2002 “drug offenses” was the second leading category of incarcerated in the Maine Department of Corrections. The trend since the 1990s of “tough” policies toward drug offenders, including mandatory minimum sentences for some offenses, has placed many more people with substance-abuse problems behind bars.¹

- **Present Strategy**
Combat drug related and violent crime activities through enforcement, prosecution, and treatment
- **Current Related Priority Issues**
Illicit Drug Activity and Drug Abuse
- **Current Related Program Responses**
Multi-jurisdiction Drug Task Force
Community Policing
- **Byrne Funding Awarded in FY 2000-2003 for Drug Control**
 - Maine Drug Enforcement Agency (MDEA)
 - Prosecution support provided by the Office of Attorney General.

About 81 percent of the Byrne grants in the past four fiscal years went to support of the MDEA task forces and prosecution support coordinated by the Attorney General’s office.

Survey respondents were asked, “In terms of Maine’s strategic plan, do you believe the following drug-related responses should be a “high priority,” “priority,” “low priority,” or “not a priority?” The wording of the items followed closely aspects of the National Drug Control Strategy. The national drug strategy identifies three areas for response development in strategic plans: (1) stopping drugs before use starts, (2) healing America’s drug users, and (3) disrupting the market.

Stopping Drugs before they Start

Respondents were asked their opinions about what they believed would stop drug use, not

simply by their own agencies, but by others as well. All were very consistent in supporting strategies that involved parents, schools, community, and law enforcement (Table 4). Police chiefs, sheriffs and jail administrators all thought that parental control (98-100 percent) and community involvement were necessary (91-100 percent). Police chiefs and sheriffs (90-97 percent), but less so jail administrators (58 percent) saw a role for law enforcement providing officers as school liaisons. The police chiefs and sheriffs also support drug education for children (95-100 percent). Jail administrators, in general, were least likely to see activities to stop drug use before it starts as priorities, perhaps because they are at the end of the corrections system.

¹ <http://www.state.me.us/dps/cjg/byrne.htm>

Table 4 Stopping Drug Use Before it Starts

| Drug Response | Priority to Top Priority | | |
|--|--------------------------|----------|---------------------|
| | Police | Sheriffs | Jail Administrators |
| Parental control of children | 98 | 100 | 100 |
| Police school liaison officers/prevention of crimes in schools | 97 | 90 | 58 |
| Community involvement in homes, schools, places of worship or the workplace to reaffirm values | 91 | 90 | 100 |
| Drug education of children | 95 | 100 | 92 |
| Community policing strategies/capacity related to drugs | 92 | 90 | 100 |
| Drug abuse prevention efforts, in general | 80 | 100 | 75 |
| Anti-drug advertising | 78 | 50 | 75 |
| Student drug testing in communities where parents and educators deem appropriate | 67 | 50 | 33 |
| Drug testing by parents | 50 | 40 | 25 |

N: 10 sheriffs; 51 police chiefs; 12 jail administrators

Healing America's Drug Users

In terms of "healing America's drug users," police chiefs, sheriffs and jail administrators identified juvenile drug and alcohol treatment programs and drug courts as a priority to top priority (Table 5). For example, all respondents placed strengthening family involvement in supporting drug users overcoming substance abuse. Police chiefs rated juvenile drug and alcohol treatment programs a priority to top priority at 93 percent and drug courts by sheriffs (100 percent). Thus, sheriffs and jail administrators see their agencies involved and the public involved in "healing." They were least likely to see short-term housing as a priority to top priority, perhaps reflecting the fact that housing is not specifically related to rehabilitation or a law enforcement responsibility.

Table 5 Healing America's Drug Users

| Drug Response | Priority to Top Priority | | |
|---|--------------------------|----------|---------------------|
| | Police | Sheriffs | Jail Administrators |
| Juvenile drug and alcohol treatment programs | 93 | 90 | 92 |
| Drug courts | 91 | 100 | 92 |
| Enhance supervision of probationers through technology | 91 | 90 | 92 |
| Improve information sharing to identify criminal activity by probationers | 90 | 77 | 92 |
| Strengthen efforts by family, friends, and former addicts to support the drug user in overcoming substance abuse | 81 | 100 | 100 |
| Educating current drug users on drug treatment options | 80 | 80 | 75 |
| On-site drug testing for probationers | 79 | 80 | 100 |
| Enhance efforts of health care providers to help drug users recognize their drug addiction | 73 | 70 | 67 |
| Workplace drug abuse prevention programs | 72 | 90 | 58 |
| Neighborhood watch efforts focused on drugs | 71 | 70 | 83 |
| Enhance drug treatment initiatives and services, in general | 69 | 70 | 100 |
| Enhance efforts of law enforcement agencies to coordinate with faith-based, community-based organizations, and health care providers to help drug users recognize drug addiction and to seek treatment. | 62 | 70 | 58 |
| Enhance geographic distribution of drug treatment services | 59 | 60 | 83 |
| Enhance assessment of drug user treatment needs | 58 | 80 | 100 |
| Improve financial access for drug users to obtain drug treatment services, such as vouchers to obtain treatment in faith-based and community-based organizations. | 41 | 67 | 67 |
| Enhance drug/substance abuse treatment for prisoners and probationers | 37 | 80 | 92 |
| Short term housing for probationers | 12 | 30 | 58 |

N: 10 sheriffs; 51 police chiefs; 12 jail administrators

Disrupting the Drug Market

With regard to “disrupting the drug market,” police chiefs, sheriffs and jail administrators agreed that systems for sharing drug intelligence, the availability of multi agency task forces to identify high level targets, and asset forfeiture should be a priority to top priority (Table 6). Ninety percent of sheriffs rated local liquor enforcement as a priority to top priority, reflecting the loss of state officers to enforce liquor laws.

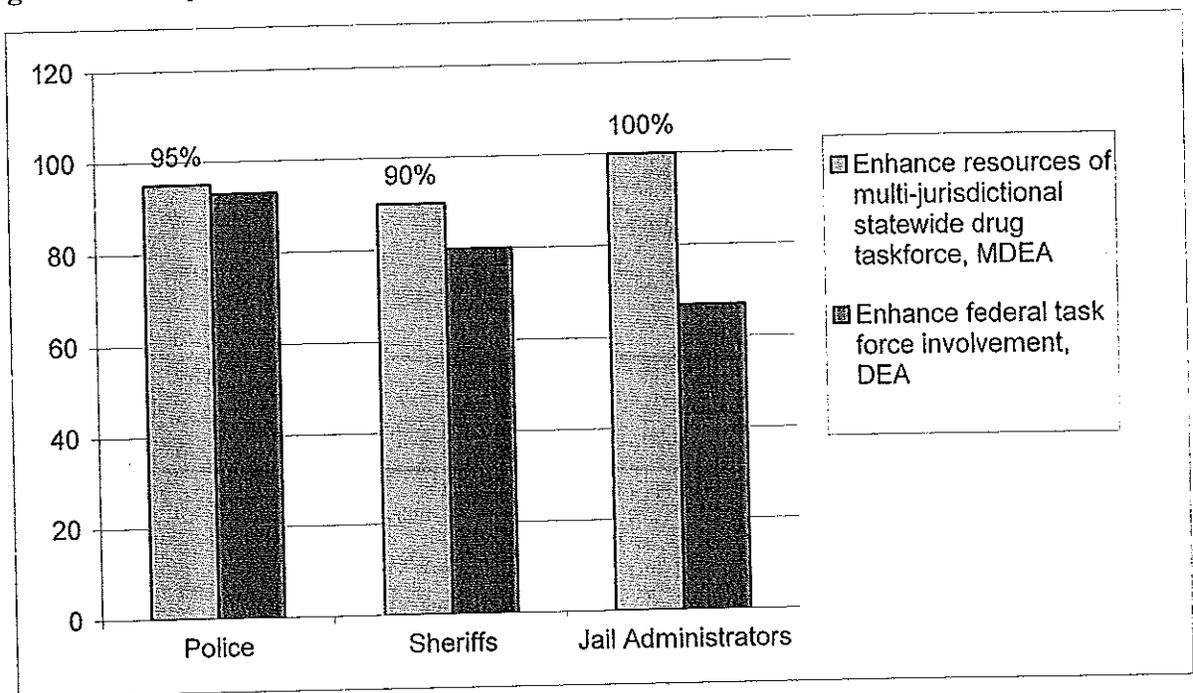
Table 6 Disrupting the Market

| Response | Priority to Top Priority | | |
|--|--------------------------|----------|---------------------|
| | Police | Sheriffs | Jail Administrators |
| Systems for sharing drug intelligence information | 98 | 100 | 100 |
| Directed patrol activities for drug enforcement | 97 | 70 | 83 |
| Enhance resources of multi-jurisdictional statewide drug taskforce, MDEA | 95 | 90 | 100 |
| Availability of multi agency task forces assets to identify high level targets. | 95 | 90 | 100 |
| Enhance federal task force involvement, DEA | 93 | 80 | 67 |
| Asset forfeiture | 92 | 100 | 92 |
| Street level retail drug trafficking enforcement | 91 | 90 | 92 |
| Statewide prescription drug monitoring program | 91 | 90 | 83 |
| Efforts to reduce the drug trade | 91 | 80 | 92 |
| Create new drug enforcement task forces in areas where there is not already an existing task force | 88 | 88 | 92 |
| Local liquor enforcement | 86 | 90 | 58 |
| Security in pharmacies | 79 | 70 | 83 |
| Special enforcement efforts for public housing units | 50 | 40 | 50 |

N: 10 sheriffs; 51 police chiefs; 12 jail administrators

Police chiefs, sheriffs, and jail administrators all rated “enhance resources of multi-jurisdictional statewide drug taskforce, MDEA” highly (90 to 100 percent), as illustrated in Figure 3. “Enhance federal task force involvement, DEA” received a lower response rating from the sheriffs (80 percent) and jail administrators (67 percent), but police chiefs responded with a 93 percent.

Figure 3 Priority to Top Priority Responses to MDEA and DEA



N: 10 sheriffs; 51 police chiefs; 12 jail administrators

When key informants and JAC members were asked their opinions about funding the multijurisdictional task force (MTDF), 11 (50 percent) of respondents said the MDTF funding proportion was about right. An additional three (14 percent) said that the proportion was too high –not because the MDTF was receiving too many resources, but because they thought the state should be funding more. Three (14 percent) said the funding was too low; two of these said funding was low in comparison to need, but appropriate with regard to amount available. Five

(23 percent) declined to judge either because they felt an evaluation was needed (n=2) or because they did not feel they knew enough about the issues. Thus, there is strong support for the JAC decision regarding MDTF proportion of funding, given contextual constraints.

There was near unanimous and generally unqualified approval of the ongoing work done by the MDTF. A number of respondents commented that the multijurisdictional collaboration model (central coordination and local collaboration through resource allocation) works and should continue to be funded. Several respondents praised the resident agent program. Informants noted that local police chiefs express satisfaction with the local support being provided by MDEA, although they consistently noted the need for additional resources. Respondents noted outcomes impacting drug trafficking which indicate success: high numbers of arrests, seizures of drugs, and property confiscation. Allied departments noted appreciation for the good relationships between MDEA and local law enforcement, JAC members, and key informants and commented about the ongoing availability of data regarding arrests and seizures. Most respondents commented that, despite the large proportion of funds allocated, more resources were desperately needed to combat the rising problems with prescription drug abuse and increased illicit drug abuse in rural areas. Several respondents commented that providing resources for drug enforcement has a positive impact on reducing violence and property crime.

Several key informants and JAC members expressed concern about the level of collaboration between the U.S. Attorney's Office and MDEA. They also strongly noted the need for an external evaluation of this, the largest Byrne fund expenditure. The need for an evaluation of the programs in drug diversion and abuse was also one of the 25 emerging issues.

When asked about negative results of funding in this area, most respondents cited the need for more resources, despite the large proportion of Byrne funding, including the need for

more agents and attorneys. Many commented that this was such an important problem that the state should not depend so heavily on federal support and should allocate more state monies for the MDEA. One respondent noted that it was unfortunate that the lack of a public budget process (by the legislature) kept visibility of the drug problem artificially low. The drug problem has been increasing over recent years, as indicated by drug deaths and other indicators, despite successful interdiction efforts. Many respondents indicated that the program is under-funded relative to the size of the problem. One respondent lamented that many agencies think of drug enforcement as the MDEA's problem alone, and need more help from other agencies.

The comments below suggest that multi-jurisdictional drug responses are still necessary and supported.

[The drug task force] is more important than anything else on the list. It is comprehensive and needs dedicated agents.

One respondent expressed the frustration with dealing with drugs and the need for the three-prong national drug strategy.

Nothing has successfully addressed [the] drug problem(s)... unless success is defined in a very limited way. Keeping a lid on and providing options for those who choose to use them for "treatment" are our best shots.

The following responses summarize the interrelatedness of drugs to other issues.

Drugs and alcohol violations/abuse are overwhelming problems that are significantly increased because of the lack of liquor enforcement agents, no

participation in MDEA, lack of mental health assistance, lack of training at MCJA in using informants, lack of prosecutorial assistance, lack of judicial punishment and inept probation officers.

Alcohol is the biggest problem; MDEA doesn't deal with it. We are beginning to look at intersection of alcohol and drugs. A lot more damage is from alcohol. I'm not saying heroin a good thing. The overall costs to society of alcohol are worse [than other drugs].... This piece, we are missing.

Some expressed even broader concerns than simply task force and investigation funding.

Some enforcement resources will need to be in place to investigate and prosecute MaineCare recipient drug cases and other statewide prescription monitoring cases. Currently, no law enforcement agency investigates MaineCare recipient cases despite numerous

...Getting rid of liquor enforcement has created a major problem in addressing many of the issues.

Systems' Improvement

- **Present Strategy**

Improve the criminal justice information system through technology enhancements

- **Current Related Priority Issues**

Illicit Drug Activity and Drug Abuse

Violent Crime and Victimization

Juvenile Crime

- **Current Related Program Responses**

Multi-jurisdiction Drug Task Force

Community Policing

Violence Prevention

Institutional Sexual Offender Treatment

Criminal Justice Information System Up-grade

- **Byrne Funding Awarded in FY 2000-2003 for Systems' Improvement**

- State Police Master Name Index

- Criminal Case History Software

Maine was one of the first states to centralize its criminal records, however, it was one of the last states to computerize its criminal record histories. Today, the state meets national standards. A committee is presently working on computerizing bail conditions so that all law enforcement officers can obtain this information during any motor vehicle stop. Presently, about seven percent of Maine's Byrne funding is awarded for systems' improvement. Many systems' improvements will assist with the current program responses: multi-jurisdictional task forces, community policing, violence prevention (except institutional sexual offender treatment) and improving the criminal justice information system is a program response in itself. We asked, specifically, about what respondents perceived as a "top priority," "priority," "low priority," or "not a priority," in the way of tracking systems, analysis, management systems, and two non-categorized areas: death investigation training and public safety information system links to public health.

The tables below are loosely gathered into systems' improvement that may assist violence control and prevention, drug control and prevention and community policing, but certainly many apply across these categories.

Police chiefs and sheriffs were most in agreement on the need to prioritize case investigation and probation tracking. Ninety-four percent of police chiefs and 92 percent of jail administrators felt that protection order tracking was a priority to top priority while 44 percent of sheriffs did, probably reflecting the difference in responsibility. In most counties, sheriffs serve protection orders. Although there have been major improvements in the criminal record history files, a majority of respondents; 78 percent of sheriffs (seven out of nine), 92 percent of police chiefs (47 out of 51) and 92 percent of jail administrators (11 out of 12) rated improvements in the criminal records' system as a priority to top priority (Table 7).

Table 7 Violence Prevention Systems' Improvements

| Item | Priority to Top Priority | | |
|--|--------------------------|----------|---------------------|
| | Police | Sheriffs | Jail Administrators |
| Protection order tracking | 94 | 44 | 92 |
| Improve criminal history records system in place | 92 | 78 | 92 |
| Case investigation | 92 | 77 | 67 |
| Probation tracking | 92 | 77 | 42 |
| Display radar signs (Amber alert) | 80 | 51 | 42 |

N: 9 sheriffs; 51 police chiefs; 12 jail administrators

Most important to police chiefs for drug control and prevention are toxicology testing improvements while sheriffs prioritized drug related death tracking as either a priority or top priority (Table 8). Jail administrators felt systems to connect with neighboring law enforcement agencies were a priority to top priority.

Table 8 Drug Control Systems' Improvements

| Item | Priority to Top Priority | | |
|--|--------------------------|----------|---------------------|
| | Police | Sheriffs | Jail Administrators |
| "Drugged driving" toxicology testing for impaired and deceased drivers | 92 | 88 | 73 |
| Systems to connect with neighboring law enforcement agencies | 91 | 88 | 92 |
| Information system links between public safety and public health | 76 | 57 | 75 |
| Drug related death tracking | 72 | 89 | 50 |
| Epidemiological surveillance and monitors of trends in drug abuse | 63 | 63 | 73 |

N: 8 sheriffs; 51 police chiefs; 12 jail administrators

There were a variety of responses to community policing systems' improvements as reported in Table 9. To support community policing, all sheriffs felt that cameras and photo id software were a priority or top priority. Eighty-four percent of police chiefs and 75 percent of jail administrators also rated this as a priority to top priority.

Table 9 Community Policing Systems' Improvements

| Item | Priority to Top Priority | | |
|--|--------------------------|----------|---------------------|
| | Police | Sheriffs | Jail Administrators |
| Reverse 911 | 85 | 58 | 75 |
| Cameras and photo id software in patrol cars | 84 | 100 | 75 |
| Service call analysis system | 75 | 50 | 75 |
| GIS and mapping capabilities | 70 | 63 | 58 |

| | Priority to Top Priority | | |
|--|--------------------------|----------|---------------------|
| | Police | Sheriffs | Jail Administrators |
| Citizen complaints/internal investigation system | 61 | 38 | 80 |
| Home detection/electronic monitoring | 58 | 76 | 75 |

N: 8 sheriffs; 49 police chiefs; 12 jail administrators

There was less interest across fields for other systems' improvements; items were more oriented towards tracking specific aspects of the criminal justice system (Table 10). Forensic laboratory improvements was the top rated response from the police chiefs (94 percent), but rated less by the sheriffs (63 percent) and jail administrators (75 percent). Of those rated, police chiefs indicated that offender tracking and release date tracking (90 percent) should be a priority to top priority and jail administrators agreed at 75 percent. Sheriffs indicated that coordinated internet crime investigation capabilities should be a priority to top priority (88 percent). Senator Collins recently announced that Maine was eligible to receive matching funding to create a Joint Terrorism Task Force.

Table 10 Other Systems' Improvements

| Item | Priority to Top Priority | | |
|---|--------------------------|----------|---------------------|
| | Police | Sheriffs | Jail Administrators |
| Forensic laboratory improvements | 94 | 63 | 75 |
| Offender tracking/release date tracking | 90 | 55 | 75 |
| Crime analysis information system | 90 | 75 | 67 |
| Coordinated internet crime investigation capabilities | 76 | 88 | 75 |
| Death investigation training | 74 | 85 | 92 |
| Incident based reporting system | 64 | 63 | 67 |
| Medical examiner death | 63 | 50 | 50 |

| Item | Priority to Top Priority | | |
|--|--------------------------|----------|---------------------|
| | Police | Sheriffs | Jail Administrators |
| investigation information system | | | |
| Electronic court appearance capabilities | 61 | 63 | 92 |

N: 10 sheriffs; 51 police chiefs; 12 jail administrators

Similar to other programmatic areas, 11 (65 percent) of key informants and JAC members thought the funding proportion was about right. Only one person thought the funding was too high, commenting that results were not meeting expectations. Five (29 percent) thought the funding was too low, pointing to the need for substantially more funding to “do it right.”

Byrne funding was not viewed as the solution to this substantial infrastructure of the criminal justice system issue, but rather just a contributor. Respondents were generally frustrated with false starts and failures of the information system generally over the last 20 years. They complained that the system was cobbled together and lacked overall integration and accessibility. Many of these comments were not directed specifically at the projects Byrne funding has supported, but were more general. A number of respondents said there had been improvements in what was available, and that the system was “moving in the right direction,” but noted there is still a long way to go.

One respondent commented that the needed overhaul of the criminal justice information system(s) was enormous, and it would require support and leadership from the Governor’s office. Many respondents discussed the great difference having 24-hour access to accurate, integrated information would potentially make in the ability to make the criminal justice system work more efficiently, and ultimately impact crime and violence. Most noted that progress was being made, but the majority said it was slow and piecemeal.

The comment below reflects the general consensus to continue improving the infrastructure:

It would be great if all law enforcement and criminal justice agencies (i.e. superior and district courts, jails) could some how connect to one another so we could effectively coordinate services and enforcement.

Emerging Issues

Police chiefs, sheriffs, and jail administrators were asked their opinions on a series of emerging issues from anti-terrorism activities to jail overcrowding that could potentially be funded by Byrne grants. Of those issues, 90 percent of police and 89 percent of sheriffs thought dealing with “drugged driving” was a priority to top priority (Table 11). This is in keeping with the information garnered in the “Drug” section. Related to systems’ improvements is the priority given to interagency communication infrastructure among all three groups (87-100 percent). Sheriffs also placed a priority on issues related to terrorism such as port protection, equipment to combat terrorism, disaster planning, court security, and specialized anti-terrorism training. Disaster planning ranked within the top five priorities of the sheriffs and the jail administrators (86-88 percent), as did DNA collection/interpretation (85-88 percent).

What is most interesting is that all jail administrators rated dealing with the mentally ill as a priority to top priority, although only 76 percent of police chiefs and sheriffs did. Given their front-line responsibility, this seems surprising. The difference may have more to do with the fact that county jails have a limited ability to deal with medical issues and even more so psychiatric illness yet a sizeable percentage of their population is mentally ill.

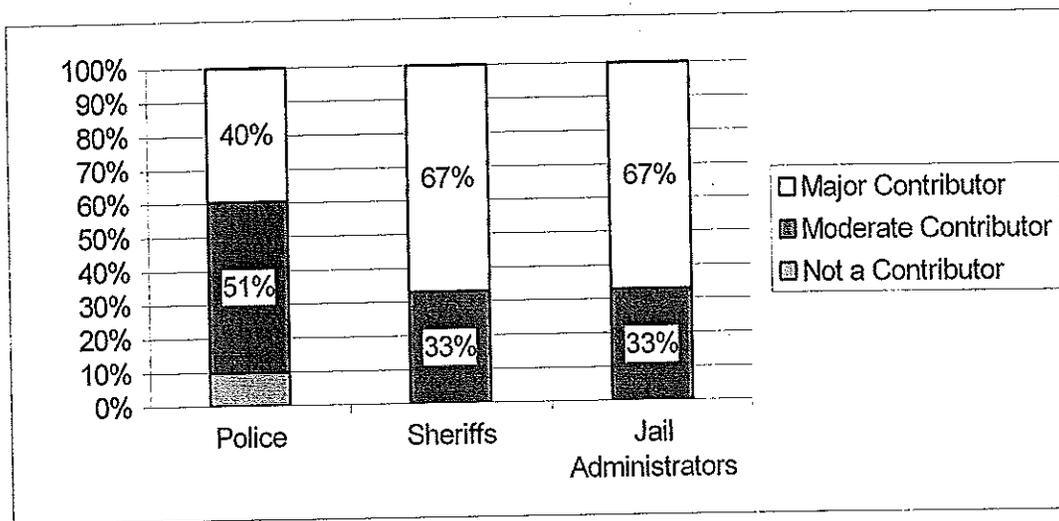
Table 11 Emerging Issues

| Item | Priority to Top Priority | | |
|---|--------------------------|----------|---------------------|
| | Police | Sheriffs | Jail Administrators |
| Drug Control | | | |
| Dealing with "drugged driving" | 90 | 89 | 64 |
| Prescription drug abuse and diversion | 86 | 78 | 82 |
| Training in prescription drugs | 80 | 100 | 73 |
| Systems' Improvement | | | |
| Interagency communication infrastructure | 87 | 100 | 92 |
| DNA collection/ interpretation | 79 | 88 | 73 |
| Court security | 55 | 76 | 73 |
| Violence and Crime Prevention | | | |
| Intensive supervision of youth | 82 | 63 | 83 |
| Intensive supervision, generally | 80 | 63 | 92 |
| New equipment for anti-terrorism activities | 78 | 67 | 64 |
| Port protection | 77 | 67 | 73 |
| Dealing with the mentally ill | 76 | 76 | 100 |
| Disaster planning | 75 | 86 | 83 |
| Victimization services, generally | 69 | 63 | 86 |
| Jail overcrowding | 67 | 76 | 100 |
| Anti-terrorism activities, generally | 67 | 67 | 82 |
| Restorative justice programs | 61 | 38 | 64 |
| Specialized anti-terrorism training for law enforcement, prosecution, corrections | 60 | 78 | 73 |
| Sex Offender | | | |
| Sex offender release into the community | 76 | 89 | 83 |
| Community Policing | | | |
| Elder abuse | 71 | 63 | 55 |
| Immigrant/Refugee integration into the community | 43 | 29 | 36 |

N: 9 sheriffs; 50 police chiefs; 12 jail administrators

In Maine at least 25 percent of inmates are reported to be in mental health therapy or counseling programs. Among states, Maine has the fourth highest rate of prisoners receiving mental health counseling (one in four) and the fifth highest rate of prisoners receiving psychotropic medications (one in five).² In a related question, respondents were asked, “To what degree is your agency’s workload affected by the fact that some of [your] cases (Figure 4) involve the mentally ill.” It is a major contributor to 40 percent of the cases of police chiefs, 67 percent of sheriffs and jail administrators. Only five police chiefs rated mentally ill suspects not a contributor to their agency’s caseload. Byrne has awarded grants for a number of mental health/law enforcement related programs, most recently, crisis response teams to allay/prevent children’s trauma during violent crimes. It appears that this type of grant is still desired.

Figure 4 Effect of Mentally Ill on the Workload



N: 9 sheriffs; 50 police chiefs; 12 jail administrators

Key informants and JAC members had similar reflections on emerging issues. They were not as apt to rate items as a priority or high priority, compared to law enforcement officials and jail

² Report of the Commission to Improve the Sentencing, Supervision, Management, and Incarceration of Prisoners to the 121st

administrators, perhaps reflecting their knowledge of the limits of Byrne grants. Whereas, 60 percent of key informants rated interagency communication infrastructures a priority to top priority, 87 to 100 percent of the three other groups did.

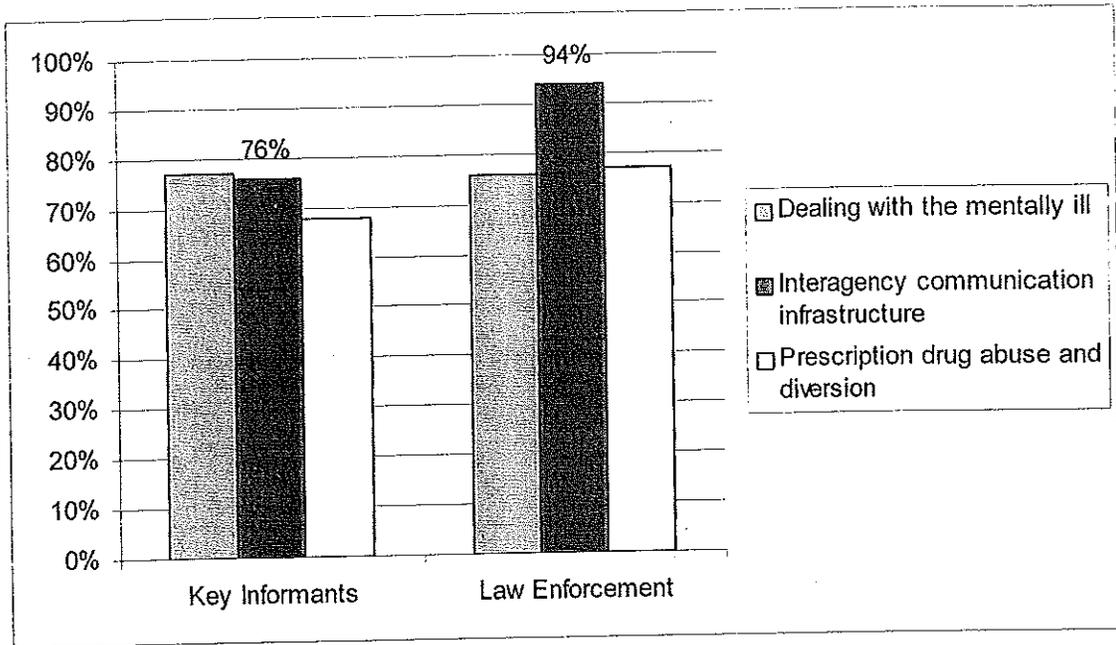
Of the 25 issues prioritized by JAC members and key informants, 11 received overall positive ratings, with the majority of respondents evaluating them as either priority or top priority (Table 12).

Table 12 JAC/Key Informant Emerging Issues

| Byrne Priority Program Area | Rated Priority to Top Priority |
|---|--------------------------------|
| Interagency communication infrastructure | 60% |
| Dealing with the mentally ill | 53% |
| Prescription drug diversion investigation | 53% |
| Enhance investigation resources for the MDEA | 51% |
| Criminal investigation of drug overdoses | 50% |
| Elder abuse | 49% |
| Evaluation of state funded efforts to combat drug abuse | 48% |
| Sex offender release into the community | 47% |
| Dealing with "drugged driving" | 44% |
| Court security | 40% |
| Victimization services, generally | 39% |

Figure 5 compares the rating for three issues: dealing with the mentally ill, interagency communication infrastructure, and prescription drug abuse and diversion. The five top-rated issues are distributed across current program areas, as shown in Figure 5 below.

Figure 5 Top Three Emerging Issues Rated “Priority to Top Priority”



(Note Key Informants = JAC members and Key Informants, Law Enforcement = Police Chiefs and Sheriffs)

Community Policing

↓**Maine UCR Facts:** The crime rate in Maine is 35 percent lower than the rest of the nation. The violent crime rate did increase slightly in 2003, up 1.4 percent with the greatest increase in domestic violence. Violent crime varies dramatically, however, with the greatest increase in Waldo (19.8 percent) and Knox County (8.1 percent) and greatest decrease in crime in Penobscot (12.3 percent).

- **Current Strategies**

Promote community action to prevent and reduce crime through local problem solving

- **Current Related Priority Issues**

Violent Crime and Victimization

Juvenile Related Crime

Illicit Drug Activity and Drug Abuse

- **Current Related Program Responses**

Community Policing

- **Byrne Funding Awarded FY 2000-2003 for Community Policing**

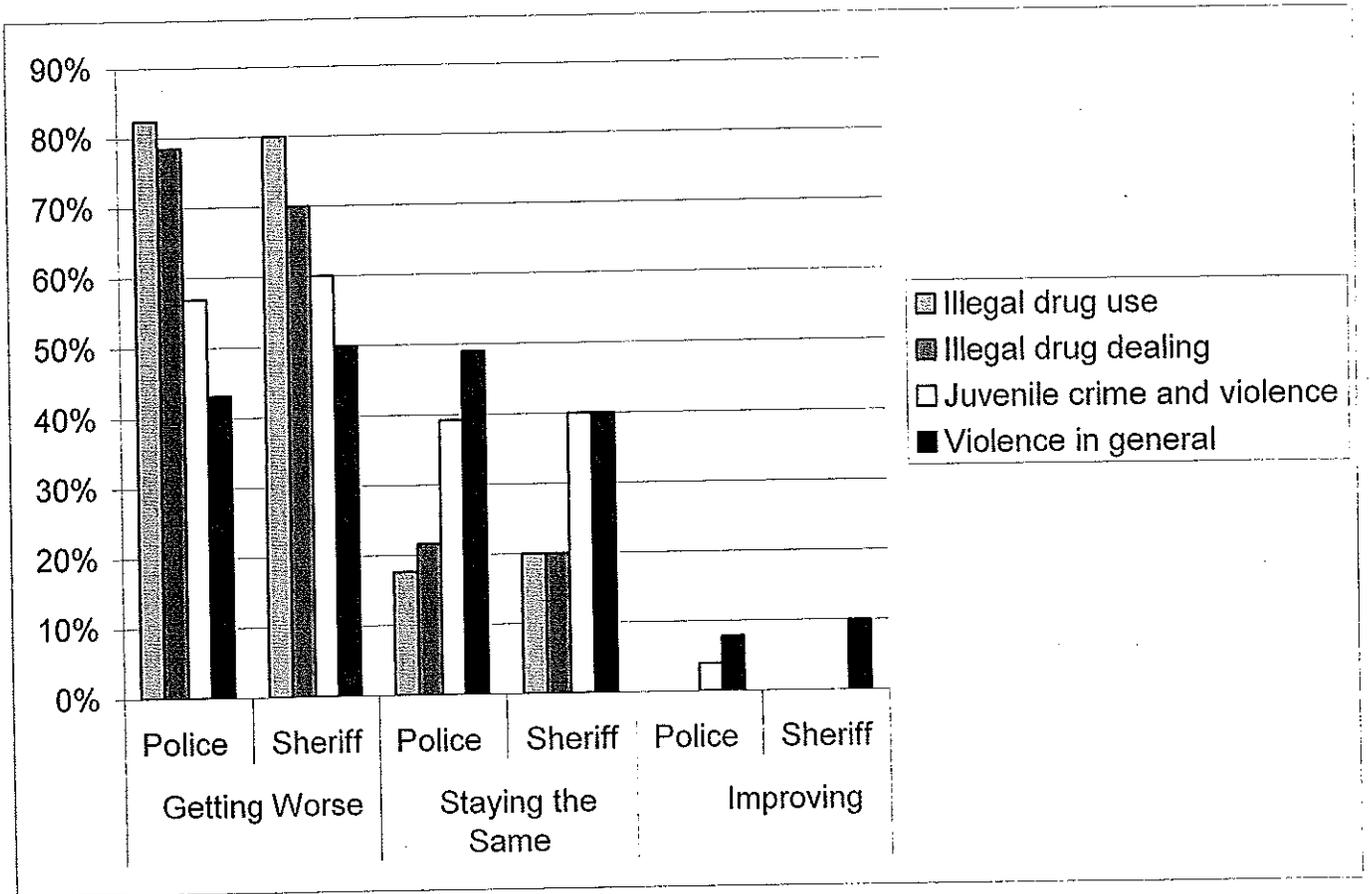
- Penquis Regional Crisis Intervention Training (Piscataquis SO)
- Mobile DATAT Computer Project (Bath)
- Community Skate Park (Bath and Scarborough)
- Technology for Law Enforcement (York PD)
- Drug CT (Washington County)
- Basic Law Enforcement Training CP Task Analysis (Criminal Justice Academy)
- CP-Efficiency/Citizen Participation (Brewer PD)
- Community Policing Initiative (Auburn PD)
- Community Policing Mentoring Project (Kennebec SO)
- Jump Start Mentoring for Youth (York PD)
- Enhanced Speed Reduction (York PD)

About three percent of Byrne funding has been expended on community policing in the past four fiscal years for local initiatives of police and sheriff's departments designed to enhance the relationship between law enforcement and the communities in which they work.

Community policing is both a current strategy and program response. It enhances local innovation as opposed to supporting universal programs such as sex offender treatment in correction facilities. Community policing has been practiced throughout the 90s in Maine. In 1997, the Community Policing Institute was founded to provide community policing training on an on-going basis and community policing principles are taught at the Academy to all new recruits.

To help gauge the desirability of continuing community policing as a program response, respondents were asked a number of related questions. The first was, "Over the past year, do you feel the following problems are getting worse, staying the same, or improving in your law enforcement area?" Figure 6 below indicates that, in fact, an obviously large percentage of police and sheriffs believe that illegal drug use and drug dealing are getting worse (about 70-80 percent). Only a small percentage of police chiefs and sheriffs thought violence in general was improving (Figure 6).

Figure 6 Opinions on Status of Crime



N: 10 sheriffs; 51 police chiefs

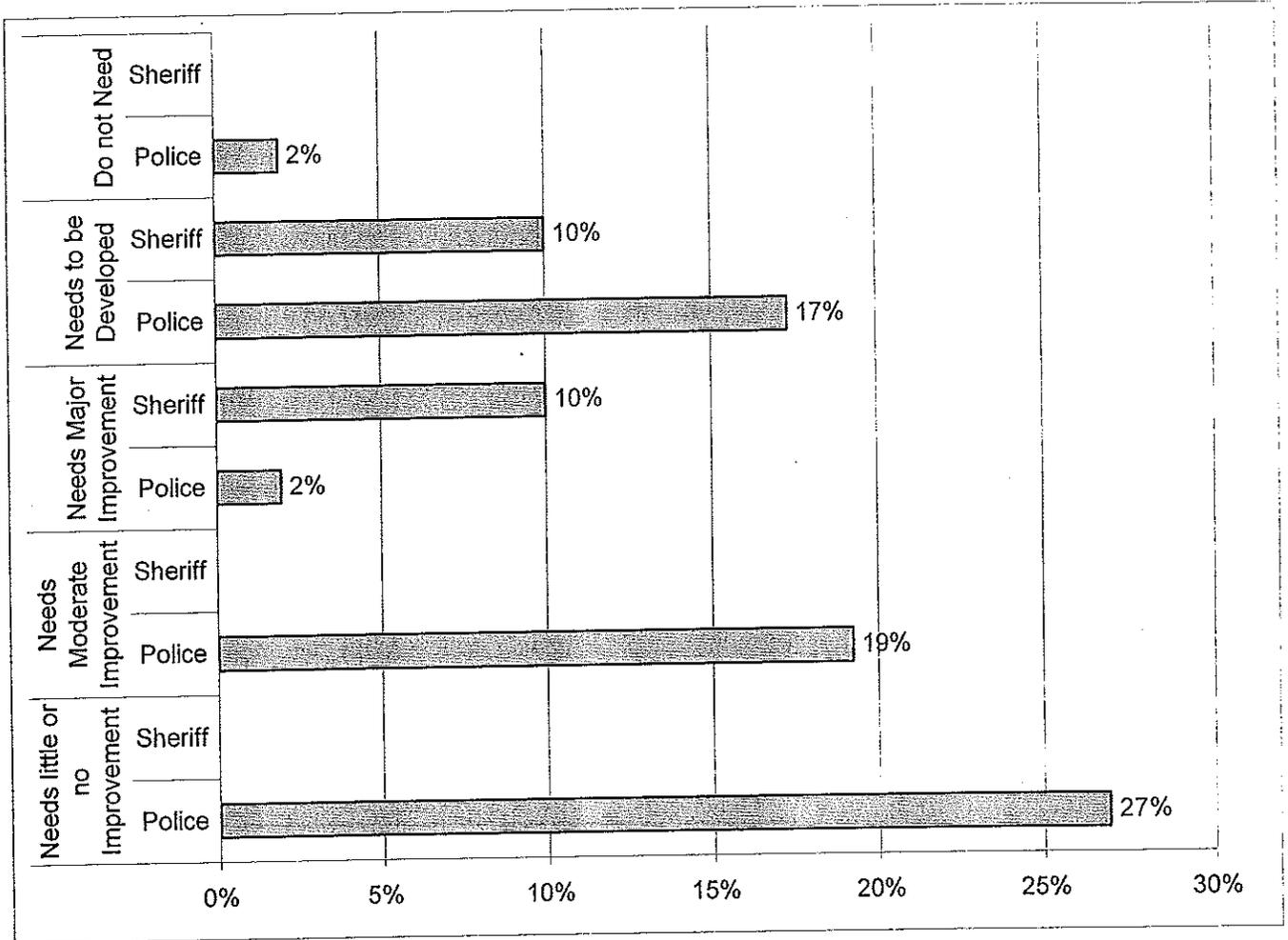
Data on drug violation arrests indicate that drug arrests have decreased by 2.5 percent from 2001 to 2002. However, this figure hides the degree of the problem criminal justice agencies face. About 75 percent of all juvenile and adult arrests involve possession and about 20 percent involve sale or the manufacturing of drugs.³ The number of open cases handled by the Office of the Attorney General has increased from 492 in September 2003 to 590 in April 2004 (+16 percent) and the office expects to close more cases than last year.⁴ As can be seen by the list of funded Byrne programs, community policing has supported the prevention of drug abuse through the funding of a drug court. In terms of juvenile crime and violence, Byrne funding designated for the community policing response helped fund skateboard parks, crisis intervention, and a number of other projects.

How do we improve community policing so that it can assist the other strategies? Police chiefs and sheriffs were asked whether improvement is needed in activities and strategies in their departments related to community. Respondents could answer: “needs little or no improvement,” “needs moderate improvement,” “needs major improvement,” “needs to be developed,” “do not need.” Of the 63 percent of the police chiefs and sheriffs indicating their agencies actually use community policing in their agencies, respondents were most apt to answer that coordination with community reparation boards needed to be developed (45 percent) and another 16 percent thought it needed major improvement. Apparently, there is some disagreement about its value, 30 percent, felt that coordination with reparation boards was not necessary (Figure 7).

³ Arrest Data 2002

⁴ Maine Office of the Attorney General, Subgrant Progress Report for 1/01/04 to 3/31/04 (n.d).

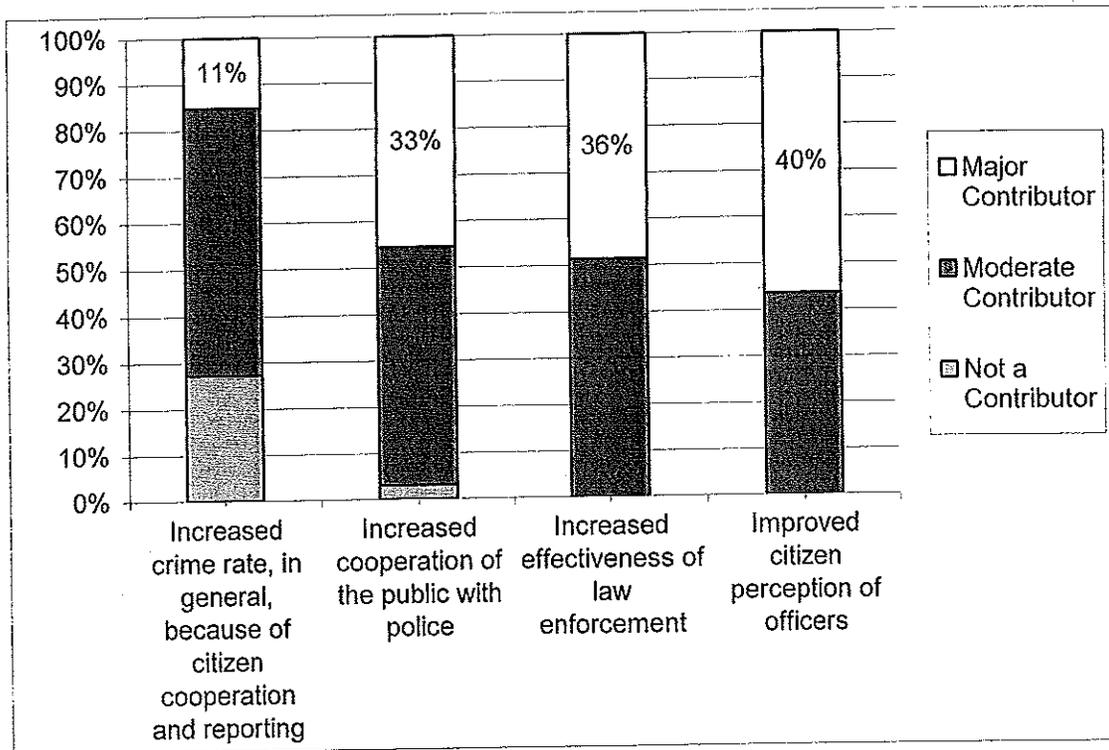
Figure 7 Coordination with Community Reparation Boards



N: 10 sheriffs; 51 police chiefs

Respondents felt that community policing had the most effect on citizens' perception of officers (Figure 8). No one felt it was not a contributor to improving perceptions of citizen. Forty-percent also felt that it was a major contributor to law enforcement effectiveness, and the remainder thought it was a moderate contributor to law enforcement effectiveness.

Figure 8 Effect of Community Policing



N: 45 Police

Key informants and JAC members were also supportive of using the funding for experimental ideas, for engaging local communities, and for supporting police efforts to improve their relationship to the communities they serve. A number of respondents believe that supporting the local community-police relationship building prevents crime. Drug court received particular praise. Other projects that respondents believed to be effective included digital cameras and mobile units in cruisers, as well as training and skate parks. A number of respondents commented that the monetary investment was small compared to the positive outcomes, particularly in terms of building respect for police and good community relationships.

When queried about negative aspects, key informants and JAC members mentioned the need to insist more on sustainability, perhaps through gradual reduction in funding, and the need for more attention to measuring outcomes. One respondent commented that these projects were

not evidence-based. Several respondents discussed the tendency that larger police departments were more inclined to write proposals, and that the southern more urban communities received a disproportionate share of funding. One respondent commented that the projects tended to focus on youth, without enough attention to other sectors of the communities.

Reasons for supporting community policing were voiced by JAC members and key informants.

It's not a lot of money for a few innovative ideas.

It's a good concept. I wish communities could get a better grasp of what could be developed.

Sex Offenders

The average number of known sex offenses in the prison population is 2.3 offenses ranging from one to 15 and the average number in the probation population is 2.5 ranging from one to 22⁵

- **Current Strategy**

Institutional Sex Offender Treatment

- **Current Related Priority Issues**

Violent Crime and Victimization

- **Current program responses**

Institutional Sexual Offender Treatment

- **Byrne Funding Awarded in FY 2000-2003 for Sex Offenders**

- Managing and supervising high-risk sex offenders
- Institutional sex-offender management design
- Sexual offender population profile analysis
- Funding was allocated but not expended for a sex offender treatment program. A contract was recently signed as of June 2004

About three percent of Byrne awards have been expended on sex offender treatment projects. It is important to note that the amount of money appropriated for sex offender treatment projects is greater than the three percent actually spent, due to implementation barriers since money was awarded but not expended for a contract to create treatment program for prisoners. The Final Report of the Commission to Improve Community Safety and Sex Offender Accountability (January 2004) commissioned by the Governor made recommendations in the area of prevention, sentencing, transitioning, treatment, probation, supervision, registration, and notification. The Director of the Maine Academy of Criminal Justice is currently working on a uniform sex offender notification policy to be used by all law enforcement agencies. The results of the study go hand in hand with the type of projects Byrne has funded thus far.

The Final Report contains survey results that were funded through the Byrne grants, A Survey of Sex Offenders (April 2003), conducted by the Justice Resource Institute. The purpose

was to identify sex offenders in the prison population and on probation through sampling of case files. The report found that the average number of known offenses in the prison population was 2.3 (range of one to 15) and in the probation population 2.5 (range of one to 22). Half of the sample of both the prison population and probation population had no known sexual offense. The most common offense was gross sexual assault. The largest classification of these offenses was incest offenders.

Sexual assault was considered to be a major contributor to the workload of four percent, 11 percent, and 17 percent of police, sheriffs, and jail administrators, respectively (Table 2). Sex offender release into the community was viewed as a priority to top priority for 76-89 percent of the same respondents (Table 11). Comments by opinion leaders were all favorable to this program response of sex offender treatment. Where they had reservations was in how sex offender treatment programs could be evaluated. They worried that the money might be expended without results, or with results that could only be measured in the short-run.

Most key informants and JAC members felt that the proportional amount of about three percent was appropriate, given the complexities of the problem. As a whole, they felt the Department of Corrections use of Byrne funds to improve management of this subpopulation was reasonable. Several expressed concern with the lack of "evidence-based" treatment models and discussed the issue of funding post-release monitoring versus treatment. Others pointed to the need for more treatment providers, the need to identify "best-practice" models, and the logic of funding research to find out "what works."

These comments below reflect the variety of concerns about sex offenders and treatment:

[Regarding sex offender treatment], How are you going to cure? I would rather have

⁵ A Survey of Sex Offenders. 2003. Cited in a Report of the Commission to Improve Community Safety and Sex Offender Accountability (Jan 2004)

funding for monitoring.

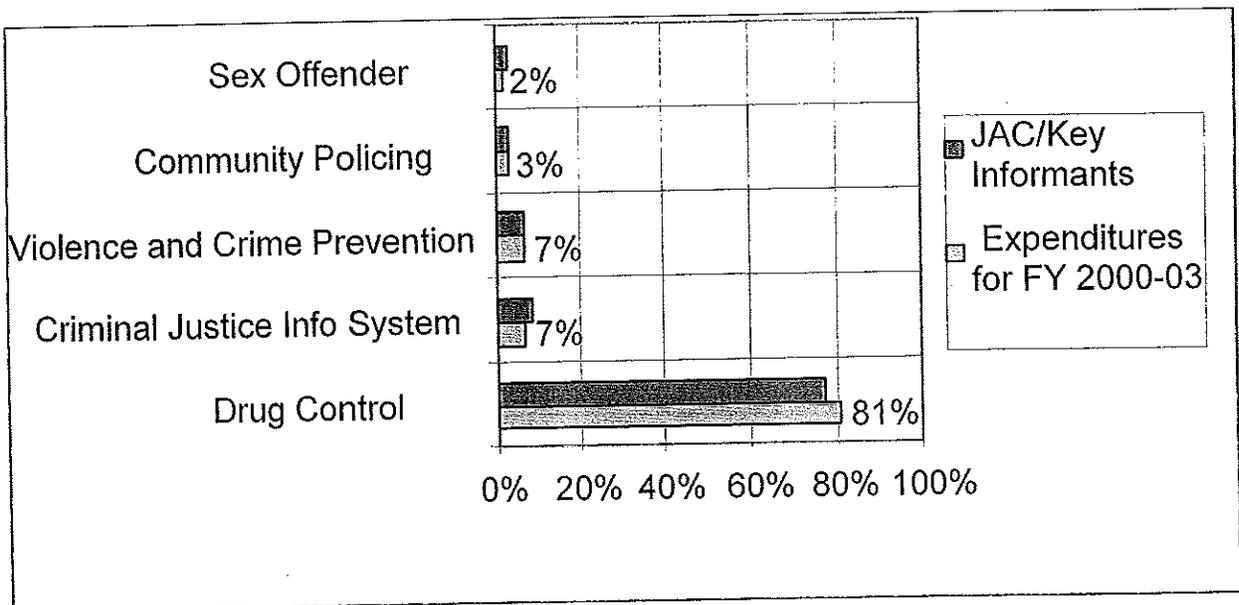
We need more treatment providers [for sex offenders].

[Funding for sex offender treatment] should be out of the general fund.

Resource Priorities

The opinions of those surveyed, key informants, and JAC members support the current strategy and program responses for Byrne funding. When we asked JAC members and key informants how they might divide Byrne funding in the future, they gave similar responses to the existing funding priorities (Figure 9). (We used percentages rather than absolute dollars for ease of asking the question)

Figure 9 Comparison of Expenditures to Recommendations



N=16

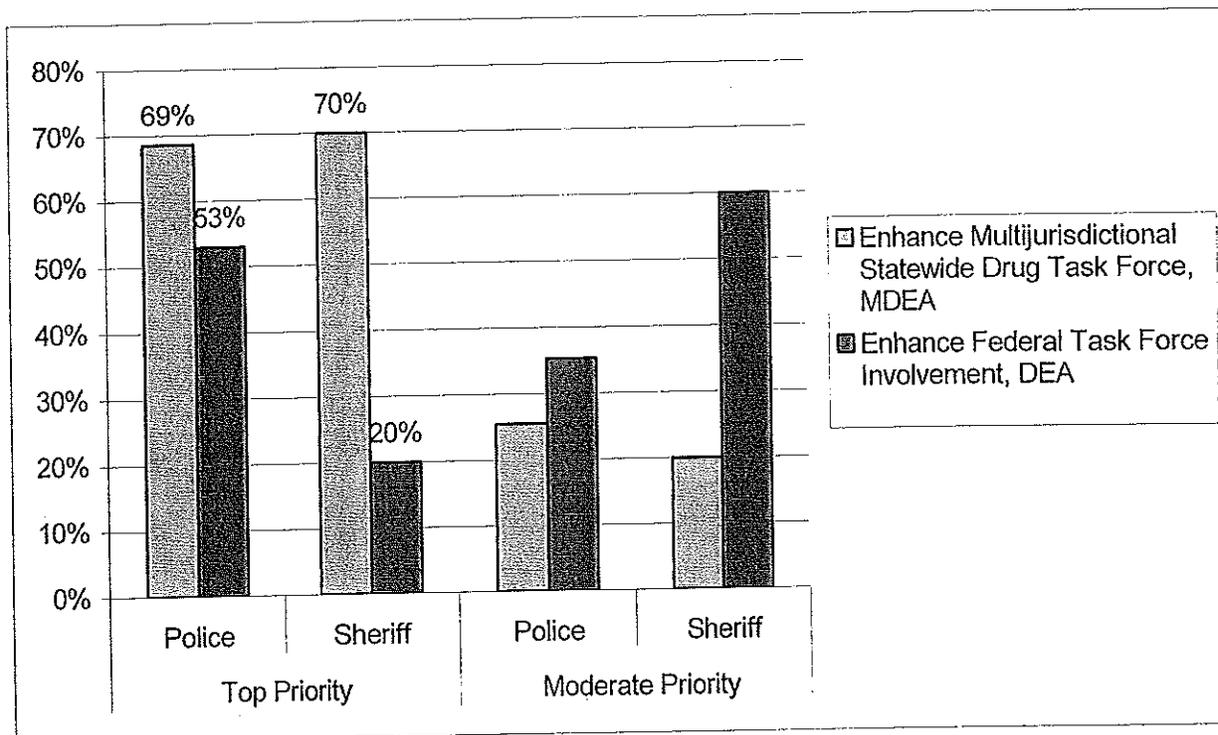
There was clear recognition of the resource constraints presented not only from limited Byrne dollars but also the shortage of state funding resources.

Respondents with diverse backgrounds and perspectives discussed the ongoing, critical need across all Byrne funding for outcome evaluation – not so much to inform the projects/project staff, but to provide feedback about expenditures to the JAC and to policy makers.

Most agreed within a few percentage points that drug enforcement through the MDEA should be funded (at the existing level of 81 percent of the total). There is also strong support for continuing to fund the task forces based upon public comments at the open meeting of the JAC and opinions of key informants and JAC members themselves. Where negative opinions occurred about funding MDEA, it was frustration that the pie could not be enlarged so that other program responses could be funded at greater levels while keeping drug enforcement fully funded and that the state legislature should more fully fund the task forces. (Note that all individuals did not wish to give a specific percentage. Figure 9)

Police chiefs and sheriffs thought that the work of MDEA in disrupting the drug market was a top priority (69 percent and 70 percent respectively). The police chiefs (53 percent) were somewhat less supportive of the DEA, particularly sheriffs (20 Percent) (Figure 10). Comments by key informants explain this difference. The federal attorney's office is more selective in their determination of prosecution than is the state Attorney's General office.

Figure 10 Disrupting the Drug Market

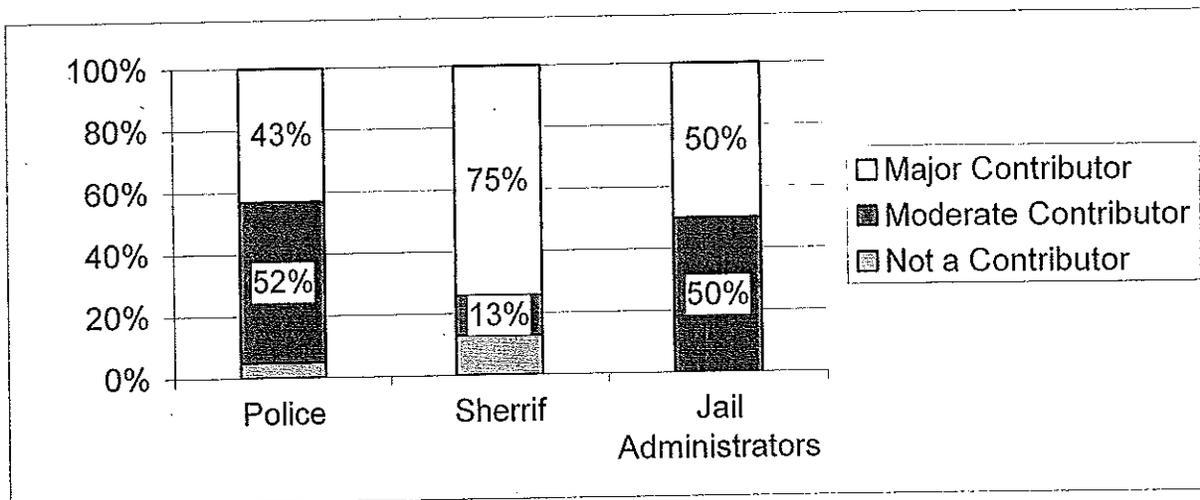


N: 51 police; 10 sheriffs

It is clear that drugs are very much a concern of police chiefs, sheriffs, and jail administrators, supporting the current priority issues and program responses (Figure 11). Forty-three percent of police chiefs, 75 percent of sheriffs, and 50 percent of jail administrators felt that cases where drugs were involved, not simply those arrests for possession and sales, were a major contributor to their respective workloads.

Respondents were strongly supportive of using community resources, schools, and families to stop drug usage before it starts. This may be an area for violence prevention or community policing funding.

Figure 11 Contribution of Drugs to Agency Caseloads



N: 9 sheriffs; 48 police chiefs; 12 jail administrators

Community policing and violence and crime prevention are program responses that are primarily local responses to reducing crime. These responses were felt to contribute to reducing violence, drugs and preventing crime in general. They were supported by JAC members and key informants because of some of the specific programs such as the drug mortality study, the violent crime task forces, the drug courts, and the Children's Cabinet.

Institutional sex offender treatment as a program response was less well understood by key informants, who mentioned a number of them specifically, and JAC members. But given the governor's recent commission, the seriousness of the sex offender problem, and citizen concerns, virtually all thought that funding should remain as it is.

Finally, specific systems' improvements were deemed to be a priority to top priority by police chiefs, sheriffs, and jail administrators, including initiatives such as cameras and photo ID software for patrol cars (sheriffs), electronic court appearances capabilities (jail administrators), and forensic lab improvements (police chiefs). Key informants and JAC members expressed

frustration with the length of time that systems' improvements took but were supportive of continued improvements in the infrastructure because it supported law enforcement capabilities including preventing and disrupting illegal drugs.

In summary, informants in both the web-based survey and the key informant interviews supported the current program responses and allocation of resource priorities identified for Byrne funding.

Appendix A: Web based survey
(Note: This survey was modified to fit the Web)
Needs' Assessment Survey
for the
Byrne Memorial Formula Grant Strategic Plan

(Optional)
Agency Information

Please provide your agency's name, and the name, position, and phone number of the person who is completing this questionnaire. This information may be used to call for clarification on responses to the survey or for additional information on specific programs in your jurisdiction.

Name: _____ Name _____

Position: _____ Position _____

Agency: _____ Agency _____

Town/City _____ City _____

Phone: _____ City _____

FAX: _____ Fax _____

E-mail: _____ Email _____

Before you begin the survey, may I ask, are you representing the office of or are you
a:

___ 1 ___ prosecutor

___ 2 ___ police chief JOB TITLE

___ 3 ___ sheriff

___ 4 ___ jail administrator

___ 5 ___ State agency official

What Prosecutorial District is your agency in _____ DISTRICT _____ (this is a 2
digit number)

WORKLOAD

The workload of law enforcement agencies, courts, prosecutors and jail administrators depends on several factors such as new laws, changes in sentencing, and societal problems associated with drugs and violence. The Department of Public Safety would like to learn more about current influences on the workload of your agency so that we can develop the state's strategic plan.

Instructions: Please indicate with a \surd (check) or an x the degree to which the following types of cases contribute to your agency's workload.

| Workload Demands | Not a contributor | Moderate Contributor | Major Contributor |
|---|-------------------|----------------------|-------------------|
| Aggravated and simple assault WL1 | 1 | 2 | 3 |
| Auto theft WL2 | | | |
| Motor vehicle cases (e.g., speeding, operating under the influence) WL3 | | | |
| Criminal mischief/vandalism WL4 | | | |
| Firearm violations WL5 | | | |
| Spousal/partner abuse WL6 | | | |
| Elder abuse WL7 | | | |
| Child abuse WL8 | | | |
| Protection orders WL9 | | | |
| Drug sales WL10 | | | |
| Drug possession WL11 | | | |
| Gang crime WL12 | | | |
| Homicide WL13 | | | |
| Sexual Assault WL14 | | | |
| Robbery WL15 | | | |
| Theft WL16 | | | |
| Burglary WL17 | | | |
| Civil disputes (noise, parties, property disputes) WL18 | | | |
| Internet crime (pornography, scams, fraud) WL19 | | | |
| Stalking WL20 | | | |

To what degree is your agency's workload affected by the fact that some of these cases involve:

| | Not a contributor | Moderate Contributor | Major Contributor |
|--|-------------------|----------------------|-------------------|
| Youth WL21 | 1 | 2 | 3 |
| Elderly WL22 | | | |
| Drug/alcohol use aside from drug possession/sales WL23 | | | |

| | | | |
|---------------------------|--|--|--|
| Mentally ill persons WL24 | | | |
|---------------------------|--|--|--|

Please comment on any other type of case that affects your agency's workload.

WL- COMMENTS

DRUGS

The National Drug Control strategy identifies three areas for response development in our state's Strategic Plan: (1) stopping drugs before use starts, (2) healing America's drug users, and (3) disrupting the market. Some of these responses directly relate to your agency while others do not but you may still have an opinion about their value. In terms of Maine's strategic plan, do you believe the following drug-related responses should be a high priority, priority, low priority, or not a priority? Please select one priority level for each item with a \checkmark (check) or an x.

| | High Priority | Priority | Low Priority | Not a Priority |
|---|------------------|----------|-----------------|-------------------|
| Stopping Drug Use Before It Starts | / | / | / | / |
| Community policing strategies/capacity related to drugs DRUG 1 | 1 | 2 | 3 | 4 |
| Community involvement in homes, schools, places of worship or the workplace to reaffirm values DRUG 2 | | | | |
| Drug testing by parents DRUG 3 | | | | |
| Drug education of children DRUG 4 | | | | |
| Student drug testing in communities where parents and educators deem appropriate DRUG 5 | | | | |
| Parental control of children DRUG 6 | | | | |
| Police school liaison officers/prevention of crimes in schools DRUG 7 | | | | |
| Drug abuse prevention efforts, in general DRUG 8 | | | | |
| Anti-drug advertising DRUG 9 | | | | |
| Healing America's Drug Users | / | / | / | / |
| Neighborhood watch efforts focused on drugs DRUG 10 | | | | |
| Drug courts DRUG 11 | | | | |

DRUGS

| | High Priority | Priority | Low Priority | Not a Priority |
|---|------------------|----------|-----------------|-------------------|
| Educating current drug users on drug treatment options DRUG 12 | | | | |
| Strengthen efforts by family, friends, and former addicts to support the drug user in overcoming substance abuse DRUG 14 | 1 | 2 | 3 | 4 |
| Workplace drug abuse prevention programs DRUG 15 | | | | |
| Enhance efforts of health care providers to help drug users recognize their drug addiction DRUG 16 | | | | |
| Enhance efforts of law enforcement agencies to coordinate with faith-based, community-based organizations, and health care providers to help drug users recognize drug addiction and to seek treatment. DRUG 17 | | | | |
| Enhance drug treatment initiatives and services, in general DRUG 18 | | | | |
| Enhance geographic distribution of drug treatment services DRUG 19 | | | | |
| Enhance assessment of drug user treatment needs DRUG 20 | | | | |
| Improve financial access for drug users to obtain drug treatment services, such as vouchers to obtain treatment in faith-based and community-based organizations. DRUG 21 | | | | |

DRUGS

| | High Priority | Priority | Low Priority | Not a Priority |
|--|------------------|----------|-----------------|-------------------|
| Short term housing for parolees DRUG 22 | | | | |
| Enhance drug/substance abuse treatment for prisoners and parolees DRUG 23 | | | | |
| On-site drug testing for parolees DRUG 24 | | | | |
| Enhance supervision of parolees through technology DRUG 25 | | | | |
| Improve information sharing to identify criminal activity by parolees DRUG 26 | 1 | 2 | 3 | 4 |
| Juvenile drug and alcohol treatment programs DRUG 27 | | | | |
| Disrupting the Market | / | / | / | / |
| Asset forfeiture DRUG 28 | | | | |
| Directed patrol activities for drug enforcement DRUG 30 | | | | |
| Enhance federal task force involvement, DEA DRUG 31 | | | | |
| Enhance resources of multi jurisdictional statewide drug task force, MDEA DRUG 32 | | | | |
| Create new drug enforcement task forces in areas where there is not already an existing task force DRUG 33 | | | | |
| Special enforcement efforts for public housing units DRUG 34 | | | | |
| Street level retail drug trafficking enforcement DRUG 35 | | | | |

DRUGS

| | High Priority | Priority | Low Priority | Not a Priority |
|---|------------------|----------|-----------------|-------------------|
| Efforts to reduce the drug trade DRUG 36 | | | | |
| Statewide prescription drug monitoring program DRUG 37 | | | | |
| Systems for sharing drug intelligence information DRUG 38 | | | | |
| Availability of multi agency task forces assets to identify high level targets. DRUG 39 | | | | |
| Local liquor enforcement DRUG 40 | | | | |
| Security in pharmacies DRUG 41 | | | | |

Please comment on any needs or problems in your department affecting responses to drug abuse.

DRUG COMMENTS

Comment on any programs or activities that you believe have successfully addressed drug problems.

DRUG COMMENTS2

VIOLENT CRIME

What do you perceive are the priorities for addressing violent crime? In terms of Maine's strategic plan, do you believe the following responses to violence should be a high priority, priority, low priority, or not a priority? Please select one priority level for each item with a \surd (check) or an x.

| | Top Priority | Priority | Low Priority | Not a priority |
|---|--------------|----------|--------------|----------------|
| Education of community and/or criminal justice professionals about domestic violence VIOLENT 1 | 1 | 2 | 3 | 4 |
| Education of community and/or criminal justice professionals about elder abuse VIOLENT 2 | | | | |
| Education of community and/or criminal justice professionals about child abuse VIOLENT 3 | | | | |
| Community policing strategies related to domestic violence, elder abuse, child abuse VIOLENT 4 | | | | |
| Support for shelters VIOLENT 5 | | | | |
| Mental illness services VIOLENT 6 | | | | |
| Crisis response services VIOLENT 7 | | | | |
| Drug/alcohol rehabilitation services VIOLENT 8 | | | | |
| Firearm education VIOLENT 9 | | | | |
| Increase firearm regulation VIOLENT 10 | | | | |
| Services related to child abuse VIOLENT 11 | | | | |
| Services related to spousal/partner abuse VIOLENT 12 | | | | |
| Rape related services VIOLENT 13 | | | | |
| Longer sentences for adults VIOLENT 14 | | | | |
| Longer sentences for juveniles VIOLENT 15 | | | | |

VIOLENT CRIME

| | Top Priority | Priority | Low Priority | Not a priority |
|--|--------------|----------|--------------|----------------|
| juveniles VIOLENT 15 | | | | |
| Increased probation for adults/juveniles as opposed to longer sentences VIOLENT 16 | 1 | 2 | 3 | 4 |
| Enforcement of prohibition against owning/carrying firearms with a firearm conviction VIOLENT 17 | | | | |
| Victim compensation VIOLENT 18 | | | | |
| Evidence response team training and support VIOLENT 19 | | | | |
| Batterer's Intervention programs VIOLENT 20 | | | | |
| Inmate programs, generally VIOLENT 21 | | | | |

Please comment on any needs or problems in your department affecting responses to violence

VIOLENTS- COMMENTS

Comment on any programs or activities that you believe have successfully addressed violence in the community.

VIOLENTS- COMMENTS

Systems' Improvement

What do you perceive are the priorities for systems' improvement? Please select one priority level for each item with a √ (check) or an x

| | Top Priority | Priority | Low Priority | Not a priority |
|--|--------------|----------|--------------|----------------|
| Tracking Systems | | | | |
| Case investigation SYSTEM1 | 1 | 2 | 3 | 4 |
| Court case tracking system SYSTEM2 | | | | |
| Protection order tracking SYSTEM3 | | | | |
| Offender tracking/release date tracking SYSTEM4 | | | | |
| Parolee tracking SYSTEM5 | | | | |
| Improve court case processing SYSTEM6 | | | | |
| Court case scheduling SYSTEM7 | | | | |
| Final court disposition tracking SYSTEM8 | | | | |
| Improve criminal history records system in place SYSTEM9 | | | | |
| Enhance victim disposition/compensation system SYSTEM10 | | | | |
| Victim Compensation SYSTEM11 | | | | |
| Drug related death tracking SYSTEM12 | | | | |
| Analysis | | | | |
| Crime analysis information system SYSTEM14 | | | | |
| Forensic laboratory improvements SYSTEM15 | | | | |
| GIS and mapping capabilities | | | | |

Systems' Improvement

| | Top Priority | Priority | Low Priority | Not a priority |
|---|--------------|----------|--------------|----------------|
| SYSTEM16 | | | | |
| Coordinated internet crime investigation capabilities SYSTEM17 | | | | |
| Service call analysis system SYSTEM18 | | | | |
| Citizen complaints/internal investigation system SYSTEM19 | | | | |
| Drug driving toxicology testing for impaired and deceased drivers SYSTEM20 | 1 | 2 | 3 | 4 |
| Epidemiological surveillance and monitors of trends in drug abuse SYSTEM21 | | | | |
| Management Systems | | | | |
| Electronic court appearance capabilities SYSTEM22 | | | | |
| Reverse 911 SYSTEM23 | | | | |
| Display radar signs (Amber alert) SYSTEM24 | | | | |
| Incident based reporting system SYSTEM25 | | | | |
| Cameras and photo id software in patrol cars SYSTEM26 | | | | |
| Video cameras in patrol cars SYSTEM27 | | | | |
| Home detection/electronic monitoring SYSTEM28 | | | | |
| Systems to connect with neighboring law enforcement agencies SYSTEM29 | | | | |
| Medical examiner death investigation information system SYSTEM30 | | | | |
| Other Systems Issues | | | | |
| Death investigation training SYSTEM31 | | | | |

Systems' Improvement

| | Top Priority | Priority | Low Priority | Not a priority |
|---|-----------------|----------|-----------------|-------------------|
| Information system links between public safety and public health SYSTEM32 | | | | |

Please comment on any tracking needs, analysis, or management system needs that you may have?

SYSTEMS- COMMENTS

Please comment on any improvements that have assisted you with tracking, analysis and managing records in the last few years

SYSTEMS- COMMENTS2

Emerging Issues

What do you perceive as emerging issues for Maine's criminal justice system? Do you believe that Maine's strategic plan should include any of the following in its priorities to improve or to update? Evaluate each item in terms your view of its priority for funding with a \checkmark (check) or an **x**.

| | Top Priority | Priority | Low Priority | Not a priority |
|--|-----------------|----------|-----------------|-------------------|
| Anti-terrorism activities, generally EMERGE1 | 1 | 2 | 3 | 4 |
| Specialized anti-terrorism training for law enforcement, prosecution, corrections EMERGE2 | | | | |
| Port protection EMERGE3 | | | | |
| New equipment for anti- terrorism activities EMERGE4 | | | | |
| Interagency communication infrastructure EMERGE5 | | | | |
| Prescription drug abuse and diversion EMERGE6 | | | | |
| Training in prescription drugs EMERGE7 | | | | |
| Dealing with "drugged driving" EMERGE8 | | | | |
| Sex offender release into the community EMERGE9 | | | | |
| Restorative justice programs EMERGE10 | | | | |
| Intensive supervision of youth EMERGE11 | | | | |
| Intensive supervision, generally EMERGE12 | | | | |
| Elder abuse EMERGE13 | | | | |
| Dealing with the mentally ill EMERGE14 | | | | |
| Court security EMERGE15 | | | | |
| Jail overcrowding EMERGE16 | | | | |
| Immigrant/Refugee integration into the community EMERGE17 | | | | |
| Disaster planning EMERGE18 | | | | |
| Victimization services, generally EMERGE19 | | | | |

Emerging Issues

| | | | | |
|--|--|--|--|--|
| DNA collection/ interpretation EMERGE20 | | | | |
|--|--|--|--|--|

Are there any other issues that you believe are emerging related to drugs, violence or systems' improvements?

OTHER-COMMNETS

Emerging Issues

If you are/represent a prosecutor or jail administrator, you have completed the survey.

If you are/represent a police chief or sheriff, please continue to respond to survey items below.

How large is your sworn police force __PT__PT__PT__FT (including police chief)?

Current Situation

Over the past year, do you feel the following problems are getting worse, staying the same, or improving in your law enforcement area? Place a √ (check) or an x in the appropriate box

| Situation | Getting Worse | Staying the Same | Improving |
|---------------------------------|---------------|------------------|-----------|
| Child abuse CS1 | 1 | 2 | 3 |
| Elder abuse CS2 | | | |
| Domestic violence CS3 | | | |
| Illegal use of firearms CS4 | | | |
| Illegal drug dealing CS5 | | | |
| Illegal drug use CS6 | | | |
| Juvenile crime and violence CS7 | | | |
| Violence in general CS8 | | | |
| Hate and bias crimes CS9 | | | |

Field Activities

Many field activities are reactions to community needs and requests. Please indicate whether improvement is needed in each of the following activities and strategies in your department. If an activity is on-going, place a √ (check) or an x in the appropriate box reflecting the amount of improvement needed. If the activity is not being conducted or needs to be developed, place a check mark √ (check) or an x in the appropriate box.

| Activities | Needs little or no Improvement | Needs Moderate Improvement | Needs Major Improvement | Needs to be developed | Do not Need |
|--|--------------------------------|----------------------------|-------------------------|-----------------------|-------------|
| Community Policing, in general FA1 | 1 | 2 | 3 | 4 | 5 |
| Community programs to reduce fear of crime FA2 | | | | | |
| Coordination with private security FA3 | | | | | |
| Coordination with victim advocacy FA4 | | | | | |

Emerging Issues

| | | | | | |
|--|--|--|--|--|--|
| Coordination with community reparation boards FA5 | | | | | |
| Diverting minor calls for service from immediate patrol response (e.g. telephone report) FA6 | | | | | |

Are you presently using community policing? Yes / No CP
 If you answered no, you have completed the survey. 1 2

If yes, how many years have you had community policing in place? CP YEARS _____ Years

Please describe recent (within the past two years) problems you have addressed using community policing.

| What specific problems or issues did you identify using community policing? | For each problem what methods did you use to identify problems? (SARA, surveys, Problem-solving process, community advisory group, data analysis) | For each problem, what means are you using to reduce the problem |
|---|---|--|
| CP- PROBLEMS | CP- METHODS | CP-REDUCE |
| | | |

(Use continuation sheet if necessary)

Community policing is often cited as having a number of positive effects. What role do you think community policing has played in your community? For example, do you think community policing has contributed to reducing crime in your town? Choose whether it is not a contributor, moderate or major contributor.

| | Not a contributor | Moderate Contributor | Major Contributor |
|---------------------------------|-------------------|----------------------|-------------------|
| Reduced property crime rate CP1 | 1 | 2 | 3 |
| Reduced violent crime rate CP2 | | | |
| Increased crime rate, in | | | |

Emerging Issues

| | | | |
|--|--|--|--|
| general, because of citizen cooperation and reporting CP3 | | | |
| No impact on crime rate but reduced fear of crime CP4 | | | |
| Increased effectiveness of law enforcement CP5 | | | |
| Improved officer morale CP6 | | | |
| Improved citizen perception of officers CP7 | | | |
| Increased cooperation of the public with police CP8 | | | |
| Reduced nuisance problems and crimes, e.g., graffiti, loitering, noise, broken windows CP9 | | | |

Thank you very much for your time. The Department of Public Safety will be releasing a strategic plan that incorporates information from this survey in May.

Appendix B: Key Informant/JAC Interview Format

Dept. of Public Safety – Byrne Memorial Fund Strategic Planning

Interview

6/14/04

Interviewee Information

Agency Information

Please provide your agency's name, and the name, position, and phone number of the person who is being interviewed

Name: _____

Position: _____

Agency: _____

Town/City _____

Phone: _____

Interview date _____ Interview Time _____ By _____

Introduction

I'd like to read an introductory statement:

The Department of Justice, Bureau of Justice Assistance requires all states to devise a strategic plan for the use of the funding from the Edward Byrne Memorial State and Local Law Enforcement

Assistance Program (the Byrne Program) in the areas of

- DRUG CONTROL,
- VIOLENCE PREVENTION AND
- SYSTEMS IMPROVEMENT

The Department of Public Safety is undertaking the second formal needs assessment survey to plan for the use of the Byrne Program. The survey is being implemented by the Maine Criminal Justice Assistance Council. The JAC has asked me and another colleague at the University of Maine to conduct interviews to obtain input for the strategic plan.

Hand them the informed consent as you suggested

Overview of the Interview Topics to be Covered

I'd like to give you a brief overview of what the interview involves.

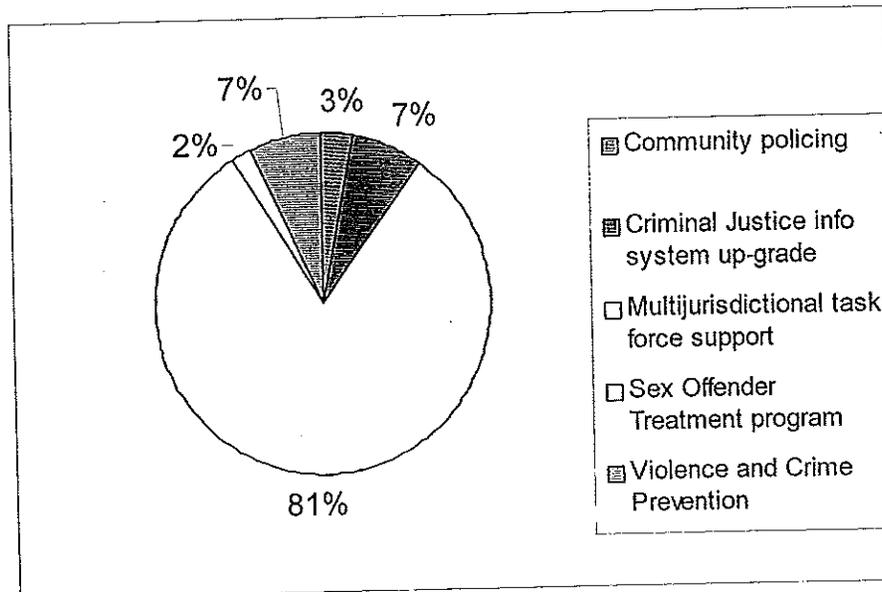
So, first, we will be discussing each of these main areas that the Byrne grant has been funding. I will ask you to consider, in particular, the public safety issues of violence prevention, drug-related issues, and improving the public safety infrastructure, and I will be asking you to evaluate the role of these initiatives in the Department of Safety's strategic efforts from your point of view as a decision-maker involved with the criminal justice system?

Second, we will discuss new and emerging issues that are important for the present and likely to be for the next four years. I will ask for your opinions about strategic funding responses that are needed to meet community and state safety needs related to these emerging issues as they affect drugs, violence, and infrastructure.

Third, we will be discussing projects and ideas that you are particularly interested in or excited about. This would include initiatives that have been successful here or in other jurisdictions, or initiatives that you think would be appropriate.

*For each of the Byrne funding areas I will provide with the percent of dollars actually expend.
[Hand pie chart for in person interview. Pie chart expended vs. allocated]*

Justice Assistance Council Expenditures 2003-2004



Byrne Funding Priorities: Multi-jurisdictional drug task force

The first area of Byrne funding emphasis is the multi-jurisdictional drug task forces. On average over the past four years, this topical area has received 81 percent. This includes funding for drug-related prosecution support provided to the Office of Attorney General, just under one-third (27%) of the MJDTF dollars.

Is this emphasis
 not enough,
 about right, or
 too much?

Probe: could you elaborate on your reasoning?

From your perspective what have been the positive outcomes from this funding support?

What have been the negative outcomes?

Other comments:

II. Byrne Funding Priorities: Community Policing

The second area of Byrne funding priority has been community policing, about 3 percent, including funding for a broad range of local initiatives of police and sheriff's departments designed to enhance the relationship between law enforcement and the communities in which they work.

Some examples are:

- *Penquis Regional Crisis Intervention Training (Piscataquis SO)*
- *Mobile DATAT Computer Project (Bath)*
- *Community Skate Park (Bath and Scarborough)*
- *Technology for Law Enforcement (York PD)*
- *Drug CT (Washington County)*
- *Basic Law Enforcement Training CP Task Analysis (Criminal Justice Academy)*
- *CP-Efficiency/Citizen Participation (Brewer PD)*
- *Community Policing Initiative (Auburn PD)*
- *Community Policing Mentoring Project (Kennebec SO)*
- *Jump Start Mentoring for Youth (York PD)*
- *Enhanced Speed Reduction (York PD)*

Is this emphasis
 not enough,
 about right, or
 too much?

Probe: could you elaborate on your reasoning?

From your perspective what have been the positive outcomes from this funding support?

What have been the negative outcomes?

Other comments:

III. Byrne Funding Priorities: Systems Improvement

The third area of Byrne funding priority has been systems improvement. During the 2000 and 2001 approximately 7 percent of dollars were allocated to the state police for the Criminal Justice Information System upgrade (state police master name index – criminal case history software).

Is this emphasis
 not enough,
 about right, or
 too much?

Probe: could you elaborate on your reasoning?

From your perspective what have been the positive outcomes from this funding support?

What have been the negative outcomes?

Other comments:

IV. Byrne Funding Priorities: Sex Offender Treatment Program

*The fourth area of Byrne funding priority has been Sex Offender Treatment Programs, about 2 percent of funding 2000-2003. This included funding the Department of Corrections in 2000 for projects including: managing and supervising high-risk sex offenders, institutional sex-offender management design, and sexual offender population profile analysis.
[This is an area where much more has been allocated than spent as Corrections in contract negotiations for sex offender treatment program]*

Is this emphasis
 not enough,
 about right, or
 too much?

Probe: could you elaborate on your reasoning?

From your perspective what have been the positive outcomes from this funding support?

What have been the negative outcomes?

Other comments:

V. Byrne Funding Priorities: Violence and Crime Prevention

The fifth area of Byrne funding priority has been violence and crime prevention, about 7% of total expenditures. This includes a number of innovative initiatives designed to prevent crimes and violence over the short and long-term, such as:

- *the Drug-Related Mortality Study of medical examiner data,*
- *the Dept. Of Corrections Children's Cabinet/Portland Asset Builders Project,*
- *the Rapid Response children's trauma exposure intervention program,*
- *Cumberland County Juvenile Violence Intervention Program,*
- *City of Portland Project Reach II,*
- *the Lewiston Central Maine Violent Crime Task Force, and*
- *Portland's Violent Crime and Drug Reduction Initiative.*

Is this emphasis
 not enough,
 about right, or
 too much?

Probe: could you elaborate on your reasoning?

From your perspective what have been the positive outcomes from this type of funding support?

What have been the negative outcomes?

Other comments:

[If you wish, you can fax this page to me, 207-581-3039]

Next, I'd like to review with you some new and emerging issues that may be important for the next four years. I will be asking for your opinions about the relative priority of these emerging issues as they affect drugs, violence, and infrastructure. Which of the following issues need particular emphasis and what should the priorities for funding be?

Please evaluate each of the following twenty issues in terms of whether it is a top priority, a priority, a low priority, or not a priority. If you do not have an opinion, just say "no opinion".

| | Priority | Comments |
|---|---------------|----------|
| Anti-terrorism activities, generally | TP, P, LP, NP | |
| Specialized anti-terrorism training for law enforcement, prosecution, corrections | TP, P, LP, NP | |
| Port protection | TP, P, LP, NP | |
| New equipment for anti-terrorism activities | TP, P, LP, NP | |
| Interagency communication infrastructure | TP, P, LP, NP | |
| Prescription drug diversion investigation unit | TP, P, LP, NP | |
| Criminal investigation of fatal drug overdoses | TP, P, LP, NP | |
| Investigation of inappropriate internet sales of controlled substances | TP, P, LP, NP | |
| Enhance investigation resources for the MDEA | TP, P, LP, NP | |
| Research on prescription drug abuse and diversion | TP, P, LP, NP | |
| Training in prescription drugs | TP, P, LP, NP | |
| Dealing with "drugged driving" | TP, P, LP, NP | |
| Sex offender release into the community | TP, P, LP, NP | |
| Restorative justice programs | TP, P, LP, NP | |
| Intensive supervision of youth | TP, P, LP, NP | |
| Intensive supervision, generally | TP, P, LP, NP | |
| Elder abuse | TP, P, LP, NP | |
| Dealing with the mentally ill | TP, P, LP, NP | |
| Court security | TP, P, LP, NP | |
| Jail overcrowding | TP, P, LP, NP | |
| Immigrant/Refugee integration into the community | TP, P, LP, NP | |
| Disaster planning | TP, P, LP, NP | |

| | Priority | Comments |
|---|---------------|----------|
| Victimization services, generally | TP, P, LP, NP | |
| DNA collection/ interpretation | TP, P, LP, NP | |
| Evaluation of state-funded efforts to combat drug diversion and abuse | TP, P, LP, NP | |

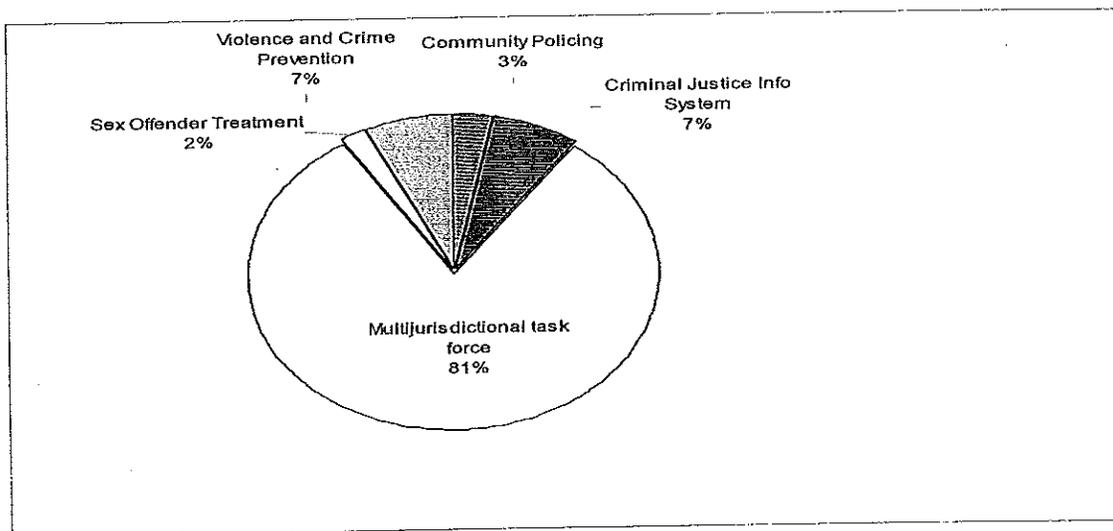
Are there any other issues that you believe are emerging related to drugs, violence or systems' improvements? *Finally, let's discuss your ideas, including projects and ideas that you are particularly interested in or excited about.*

1. What do you think should be top priority for funding related to drug reduction for the public safety system as a whole?
[This could include the topics we' re talked about or ideas you might have]
2. Are there any particular initiatives you or your agency are working on now to help control drugs?
3. What do you think should be a priority for funding related to violence prevention for the public safety system as a whole?
4. Are there any particular initiatives that you or your agency are working on now to help reduce violence?
5. What do you think should be a priority for funding related to systems improvement for the public safety system as a whole?
6. Are there any particular initiatives you or your agency are working on now to help reduce violence or control drugs through systems improvements?
7. What do you think should be the priority for funding related to sex offenders?
8. Are there any particular initiatives you or your agency are working on now related to sex of offenders?

9. What do you think should be the priority for funding related to community policing?

10. Are there any particular initiatives you or your agency are working on now related to community policing?

Looking at the pie chat, how would you allocate the finding around numbers?
Justice Assistance Council Expenditures 2003-2004



| | Currently | Change to |
|--------------------------------------|-----------|-----------|
| MDEA multi-jurisdictional task force | 81% | _____ |
| Community Policing | 3% | _____ |
| System Improvement | 7% | _____ |
| Sex offender treatment | 2% | _____ |
| Violence and Crime Prevention | 7% | _____ |