Georgia Multi-Jurisdictional Task Force Process and Outcome Evaluation 2014

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Submitted by:
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Executive Summary

Applied Research Services, Inc. (ARS) was retained by the Criminal Justice Coordinating Council (CJCC) to conduct a comprehensive evaluation of the Multijurisdictional Drug Task Forces (MJTFs) in the state of Georgia. In addition to a review of relevant literature and extant studies of MJTFs, considerable process and outcome data were collected and analyzed. We examined both qualitative data (from surveys, interviews and reports) and quantitative data (from state computerized criminal history data and official crime and arrest reports).

The research literature can unfortunately be characterized by inconsistent findings as to the degree to which MJTFs, when compared to non-MJTFs, meet their key objectives. These reports describe trends but lack scientific rigor necessary to be considered empirical evaluations of the effectiveness of MJTFs. The fundamental questions often remain unanswered. Do jurisdictions participating in drug task forces outperform jurisdictions that do not participate? Even if task forces appear to outperform non-task force sites in law enforcement collaboration and productivity, do their efforts have any measurable impact on the local, illicit drug market? Are MJTFs cost effective when compared to other strategies?

Previous research has also been characterized as employing weak study designs, often failing to compare "similarly situated jurisdictions" with and without task forces. Thus differences in drug arrest activity across jurisdictions can be due to a whole host of reasons, of which having a task force is only one. The present study sought to address such study design issues through the application of advanced statistical procedures (propensity score matching) in an effort to approximate the scientific benefits of random assignment to treatment and control groups (MJTF and non-MJTF jurisdictions).

Key evaluation findings include the following:
- Crime and arrest data indicate that as the total number of Georgia arrests have fallen, the percentage of arrests involving drugs (whether as the most serious charge or not) has declined as well.
- Interview and survey findings indicate that stakeholders participating in MJTFs report experiencing high levels of communication, coordination, and collaboration regarding drug interdiction efforts. The majority of survey respondents also indicated that MJTFs are effective at reducing the availability of drugs in the community and agreed that the task force is an effective way to address the problems of illegal drug activity. Most also agreed that their task force has allowed law enforcement partners to move beyond low-level deals to focus on more highly organized drug activity, a key goal of MJTFs.
- Both the survey findings and personal interviews reveal Georgia's drug task forces in a very positive light. Respondents report that the task forces meet their goals, build strong cases, reduce the amount of drugs in the community, communicate well between partners, provide positive feedback about task force Commanders and receive high levels

of task force agent training. The Wilder Collaboration Factors Inventory[1] indicates strong collaborative efforts and effectiveness. The main area of concern expressed throughout the surveys and interviews was funding.

- A comprehensive analysis of quantitative data revealed few differences between MJTF and non-MJTF counties on key outcome variables of interest, such as arrest rates and overall characteristics of arrestees. Our analysis of statewide computerized arrest data did however reveal a significant finding regarding the age and chronicity of arrestees across MJTF and non-MJTF sites. In particular, MJTF sites were more likely to arrest serious young drug distribution offenders. Findings strongly suggest that the efforts of MJTF jurisdictions were more focused on, and successful in, apprehending young drug offenders who had already accumulated a large number of distribution charges.

- It does not appear that the specific efforts undertaken in MJTF jurisdictions are sufficient enough to impact aggregate crime and drug arrest trends.

Despite a lack of demonstrated differences in outcomes, it is possible that the drug task forces are actually meeting their stated goals but that current measures remain insensitive to this activity. It is also possible that counties included in the comparison sample may in fact participate in drug task force activities, just not the federally-funded MJTFs included in the present study. Given the existence of county or otherwise funded drug task forces in Georgia, it is not unreasonable to assume that at least some of the comparison counties were in fact part of non-federally funded task forces. As such, they would ostensibly benefit from the collaborative and coordinated efforts noted in the surveys and interviews of MJTF members, thus potentially confounding the matching process. Finally, it is recommended that future evaluations of MJTFs take the maturity level and sophistication level of each unique task force into account, as these factors likely impact directly the level of drug trafficking each MJTF can effectively target. Longitudinal or case study designs are recommended as a means of addressing this critical factor.

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[1] The Wilder Collaboration Factors Inventory is a tool to assess the functioning of collaborations on 20 research-tested success factors.

Background

Despite having waged a decades-long "war on drugs," the United States remains a nation plagued by the far-reaching effects of drug abuse. According to the Office of National Drug Control Policy (ONDCP), "Drug-induced deaths now outnumber gunshot deaths in America. In 17 states and the District of Columbia, drug-induced deaths now exceed motor vehicle crashes as the leading cause of injury death. Over ten percent of diagnosed HIV cases are transmitted via injection drug use, and drug use itself fosters risky behavior contributing to the spread of infectious diseases nationwide. Studies of children in foster care find that two-thirds to three-quarters of cases involve parental substance abuse (p. 2, 2014 National Drug Control Strategy, ONDCP).

The past two decades have seen efforts to reduce drug abuse in the United States focus on two primary strategies: prevention (primary, secondary, and tertiary) and efforts to reduce the supply of drugs through both international efforts to stem drug importation (interdiction) and methods designed to reduce manufacture and distribution of drugs within the United States. These two strategies to reduce the supply of drugs are referred to as demand-side and supply-side approaches, respectively. Two of the most well-researched interventions representing these two approaches are the drug court model and Multijurisdictional Drug Task Forces (MJTFs), both of which are central components of the current national drug control strategy as specified by the ONDCP, the executive-branch agency responsible for delineating and supporting efforts to reduce drug abuse nationally (http://www.whitehouse.gov/ondcp/national-drug-control-strategy). The ONDCP fosters the adoption of a comprehensive approach to reducing both supply and demand. Georgia has a long record of employing a comprehensive approach, having directed significant efforts and resources to establishing and supporting both drug courts and MJTFs. This report documents the findings of a comprehensive study of MJTFs in Georgia, including both process and outcome components.

Origin of Multijurisdictional Task Forces

The federal Bureau of Justice Assistance (BJA) established the Edward Byrne Memorial State and Local Law Enforcement Assistance Program, under authorization from the Anti-Drug Abuse Acts of 1986 and 1988, to fund the creation and maintenance of state multijurisdictional drug enforcement task forces (MJTFs). The primary objective of these efforts was to intensify local drug interdiction efforts and thereby reduce drug-related crime. Over the past ten years Georgia has spent upwards of $50 million on the establishment and maintenance of these regional/county drug task forces. MJTF funding is aimed at creating cooperative and integrated law enforcement strategies among two or more enforcement agencies in order to concentrate efforts on drug interdiction (sales/distribution), a resource-intensive effort that requires outside financial assistance. The overarching strategy behind a drug task force is inter-agency collaboration. This promotes intelligence sharing, coordinates interdiction efforts, and pools resources, efforts vital to penetrating and dismantling complex drug sales/manufacturing networks. Generally speaking, drug task forces focus on three goals:

- To arrest and prosecute organized and independent drug offenders, with special emphasis on importation, distribution and cultivation offenses.

- To identify, quantify and respond to emerging drug problems within the task force area.
- To enhance levels of cooperation among the task force agencies while promoting more direct involvement with non-participating local agencies, other task forces, and state & federal enforcement organizations.

While Georgia continues to operate a robust drug task force program, federal funding supporting these efforts has gradually declined over the past decade. This drop in drug task force funding is not unique to Georgia. MJTF funds have plummeted significantly across the nation as discretionary block grant funds have slowly evaporated. As a result, states are actively searching for ways to maximize existing funds to support drug task forces based on local and state intelligence, illicit drug demand/supply, financial need, as well as assessing the degree to which extant MJTFs have demonstrated records of achieving established goals and objectives.

Studies of Multijurisdictional Task Forces

The considerable funding and personnel commitment provided to drug task forces over the past twenty years has prompted both federal and state-level research examining the program and cost effectiveness of MJTF efforts. Although these studies vary considerably in scope and focus, most attempt to quantify the extent to which the task forces are succeeding in achieving their stated goals.

Since the inception of drug task forces a search of the professional literature suggests that with the possible exception of drug courts, no other BJA-funded initiative has likely received as much empirical attention. From descriptive annual reports to more sophisticated research designs, volumes of literature exist examining every aspect of the nation's drug task forces. Numerous studies have examined overall inter-agency relationships, including communication and coordination, enhanced information and resource sharing, and overall collaboration across agencies and jurisdictions (Olsen, 2005, et al.; Abt, 2002; Cardenas, 2002, Jerfferies, at al., 1985). Other studies have focused on organizational aspects, such as task force size (officers, agencies) and the impact on the span of control and officer autonomy which could, indirectly, affect the types of cases pursued by MJTFs, as well as the number of assigned officers and the maturity (age) of the drug task force (Olsen, 2005, et al.; Abt, 2002; Cardenas, 2002, Jerfferies, at al., 1985).

Using an organizational framework, researchers have studied organizational resources such as personnel, surveillance/monitoring equipment, funds to support undercover officers and/or confidential informants, canine units, and investigative support staff. Jefferies and colleagues (1998) examined contextual factors as a basis for understanding the nation's MJTF efforts. They considered the larger social-structural characteristics of MJTF communities including the relationships among and between poverty rate, population size, unemployment, and racial heterogeneity and crime rates, including distribution and use of drugs. Other organizational and structural factors that influence task force success include rural-urban breakdown, proximity to an urban center, interstate highway access, and/or jurisdictions on or near state boundaries.

In an effort to disentangle the accumulated findings of MJTF research, Abt Associates published a meta-analysis of MJTFs (Hayeslip and Russell-Einhorn, 2002). These authors concluded that,

with few exceptions, the lack of rigorous and scientific data collection methods employed in MJTF studies prevented them from isolating any independent effects of MJTF membership on drug crime when compared to non-MJTF jurisdictions. These methodological issues were pervasive and concerned both data and methods, including incomplete and inconsistent data sources, inconsistent data availability, inconsistent data consistency, lack of rigorous comparison sites, and wide organizational differences across drug task force sites. While it seemed that task force members consistently reported that increased collaboration and task force participation make a difference, solid empirical evidence has eluded researchers and policy makers in terms of whether task forces make an impact on the community as a whole and if so, what specific task force organization or structure demonstrated improved outcomes. Most research prior to Hayeslip and Russell-Einhorn (2002) was descriptive in nature and devoted to process or activity reports such as documenting arrests, convictions, sentences, drug seizures (weight/value), and asset forfeiture rather than employing experimental or quasi-experimental research methods. Consequently, the accrual of solid empirical evidence demonstrating the specific impacts of MJTFs on drug crime remains an elusive goal.

Despite the dearth of rigorous studies, states have continued to evaluate their drug task forces, often finding impressive results regarding task force productivity. In Illinois, for example, MJTF jurisdictions consistently have higher rates of arrest for controlled substances, more arrests for delivery over possession, more drug convictions, and overall harsher drug sentences than non-MJTF jurisdictions (ICJIA 2003, 2004, 2013). Between 2002 and 2003, the Indiana MJTF initiated between 7,000 and 8,000 new cases annually resulting in nearly 4,200 convictions (Nunn et al. 2005). In Ohio, felony trafficking charges initiated by MJTFs composed between 50% and 80% of indictments for cocaine, crack, marijuana, heroin, LSD, and ecstasy (Shoaf, 2012). Arizona reported a 38% increase in drug conviction rates overall for MJTF jurisdictions between 2003 and 2004 (ACJC, 2004). These findings represent some of the "successes" of MJTF as a drug enforcement strategy.

While such reports provide valuable descriptive data and information on trends, their lack of scientific rigor is such that they are not considered to be empirical evaluations of the effectiveness and processes of MJTFs. Although reporting collaboration and significant law enforcement activity, the fundamental question remains: do agencies/jurisdictions participating in drug task forces outperform agencies/jurisdictions that do not participate in drug task forces (Smith et. al., 2000)? One additional question goes even further: even if drug task forces appear to outperform non-task force sites, do the MJTF efforts have any measurable impact on the local, illicit drug market and are they cost effective when compared to other strategies?

A few empirical studies have addressed these questions and have attempted to fill this void in the literature. Using a survey of 539 law enforcement agencies in Ohio in combination with arrest reports and Census data, Smith et al. (2000) found task force membership significantly increased inter-agency communication and the perception of the likelihood of conviction, even after controlling for the effects of agency size, population mobility, and racial distribution of the community, poverty levels, and population density. Yet, despite arrest differences found in state reports, Smith et al. (2000) found task force membership was not significantly related to drug arrests in Ohio. In another example, Lombardo and Olson (2009) evaluated factors driving an agency's decision to join a multi-jurisdictional task force. Using the Law Enforcement

Management and Administrative Statistics Survey, Census data, and Uniform Crime Report data, they found agencies with formal drug efforts already in place, those with specialized training, and those whose jurisdictions had high violent crime rates and higher levels of poverty were more likely to join MJTFs and allocate more resources to such efforts. While extant research is sparse, such studies provide a foundation for understanding the drivers and inner workings of MJTFs that may ultimately impact their effectiveness. For example, Vohryzek-Bolden et al. (2003) included an examination of perceived communication levels and quality of communication, along with arrest trends, prosecutions, and related factors. They reported that formalized collaborations, particularly with agencies such as Child Protective Services, increased their ability to address drug enforcement in a more holistic fashion. Employing methods such as surveys, interviews, and focus groups provide additional insight into the process underlying MJTFs than trends and expenditures alone.

In 2009, Abt Associates released Phase II of their multi-jurisdictional task force study outlining a model for evaluating MJTF best practices focusing on defined goals, inputs, activities, outputs, and outcomes. This model was employed in the 2013 Illinois MJTF evaluation by the Illinois Criminal Justice Information Authority. Using focus groups and trend data, they found that priorities differ between task forces, that MJTFs feel the strain of limited resources, and that they believe their efforts and success are not fully reflected in arrests and seizures (Myrent 2013). Such findings suggest MJTFs may need to be evaluated independently to best understand the impacts, needs, and successes of each individual unit.

Evaluation of MJTFs in Georgia: the 1992 SAC Evaluation

The Georgia Statistical Analysis Center (SAC) in 1992 conducted a two-part study to assess 33 Georgia MJTFs, during a time of record level crime rates when state and national efforts were significant to combat a growing cocaine/crack epidemic. Although the study was conducted over 20 years ago, it merits a second review. Its methodology and survey/outcome findings informed the current study in terms of research design, data sources, and more importantly, interpretation of the task force effectiveness.

Similar to most contemporary studies of MJTFs, the 1992 SAC evaluation focused on descriptive data (surveys) concerning drug task force composition, structure, and perceptions about task force priorities, interdiction challenges, and organizational barriers. The SAC study also evaluated the effectiveness of drug task forces in reducing drug-related crimes using the only data available on all Georgia counties: Uniform Crime Reports (UCR) arrest statistics from 1986-1990. With the cocaine/crack epidemic as the back drop and high crime rates, task force participants (respondents) reported improved levels of communication, information sharing, and collaboration. This is significant since these sites represented Georgia's first drug task force efforts. There was no prior experience with funded personnel to coordinate inter-agency drug interdiction. The participants also noted having a strong sense of purpose and goal orientation. They recognized disrupting drug distribution and manufacturing operations to be the primary task force goal.

Drug task forces were in their infancy at the time of the 1992 Georgia SAC study. Yet the study presciently identified issues that in the ensuing decades would plague MJTF evaluation research, such as data consistency, comparable drug task force/non-task force counties, external influences, and identifying the best measure(s) of drug task force effectiveness. The overall finding regarding narcotics arrests exemplifies these problems. Using multivariate analysis of variance (MANOVA), Barry Ruback (the author of the SAC study) analyzed whether there was a significant difference in narcotic arrests for task force and non-task force counties, the effect of time (changes since task force start-up), and the effects on arrests among task force and non-task force counties over time. When pooling data for all counties, Ruback found significant differences across counties with drug task forces. He also found there to be a notable increase over time in drug arrests among MJTF counties, when compared to non-MJTF counties, in the years leading up to 1991. However, Ruback found that these differences were not consistent across all drug task force counties. In many regional pockets, drug task force participation appeared to have had no discernable effects. This led to the conclusion that data quality and methodological issues may account for mixed findings. Although the UCR is an invaluable data source regarding law enforcement activity, these arrests and how they are reported, may be insensitive to the drug crimes and offenders that task forces target. First, UCR statistics represent the most serious crime at arrest, which in some cases may not reflect a drug offense. Second, the statistics summarize arrest turnstile data (number of arrests) and do not provide any insight into the number of individual offenders or "quality" of the arrestees. Finally, it does not address selection bias, in other words, the question remains as to the degree to which MJTFs are purposefully established in jurisdictions where there was an already established or growing drug problem. If this is the case, it stands to reason that one could realistically expect increased arrests among drug task force counties compared to non-drug task force counties, simply based on conditions that preceded the initiation of the MJTFs.

A decade after publication of the 1992 Georgia SAC study, unfortunately it appears that the same problems continue to face MJTF evaluation research. As noted in the Abt Associates report (2002), the lack of rigorous and scientific data collection methods in this area has to date prevented researchers from isolating independent drug/crime effects of MJTF membership compared to non-MJTF jurisdictions.

Research Questions & Methods

In an effort to address the methodological issues hampering previous studies, the present Georgia MJTF study embraces National Institute of Justice/Bureau of Justice Statistics (NIJ/BJS) recommendations to employ rigorous scientific methods (methodological and statistical) to isolate the independent effects of MJTF membership on selected performance measures. The study is partitioned into two parts. First, we conducted an extensive organizational/process evaluation that relied on surveys, network collaboration assessment, interviews, and descriptive analyses. Second, in an effort to isolate the drug task force effects on crime, we employed a propensity score matching (PSM) methodology to identify the most empirically sound comparison sites. Data for the current study were obtained from task force surveys and

interviews, task force productivity reports, and Georgia crime and arrest data. Similar to prior studies, we relied on a variety of measures. These findings are discussed at-length in the MJTF survey findings section.

Task Force Organizational Measures and Collaboration

Much of the research over the years on drug task forces focuses on perceptions about goal attainment and process improvements. While difficult to measure, perceptions of enhanced cooperation and information sharing are thought to lead to increased drug interdiction productivity. Our research questions included the following:

- Do drug task force members perceive a high degree of collaboration and coordination?

- Do task force members believe that enhanced collaboration and coordination increase their capacity to target and arrest high value arrestees, and develop higher quality cases against defendants?

- Do task force members perceive a higher degree of cooperation and improved relationships with local prosecutors, which in turn translates into higher conviction rates?

In addition to process/organizational variables, specific output (productivity) measures are also examined to determine if MJTF jurisdictions have different crime and arrest patterns than non-MJTF jurisdictions. Specific questions include:

- Do drug task force counties exhibit higher crime and arrest rates compared to matched non-drug task force counties?

- Do drug task force counties arrest more first-time drug offenders when compared to matched non-drug drug task force counties?

- Do drug task force counties arrest more serious drug offenders (higher quality) than matched non-drug task force counties when examining criminal history for drugs and other non-drug offenses?

- Do drug task force arrestees, particularly those involved in sales/distribution, migrate either to non-drug task force counties from non-drug task force counties?

Productivity data included twenty years of Uniform Crime Report (UCR) incident data and the Georgia Computerized Criminal History (CCH) records database. Georgia maintains one of the largest automated criminal history repositories in the nation. To date, the criminal history database includes information on more than 2.5 million individuals and up to 20 million charges. In 2000 the Georgia SAC sponsored a CJCC/ARS project to build a research-version of the CCH rap sheet repository, creating a longitudinal criminal career for every arrestee in the state – data that could be merged to other criminal justice agency databases. Since creation of this database 14 years ago, the GCIC has periodically updated the data in support of Georgia evaluation

projects, including the current drug task force evaluation. These data are used to compare MJTF and non- MJTF jurisdictions. It should be noted that the methodology used to evaluate performance depends first on Georgia historical crime and arrest trends, particularly since the 2008 recession and during a period when drug task forces have experienced a significant decline in funding. Special attention is therefore given to changes in drug arrests using the CCH rap sheet repository.

Declining Crime and Arrests in Georgia

During the past decade, Georgians have witnessed an unprecedented drop in serious crime. According to the latest crime statistics, Georgia's Violent Crime Index (measured as the number of murders, rapes, robberies, and aggravated assaults reported to police per 100,000 residents) continues to decline, having decreased 25% from 2007 through 2011. During that same period Georgia's Property Crime Index (measured as the number of larcenies, burglaries, and motor vehicle thefts reported to police per 100,000 residents) decreased 8%.

Decreases in reported crimes have in turn led to a significant drop in *arrests* for serious violent and property crimes across the state, as measured in the CCH data. Georgia has experienced a significant reduction in *adult felony arrest rates* (per 100,000 adult residents) since 1990 and a 3% drop since 2007. This drop is not attributable to an increasing Georgia population which could have impacted the overall arrest rate. The total volume of CCH felony arrest episodes have dropped 4% since 2009. Only misdemeanors have undergone an increase (+6%) in the past five years. Because misdemeanors are the only arrests that exhibited an increase, this trend deserves attention[1].

An examination of CCH data indicates that all major offense types have undergone significant decreases in Georgia over the past five years. Georgia has seen a 15% drop in felony drug arrests between 2007 and 2011, while felony property and violent crime arrest rates have fallen 3% and 5% respectively. The drop in drug crimes does raise questions. Although Georgia has seen an abatement of the crack epidemic of the 1990s, the rise of methamphetamine abuse over the past dozen years has engendered new problems. This seems particularly interesting following Georgia's 2000-2006 increase in felony drug arrest rates just prior to the recession.

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[1]The reader is reminded that CCH arrests reflect fingerprinted arrests. Every year, the Attorney General publishes a list of all offenses for which law enforcement must fingerprint upon arrest. While this list does not change markedly each year, the Attorney General has added new misdemeanors to the list over the last few years, which could account for some increase in misdemeanor arrests in official data. At the same time, sheriffs and police have expanded their use of live-scan fingerprint technology. It is plausible that this technology has led to increased fingerprinting for offenses that may not fall under the mandatory fingerprint list, such as low-level misdemeanors (non-DUI traffic). In sum, the increased misdemeanor arrests could be an artifact of reporting requirements and technology, rather than a real increase in misdemeanor arrests.

The arrest rates indicate that drugs arrests have changed per capita, but does this indicate that law enforcement has seen fewer drug offenses at the time of arrest? That is, among Georgia arrestees, what percentage involves at least one drug charge? Historically, states have relied on UCR arrest statistics to report arrest activity. However, the UCR captures the most serious charge at arrest as defined by the UCR, and not whether the arrest involved a drug-related charge. These statistics can mask the extent to which people are arrested for drug-involved crimes. The CCH data captures all charges, indicating whether a drug charge was part of an arrest episode. Overall, the percentage of all arrests involving a drug charge has remained stable, ranging from 11% to 15%. The picture changes, however, when isolating felony drug charges. There has been a marked decline in felony drug charges since 2003, falling from 10% to 6%. While one-in-four felony arrests involved drugs in 2007, by 2011 this percentage dropped to less than 20% of arrests.

In conclusion, as arrests have fallen, the percentage of arrests involving drugs, whether as the most serious charge or not, has declined as well. There are a limited number of plausible explanations for these consistent trends. One could conclude that drug interdiction efforts have changed the prevalence of drug arrests and is responsible, at least in part, for the overall reduction in reported crime. Alternatively, the timing at which the decline occurs suggests that the recession could have weakened Georgia's drug interdiction efforts. While people are still found with drugs during the commission of other offenses (e.g., traffic, property/violent crimes), the decline could be attributed to less targeted drug interdiction efforts (e.g., fewer task force resources, undercover operations, drug units). Let's explore the possible impact of the Great Recession on Georgia's crime rates.

Recession Effects and Georgia Arrest Trends

Historically, economic downturns in the United States have been associated with increased criminal activity, arrests, and incarceration. However, the 2008 recession and the economic impact on local communities had the opposite effect, particularly in how law enforcement services were delivered. Although the national economy has recovered to some extent, most agree that state and local economies generally lag far behind the national economy. According to Melekian (2011), the effect of deep cuts in local budgets may affect law enforcement for another five years. Melekian also contends that local officials may not return to budget levels previously allocated to public safety following the impact of this protracted recession. Melekian contends that law enforcement agencies, faced with fewer resources, will continue to support emergency response and reported crimes. However, the community demand for these services may come at the expense of criminal investigations, traffic support, and other crime prevention strategies.

Supporting the hypothesis that the recession has somewhat reduced law enforcement efforts, the U.S. Department of Justice Community Oriented Policing Services (COPS) program using surveys suggest that the recession has had a significant impact on law enforcement activities (Department of Justice, 2011). A 2011 COPS review of independent surveys found that most law enforcement agencies had experienced budget cuts in 2009-2010 and that most expected additional reductions in 2011. At the same time, 97% of the agencies reported that they had already experienced flat or declining budgets over the 12 years preceding the recession. COPS hiring program data suggest that approximately 6,000 police officers were laid off between 2009 and 2011. The International Association of Police estimates 10,000 layoffs, while the Fraternal

Order of Police reported layoffs exceeding 12,000 to 15,000 officers. It is premature to translate these staff reductions into operational impacts. However, it underscores that most agencies were forced to adjust to reduced budgets, which requires re-prioritization of law enforcement services. Regardless of the cause, this period effect needs must be taken into account when examining the impact of drug task force participation compared to non-participation. It is plausible that the recession left some jurisdictions with a MJTF as their only organized drug interdiction program.

Drug Task Force Reported Activity

The notable drop in statewide arrest rates indicated by CCH data is also reflected in drug task force annual reports. As shown in Tables 1-2, data reveal a significant double-digit drop in most process categories, with the notable exception being the value of all drugs seized. These decreases, which may be directly related to the overall drop in statewide arrests, could alternatively be explained as a result of the decline of task force funding and resources.

Table 1.

Summary of Drug Task Force Productivity, 2008-2011

Activity	2011	2010	2009	2008	Percent (%) Change
Overt/Covert Operations	2,132	4,391	5,551	6,454	-67.0%
Project Investigation Activity	18,425	42,307	45,634	39,800	-53.7%
Cases Initiated	1,851	4,289	5,359	5,728	-67.7%
Individuals Arrested	1,369	3,217	3,887	4,577	-70.1%
Total Value Drugs Seized	47,769,156	32,452,791	54,986,007	32,030,205	49.1%
Asset Seizures	797,728	1,958,657	3,391,545	2,898,171	-72.5%
Asset Forfeitures	399,141	703,751	1,305,909	1,297,777	-69.2%

Table 2.

Statewide Drug Task Force Charges, 2008-2011

Charge	2011	2010	2009	2008	Percent (%) Change
Trafficking	87	218	254	200	-56.5%
Cultivation/Manufacture	127	309	262	302	-57.9%
Sales	239	569	974	813	-70.6%
Possession with Intent/Distribute	501	1,001	1,169	1,203	-58.4%
Possession	916	1,920	2,607	3,225	-71.6%
Other	443	1,158	2,074	1,709	-74.1%
Total	2,313	5,215	6,340	7,524	-69.3%

Drug Task Force Survey Findings

As part of the larger, comprehensive evaluation of Georgia's multi-jurisdictional drug task forces, ARS assisted the Governor's Criminal Justice Coordinating Council with a survey of federally funded drug task force agency representatives in the state. Those representatives came from law enforcement (sheriffs, police departments, GBI, DEA, U.S. Marshalls), prosecution, courts and corrections. The goal of the survey was to learn more about the structure of the MJTFs and facilitation of task force activities. ARS worked with CJCC to design a survey that covered key areas of inquiry including: communication, training, goals, leadership, resources, and collaboration. The final survey consisted of 95 questions which included the complete Wilder Collaborative Factors Inventory[2] (WCFI: Mattessich, Murray-Close, and Monsey 2001), as well as selected questions from Abt Associate's MJTF Performance Monitoring Tool (Abt Associates, Inc., 2009). The survey questions were administered electronically through an SPSS survey package, ensuring participant confidentiality.

The survey process began with an introductory letter mailed in mid-June 2013 by the CJCC Director to all 392 prospective participants. The letter advised participants that they would be receiving survey links in the near future, introduced ARS as CJCC's research partner, informed recipients of the purpose of the study, and asked for their participation. CJCC and ARS staff conducted an exhaustive internet search and placed numerous phone calls to obtain email contact information for all signers of task force Memoranda of Understanding (MOUs) and task force agents. The original sample list included 20 active and two recently defunct drug task forces. Email addresses were obtained for 309 individuals, and the remaining 83 persons were contacted by mail. The survey email contained a summary of the survey project and a hyperlink with a username and password. Those without email information were sent a letter summarizing the project as well as a paper copy of the survey and a postage paid envelope for returning the completed survey. The survey period extended through the entire month of July 2013, providing prospective participants a full month to respond. In mid-July reminder letters/emails were sent by CJCC with contact information for ARS for questions/concerns. After attrition and bad addresses, the final study group consisted of 316 persons. By the end of July 193 completed surveys were received, resulting in a response rate of 61%, which is well above the average of 33% reported for online surveys (Nulty, 2008). Appendix A contains a list of all survey questions, and results are located in Appendix B.

In addition to the online survey, personal interviews were also conducted in order to gain a more in-depth understanding of key areas and issues. The 20 active task forces were categorized as urban or rural. Three urban and three rural task forces were randomly selected, and then 30 members from the six task forces were randomly selected to participate in an in-depth interview. Each person was contacted by phone and/or email to schedule an interview time. Of those randomly-selected, 15 agreed to be interviewed. Interviews lasted between 30 and 120 minutes. ARS and CJCC collaborated to design interview questions that covered a variety of areas including training, communication, and task force needs (Appendix C provides a list of interview

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[2] The Wilder Collaboration Factors Inventory is a tool to assess the functioning of collaborations on 20 research-tested success factors.

questions). Interviews took place primarily in the field, at the office of the interviewee. Due to scheduling conflicts, one interview took place via telephone. The personal interviews provided an important level of data for this project which added both to our understanding of task force operations and helped clarify survey findings. One additional interview was also conducted with an individual that oversees operations at multiple task forces. This person was not randomly selected; their input was sought because of their level of task force expertise and experience. During the survey period ARS received dozens of phone calls from persons who had received links to the task force survey, who had serious concerns that the survey findings would be used to eliminate task forces or to cut funding. ARS advised those calling that the purpose of the surveys was merely to learn about task force operations and that our agency had no knowledge that the results would be used in a way that would impact funding decisions. Most callers remained skeptical and were frustrated that ARS could not "guarantee" them how the survey findings would be used by the state. It is likely that others whose participation was sought for both surveys and interviews shared these fears to varying degrees. Some persons may have chosen to not participate because of these fears, but some may have chosen to "inflate" their responses in order to make their task forces look good. We have no way of gauging the impact this may have had on these study results, but the level of feedback expressing such fears warrants a mention in this report.

Task Force Goals & Operations

Nine out of ten respondents agreed that their drug task force is meeting its goals and objectives, is comprised of experienced staff well-versed in drug enforcement, is monitored on a regular basis, and that the Commander's managerial style is conducive to getting things done. While generally positive, the issue of prosecutorial involvement arose. One-quarter of respondents expressed some concern over the District Attorney's (DA) aggressiveness in pursuing task force cases. One-third did not answer affirmatively that they believed the Office of the Prosecutor takes a leading role in the task force, and a third furthermore indicated that the level of prosecutorial involvement in task force activities was moderate, low or very low. When asked, however, if the drug task force and DA work together closely to build the strongest cases for prosecution, 90% agreed. In addition, over 80% of those that identified themselves as a prosecutor said that they feel like an equal partner in providing leadership to task force efforts.

The role of the Prosecutor was explored more fully during the in-person interviews. It was revealed that the DAs play a very active role in each of the task forces interviewed; yet, their role was fulfilled in different ways. All Commanders interviewed stated that they had regular (often daily) contact with their local DA's Office and all felt that the DA was not only a key part of the task force, but also very familiar with the cases being pursued by the task force. Some DAs were reported to play a very active front-seat role in the task force with active involvement in control board meetings and group discussions of task force activities. Other DAs, while they maintained regular contact with the Commander and were fully versed in task force activities, chose to not take center stage with the control board. They allowed key law enforcement and tactical-type decisions to be made by law enforcement representatives on the control board. Their role was more as a diplomat or negotiator who worked behind the scenes to resolve conflicts between task force members and help task force operations run smoothly. Regardless of the personal business style of the DA, all interviewed task forces indicated that the support and involvement of the

Prosecutor's Office was a necessary component to the success of their task force. It is possible that some of the discontent about the level of involvement and leadership of prosecutors found in the survey was the result of some task force partners not being clear on the actual level of involvement by DAs who might play a more understated role in task force operations.

Collaboration, Tactics & Leadership

The vast majority of survey respondents felt that their drug task force members work together to decide on investigative tactics and that these tactics are based on clear and specific criteria. Most respondents also had positive feedback on their task force Commander agreeing that the Commander "is committed to facilitating cooperation, is committed to facilitating effective communication between task force partners, has sufficient experience with drug enforcement operations, and is the right person for the job." Ten percent agreed with the statement "Our task force agents need more direction from our Commander to better do their jobs" and 18% neither agreed nor disagreed with the statement. This issue was further explored during the in-person interviews, but all had positive praise for their task force Commanders and felt that their direction and leadership was more than adequate.

Task Force Activities, Efficiency & Resources

The vast majority of respondents felt that their task force was effective at reducing the availability of drugs in the community and agreed that the task force is an effective way to address the problems of illegal drug activity. Most also agreed that their task force has allowed law enforcement partners to move beyond low-level deals to focus on more highly organized drug activity, and that local law enforcement agencies that are not members of the task force trust the task force's ability to pursue drug cases. Over one-third of respondents also said that their task force assists non-member local law enforcement agencies with narcotics arrests. Nearly half of participants agreed that staff shortages at member agencies impact their MJTF. Over one-half also said that other law enforcement agencies that are not task force members hinder task force drug enforcement efforts. These issues were both explored during the personal interviews. All interviewees agreed that their task force needed more manpower to be maximally effective. Not all task forces, however, rely on member agencies for staff. Some of the interviewed task forces are independent units which have their own task force employees who are not "borrowed" staff from task force partners. One task force was comprised solely of staff from one police agency, although they support several neighboring counties that do not provide any financial support to the work of the task force. Of those task force partners that provide staffing to their task force, most said that they knew their task force would like more manpower from their agency but they are unable to provide any more of their staff. One person said that budget cuts at their agency a few years ago caused them to reluctantly pull one of their officers off the task force to be placed back onto patrol because they lacked adequate coverage for their community.

All task force Commanders interviewed reported strong relationships with other drug task forces across the state. They reported an environment of cooperation between task forces to exchange information and support each other's enforcement efforts. This corresponded with survey findings that found 90% of participants agreed that their task force shares information with other

task forces nearby. Many interviewees also corroborated the survey findings that non-task force agencies hinder their efforts. Several examples were given of neighboring counties learning of drug enforcement efforts targeting persons that lived or often traveled through their counties. Instead of allowing the task force to complete their case and make the arrests, these agencies interceded on their own to make arrests. They complained that often the cases made by the non-task force members did not hold up in court and these offenders were quickly back on the streets. The main issues cited for this intervention were a desire for non-task force counties to acquire asset forfeiture funds as well as local agencies wanting credit for the busts. "Political motivations" were often cited with elected sheriffs wanting to showcase enforcement efforts and their tough stance on crime to constituents. Interviewed prosecutors also expressed frustration with this practice and agreed that the task force cases are "solid" due to their expertise and the time and care they take to properly build their cases and document their actions. Often non-task force agencies (particularly those in small, rural jurisdictions) were cited as lacking the needed expertise to build quality narcotics cases and charges often had to be dropped or plea-bargained down to much lesser charges. One prosecutor said that the drug task forces cases in their jurisdiction were so strong that when defense attorneys learn that their clients' charges are the result of a task force investigation, they almost always encourage their clients to enter a plea. A lack of documentation and the improper use of confidential informants were often cited problems with non-task force drug cases. Eighty-seven percent of survey respondents rated the quality of cases made by their drug task force as either high or very high.

Two-thirds of survey respondents agreed that their task force is the primary drug enforcement entity in their community, meaning they handle all drug cases. If the recipient identified themselves as being from a law enforcement agency, they were asked if their agency conducts drug enforcement activities outside of the task force; two-thirds answered affirmatively. To clarify this somewhat incongruent data, the personal interviews delved deeper into this issue. The findings varied. One task force advised that they only handle mid- to upper-level drug cases (involving sales/distribution/manufacturing). Other task forces said that their primary goal is to target mid- and upper-level drug distribution but that they also assist their communities with street level enforcement when things get bad and the local agencies are unable to adequately intercede. One task force divided their staff into two groups; one that works street-level narcotics and one that works mid- to high-level sales/distribution cases. Other task forces advised that their partner agencies contact them on nearly all cases in which they encounter drugs. While one reported that a local officer would be apt to handle a simple possession case, others said that they would be called even in such a minor drug case because it presented an opportunity for agents to question suspects and perhaps gain information about where the drugs were obtained. In very small rural counties where only a few deputies per shift are providing law enforcement coverage to an entire county, intervention by the drug task force was seen as necessary because of the limited time officers could devote to such calls, as well as their lack of expertise in handling drug cases. These data indicate that while most task forces aim to focus on mid- to upper-level drug cases, many intercede in lower level cases due to perceived necessity or as an investigative opportunity.

Task Force Communication & Involvement

Eighty percent of survey respondents reported that formation of the task force has led to moderate to substantial increases in communication between the partnering agencies. In addition, 86% said that communication with local/state law enforcement agencies had seen a great to moderate increase since inception of the task force. A full 81% of respondents also reported their level of personal involvement in the decision-making process of the task force as great or moderate.

Personal interviews covered communication issues. All reported that their task force had regular control board/advisory committee meetings (monthly to quarterly) where an array of issues were discussed to keep partners in the loop about activities and concerns. Most reported communication with task force personnel outside of meetings and felt that there was an open line of communication at all times. In terms of involvement with the task force, it was noted that the control board and Commander have the ultimate authority over the actions for the task force. Task forces often also have other partners that sign MOUs (who would have been included in the online survey) that play indirect roles with the task force but would not be involved with task force decision-making. Examples provided were social service agencies who often work with task forces to provide information on suspected drug activities and school administrators that invite K9 units onto school grounds to conduct drug sweeps. All interviewees that were control board members of their respective task force reported a high degree of personal involvement in task force decision-making.

Survey recipients were asked how often the task force formally shares its work and findings with the larger criminal justice community. The majority reported doing so either monthly or quarterly. Respondents that were interviewed were asked to share more information on how they share this data. Most reported that it was shared at control board meetings or through occasional press releases. None of the task forces interviewed indicated a regular system of data sharing with non-task force agencies. Such communication may take place on a random basis via telephone or email, but most often task force performance data was simply shared with members of the control board and other partners that attend control board meetings.

Task Force Training

The online survey contained a large section of questions about task force training but unfortunately a technical glitch prevented most of the online participants from accessing this section of questions. The personal interviews collected data on training and this data indicates that task force personnel receive a lot of annual training, well beyond the minimum 20 hours required annually to maintain each officer's Peace Officer Standards and Training certification. One task force Commander said that his agents usually average 60 hours of training per year and some have logged as many as 100 annual hours. Task force training was reported to relate directly to the responsibilities of being optimally effective narcotics officers, which would include developing not only strong investigative skills, but also building strengths in areas such as interviewing, undercover operations, drug raid planning, tactical skills, and search/seizure. In addition, officers often receive training on how to use new technologies that the task force has acquired. All interviewed task forces said that training was a priority. Only one task force

advised that they conduct trainings open to the control board or other task force partners (and it is not a regular occurrence). Most task force funded training is provided only to the Commander, supervisors, and law enforcement agents that directly carry out task force operations. One task force advised that they also provide advanced training to other task forces and narcotics officers across the state, and a few others provide limited training to other local agencies on issues such as what to do if they encounter a meth lab.

Task Force Technology & Resources

Eighty percent of survey respondents indicated that their task force relies on a computerized system to collect and manage data, and most also indicated that their computer system assisted in intelligence gathering efforts during an investigation. Just over two-thirds indicated that they de-conflict enforcement events such as warrants and stings, and 60% reported that they deconflict persons of interest. The most commonly reported deconfliction database used was Atlanta's HIDTA database (72%), followed by the DEA's system (10%) and "other" (18%).

The task force survey respondents were asked if the task forces have all of the equipment and personnel needed to be effective. Just under two-thirds reported that they do not have adequate equipment and personnel. The personal interviews inquired about task force needs. Nearly all the task forces stated that their number one need was manpower and the funds to pay the salaries of task force agents. Most task forces said that they were running as bare of an operation as they could; they have made extreme cuts because of budget restraints in recent years and said they were now down to the bone. Two task forces have agent positions that they cannot fill due to a lack of funding. One task force said that they are running at the minimal level of staff that they can and still operate safely. If another agent is lost to budget cuts, they will have to shut down their task force. Another perceived need to maximize effectiveness was with surveillance equipment and other new technologies, including training on this equipment. Respondents advised that training from private vendors for new technologies can be very expensive. One task force acquired new cell phone interception technology and stated that it cost $1,800 per officer to attend the training to learn how to use the technology (plus transportation, food and lodging). Another need was vehicles, with one task force reporting that all of their vehicles have over 200,000 miles on them but they have no funds for replacements. Purchase of Evidence Purchase of Information (PEPI) funds and updated computer equipment were also reported as areas of need.

Interviewees were asked, "If federal funding for your task force ended, do you have a funding source in the community that could meet the financial needs of task force operations?" Only one Commander felt that their task force had the resources to survive if federal funding were to end. All other interviewees resoundingly responded that their communities did not have the resources to support their task force in the event federal funding ended. Most stated that their task forces would have to shut down immediately. Most also said that their situation was so dire and that even another minimal cut in the amount of funding they receive will likely result in their task force ceasing operations. They stated that their communities are tapped out, and they have cut every corner they can to operate their task force on reduced funds.

Task Force Collaboration

The survey included the Wilder Collaboration Factors Inventory (WCFI), which consists of forty questions that assess twenty research-tested collaborative success factors. The results were scored for all taskforces and showed strong results for 19 of the 20 success factors. Figure 1 shows each of the twenty success factors and the average participant score. Scores can range from 1 to 5, where 1 indicates that respondents very strongly agreed that their task force possessed a success factor. The higher the score, the less agreement as to the applicability of that factor within the task force collaboration. Respondents reported much agreement about collaborative (task force) strength in most of the 20 success factors including: skilled leadership, a unique purpose, a shared vision, attainable goals and objectives, open and frequent communication, and a membership that sees collaboration in their self-interest. These findings indicate that task force members see their collaborative efforts as quite strong and effective. The

Figure 1. Wilder Collaboration Factors Inventory: CJCC MJTF Survey
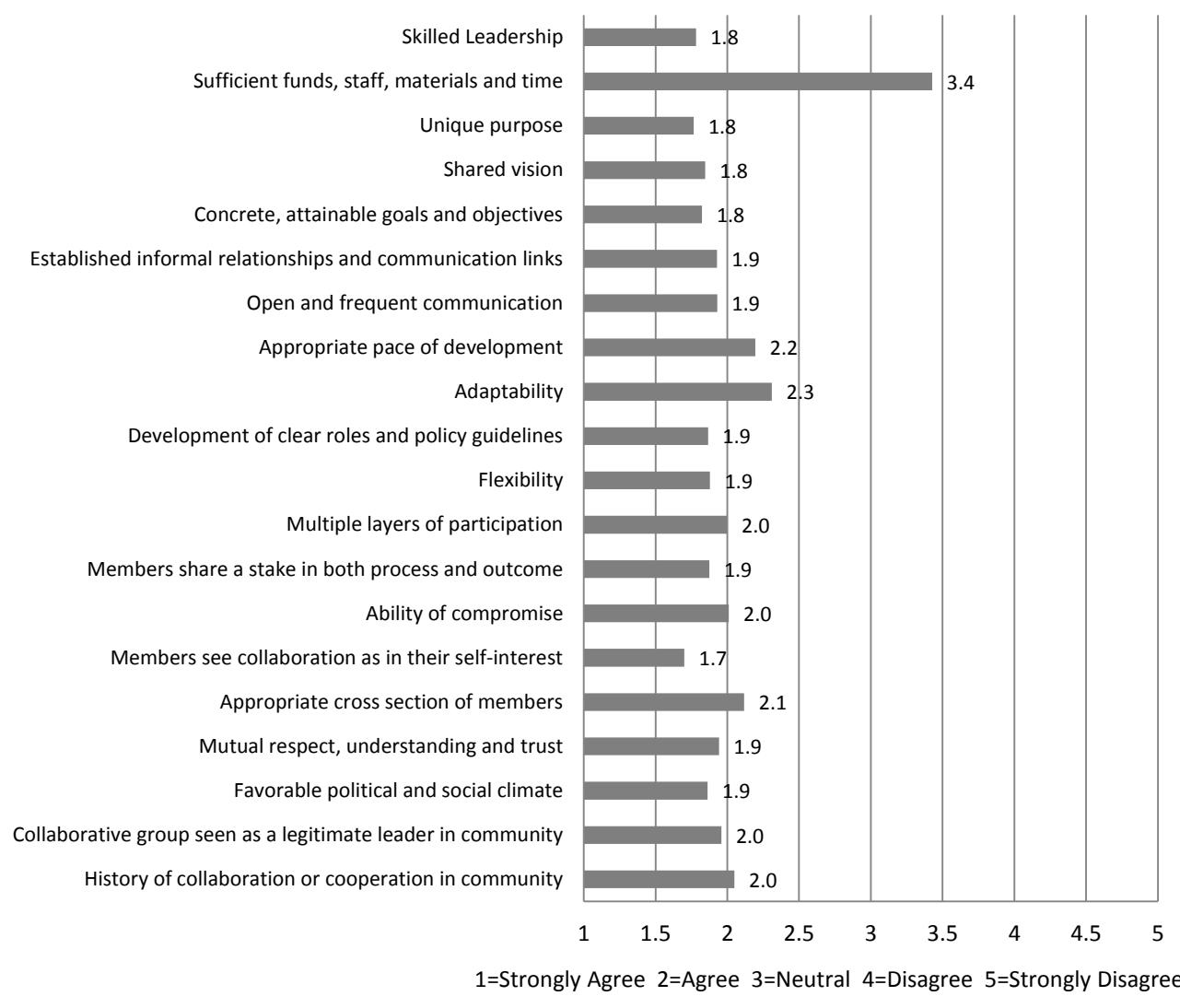
success factor with the lowest overall score was "Sufficient funds, staff, materials and time." This finding is not surprising based on other results from both the survey and interviews. The task force members perceive a general lack of resources and funding. The next lowest score was for the factor of "Adaptability" with an average score of 2.3. This factor measures a collaborative's ability to adapt to changing conditions (such as reduced funding) as well as the ability to survive in the face of major changes. Many respondents likely were thinking in terms of their funding fears when responding to this question, reflecting concerns that their task force will not be able to survive major changes such as further cuts in funding.

Defunct Task Forces

The MOU signers of two currently defunct drug task forces were included in the survey portion of the project. They were sent letters explaining that the researchers were aware that their task force was no longer in operation, but they were asked to complete the survey based on their opinions when the task force was operational. Fourteen persons from the defunct task forces responded to the survey. Interestingly, the survey results of the defunct task forces very closely matched the results from the active task forces. The main areas of difference were that the defunct task forces reported a greater level of prosecutorial involvement, but they also reported more problems with staff turnover, lower levels of agencies historically working together, and lower levels of trust among the collaborating agencies. Several of these respondents also called ARS to comment on the survey. The main sentiment expressed in these conversations was that respondents had very effective task forces that made a big difference in their communities and that the only reason they are now defunct is because of a lack of funding. They wanted to be clear that their task forces functioned exceptionally well and did great work getting drugs off the streets. They also wanted it noted that their communities are suffering greatly due to the loss of their task force because the local police agencies do not have the resources to effectively combat drugs.

Personal Interviews – Other Issues

The personal interviews provided an opportunity for participants to provide detailed information about their task force and to express concerns. While a list of prepared questions were used to guide the interviews, most became open conversations during which interviewees shared their thoughts on an array of issues facing their task forces. The main concern expressed during nearly all of the interviews was a fear of losing funding. Many said they live in constant fear of funding cuts, knowing that the next round of cuts will likely mean the end of their task force. These persons talked about how their community partners have gotten to the point where they can no longer reach deeper into their limited pockets and provide more funding. These interviewees live in the communities served by the task forces and said they fear what will happen if their task force shuts down. Several have already seen the effects in surrounding counties where task forces recently ceased operations and they reported that the proliferation of drugs is both visible and frightening. The problem is also spilling over into their communities, reiterating the need for their local drug task force. It was mentioned time and time again that drugs and violence go hand in hand. If drugs are not controlled then both crime and violence escalate, making communities unsafe and undesirable places to live.

An issue that several task forces discussed was a need for surveillance technology. It was stated that technology is constantly changing and that companies stop offering support after a few years, necessitating the purchase of new technology and paying for officer training.

During several interviews the research team was questioned about rumors that the state was moving toward funding mega-task forces only; creating half a dozen task forces to cover the entire state that would be under the direction of the GBI. ARS had no knowledge of such considerations, and informed respondents of this. Respondents still expressed opinions on this idea. A few were cautiously optimistic that the GBI would bring resources to their community that they do not currently have, but most were very concerned over losing local control of their task forces and not having input into task force operations.

Several interviewees expressed concerns over the amount of CJCC staff turnover over the years. Their contacts for grant administration have changed frequently, leaving them unsure of who to contact with questions. There were also concerns about a lack of communication about application deadlines and changing grant dates. CJCC staff was credited with always being very pleasant, but their chief complaint was in tracking down the correct employee(s) managing their grant in an environment of changing staff.

Many interviewees highlighted how well their task force partners work together. They cited many political hurdles and historical agency tensions they had overcome in order to build strong partnerships. While occasional political issues and disagreements still arise, these were considered minor, and it was agreed that task force members always work together to find common ground. Partners that were unable to work in a spirit of collaboration have left the task force, leaving behind a cohesive group committed to working together. Partners embraced the idea that working together is in the best interest of all parties and is the best way to effectively combat drugs in their communities.

Community interaction was another issue that came up at many interviews. Several task force members talked about how their task force has tried to be involved in the community in more than just a drug enforcement capacity. Many said that officers regularly speak at schools, community meetings and church groups. In addition, several provide training to other law enforcement agencies, Department of Family and Children Services (DFCS), and first responders.

Another issue that was clearly conveyed during the interviews was the pride in the local drug task force. Commanders and partners alike were very proud of their task force and were eager to highlight their successes. Another area of pride was training. All of the interviewed task forces said that training was a top priority with their agents being the most adept officers in their surrounding community at narcotics work. Task force agents were said to typically receive more than twice the level of annual training of non-task force officers. Building strong relationships and trust was another area of great pride. Task forces talked about robust partnerships with agencies such as DFCS, Probation, and Parole (even though these agencies are not typically control board members). They discussed a strong network of information sharing and of working

together to apprehend offenders. They stressed that such relationships did not often exist between these agencies and other local law enforcement agencies. The task forces felt that their operations were viewed as reliable and above-board which fostered an environment of trust and cooperation.

Georgia's Task Forces Rated on BJA's "Twelve Critical Elements"

The Bureau of Justice Assistance released a report identifying twelve critical elements of a successful drug task force based upon nationwide evaluations (Bureau of Justice Assistance 2000). The MJTF survey and interviews explored each of these twelve areas.

Critical Element 1: Written interagency agreements that establish board objectives and funding methods for the task force, and an advisory board to guide decision-making and provide oversight.

All of the task forces must provide written MOUs with partners to CJCC in order to acquire Byrne funding. All interviewed task forces advised that they have strong and active control boards/advisory boards. Board functions varied, but all provided input regarding task force policies and procedures. They also provided input into operational functions and tactics to varying degrees. The survey indicated that control boards most often meet quarterly or monthly. However, during the interviews, Commanders advised that they typically have regular contact with control board members outside of scheduled meetings (usually by telephone). So, it appears that most members are quite informed and up-to-date on task force activities.

Critical Element 2: Prosecutor involvement as the lead agency or a direct member/participant of the task force.

The issues of prosecutorial involvement produced mixed results in the survey. While 90% agreed that the DA and the drug task force work closely to build strong cases for prosecution, one-third had concerns about the level of prosecutorial involvement and their prosecutor having a leading role in the task force. During personal interviews, however, all Commanders described having a very close relationship with their prosecutor, most citing daily or near-daily contact. While the Commanders worked closely with their District Attorney's Office, it was reported that prosecutors did not always take on leading roles with the control board which may be why some respondents did not report higher levels of prosecutorial involvement in their task force.

Critical Element 3: Computerized information/intelligence databases and systems.

Eighty percent of respondents rely on a computerized system to collect and manage data. Two-thirds report deconflicting enforcement events and 60% deconflict persons of interest. Personal interviews found that most agencies reported having fairly basic computerized information systems. Many reported that they can often acquire assistance from state and federal authorities when they need access to more sophisticated databases. While those interviewed felt that they

had the basic technology to conduct their business effectively, several said that acquiring more advanced computer capabilities would be a great help to their task force.

Critical Element 4: Targeted decision, case planning, selection and investigation with all participants working together as a team when deciding on tactics to be used.

Eighty-eight percent of respondents agreed that all task force members work together to decide on investigative tactics. In addition, well over 80% of respondents agreed that the collaborative members have a clear understanding of the group's goals and are committed to making the task force work.

Critical Element 5: Frequent communication and regular meetings to keep task force partners informed about task force activities.

Eighty percent of survey respondents report that formation of their task force has led to a great or moderate increase in communication between the partners. In addition, 80% also report being informed about what goes on with the task force and report that the task force leaders communicate well with members. Task forces most often report regularly meeting quarterly to monthly, but personal interviews indicate that there is a lot of informal communication between key task force partners outside of formal meetings.

Critical Element 6: Coordination of task force activities.

Sixty-nine percent of survey respondents report high to very high levels of coordination between task force agencies; twenty-eight percent report moderate coordination. During personal interviews, respondents reported high degrees of coordination both between partnering agencies as well as with probation, parole and other state and federal authorities. The main coordination complaint was that task force efforts were not equally spread among the communities participating in the task force. Commanders explained that they target the areas where mid- to high-level activity occurs because curbing that activity positively impacts all surrounding communities.

Critical Element 7: Establish a reasonable budget, acquire funding that matches task force needs and development of long term funding allocations.

Only about one-third of survey respondents indicated that their task force has all of the equipment and personnel it needs to be effective. In addition, only 14% said that they have adequate funds to do what they wish to accomplish. Funding was a key topic of conversation both during personal interviews as well as through phone calls placed by concerned persons who had received survey letters. Persons talked about the impact of budget cuts on their task force as well as fears that further cuts would result in an elimination of local task forces. While many communities had been able to reach into their coffers to help supplement the funds that had been cut, others had watched surrounding task forces cease operations. Most felt that their

communities were financially unable to provide any more funds to their task force and they feared the end of their task force if funding was reduced even slightly in the next fiscal year.

Critical Element 8: Develop goals, objectives and performance measures.

Respondents were asked to state their main task force goals. While these goals varied, all respondents indicated that their task force had goals. In addition, 84% of respondents said that their task force has reasonable goals and nearly an equal number report that partners know and understand these goals. In addition, 88% reported that their task force had the ability to assess the degree to which their task force is meeting its goals and objectives. During personal interviews respondents indicated clear goals for their task force, and they felt that their task force maintained data/statistics which allowed them to assess their performance.

Critical Element 9: Monitoring and evaluation.

Eighty-eight percent of task force survey respondents said that their task force monitors its performance and uses the information to revise objectives on a regular basis. During interviews none of the respondents indicated that their task force had been evaluated by an outside agency, but all pointed to the monitoring of performance as a regular internal activity. In addition, interviewees said that task forces are also required to provide detailed performance data to CJCC as a condition of accepting grant funds.

Critical Element 10: Staffing and recruitment for experienced leadership and supervision.

Most respondents described their task force Commander as having sufficient experience with drug enforcement operations and as the right person for the job (93% and 88%, respectively). Furthermore, 91% described their task force as comprised of mostly experienced staff, well-versed in drug enforcement. Just over one-third cited staff turnover as having an impact on their MJTF. Interviewees indicated strong support for their task force Commanders and their competency to lead the task force as well as their level of expertise in handling drug enforcement efforts. In addition, most of the persons interviewed said that turnover was not a problem; most indicating that their staff has been with them for an extended period of time. However, some interviewees were aware of other task forces that suffered from staff turnover and they cited fear as the main cause. They said that the climate of funding instability and the looming threat of task force closures led officers to seek other jobs. They reported that task forces that rely on "borrowed" staff from partnering agencies don't have this problem; if their task force closes, those officers will return to their home agency and resume work. Agents employed by independent task forces, however, would lose their jobs in the event of a task force closure. One interviewee was aware of a task force that experienced the turnover of nearly all of their agents in the past year, presumably because of closure fears.

Critical Element 11: Effective asset seizure and forfeiture activities.

Personal interviews with task force Commanders inquired into the use of asset forfeiture. None of the interviewed task forces indicated that this was a regular tactic used to dismantle or disrupt drug trafficking organizations. Such actions were taken when legitimate, and these funds were seen as a great benefit to the task forces. But, Commanders indicated that they did not seek out cases based on the amount of assets that could be seized. Rather, cases were built based on the priority of getting drugs off the streets and apprehending key suppliers. Seizures that came along with those actions were seen somewhat as a bonus. Some task forces indicated that they are located in small, rural areas or are not located near a major interstate. They indicated that most of the drugs in their communities originate in larger metropolitan areas. Their communities have drug problems, but do not have the large distribution networks and kingpins associated with the large busts that net lots of cash, cars and valuables. These Commanders believed their task force had the skills to effectively facilitate and document asset seizures, they just noted that such activities typically occur on a smaller scale due to the type of drug activity in their community.

Critical Element 12: Technical assistance and training that ensure that personnel at all levels are able to contribute to the success of the task force.

While a technical glitch prevented most online survey recipients from receiving the training questions, the responses from personal interviews indicate that training is a key priority of task force Commanders and control board members. One Commander indicated that it is not uncommon for his agents to log five times the number of training hours annually than is required by the state for peace officers.

Summary of Qualitative Findings

Both the survey findings and personal interviews reveal Georgia's drug task forces in a very positive light. Respondents report that the task forces meet their goals, build strong cases, reduce the amount of drugs in the community, communicate well between partners, provide positive feedback about task force Commanders and, receive high levels of task force agent training. The Wilder Collaboration Factors Inventory indicates strong collaborative efforts and effectiveness. The main area of concern expressed throughout the surveys and interviews was funding. Task forces have suffered many cuts in funding in recent years and have had to adapt. Most feel that their task forces have hit the point where they have cut all they can from their budgets, and their communities can no longer fill any more of the funding gaps. Many have seen surrounding counties shut down task forces and report increases in drug activity. Their communities have witnessed drug activity spilling over, making their drug task forces increasingly necessary. Many respondents called ARS to reiterate the importance of the drug task force in their community and to request continued funding.

In a comparison of Georgia's task forces to BJA's twelve critical elements for effective MJTFs Georgia fairs quite well, but a few weaknesses emerge. Prosecutorial involvement was a concern for one-third of respondents, but it is unclear if this is due to an actual lack of participation by the

District Attorney's Office, or if perhaps some prosecutors play more of a behind-the-scenes role. Another weakness was in terms of computerized information where 20% of respondents report not having a computer system to collect and manage data. Most interviewees report only "basic" computerized capabilities at their task force. Third, approximately one-third of survey respondents do not report high levels of coordination, seemingly because of unequal task force activity in partnering jurisdictions. Overarching budget issues are a prevailing concern for the majority of task forces.

It is clear that the task force partners that participated in this process see great value in their drug task force and its benefit to their community. While these partners report great successes in curbing drug activity, well-trained officers, and strong communication, funding fears are pervasive. Many task forces say they are at the brink of financial collapse and financial fears have become an omnipresent part of daily operations. One commander summed it up by saying, "Fighting the drug epidemic almost seems like an easier battle than maintaining a functional drug task force in this climate of severe funding cuts." Despite deep financial worries, the task forces see their role as necessary and exhibit high levels of enthusiasm and a resounding commitment to serve their communities.

Outcome Evaluation Findings

As documented by Abt Associates (2002) and others, uncertainty regarding the comparability of MJTF and non-MJTF sites permeates the drug task force evaluation literature. This uncertainty makes it difficult to isolate the independent effects of a drug task force, making it difficult if not impossible to discern the degree to which MJTF jurisdictions outperform non-MJTF jurisdictions on key outcome measures (investigations, seizures, drug arrests). While the gold standard of research designs remains the randomized controlled trial (RCT), this level of rigorous experimental design is often impractical or impossible to implement in social research. Instead, quasi-experimental or observational designs are utilized, which unfortunately do not allow for the level of causal inference permitted by the use of an RCT. Without the use of random assignment to treatment and non-treatment groups, there is no way to ensure that the groups are equivalent on key variables, characteristics, or features. This lack of equivalence means that any differences found among or between groups may have been due to preexisting differences between the groups, rather than the intervention itself. As a result, a variety of statistical techniques have been implemented in an attempt to allow for as much causal inference as possible.

One of the more powerful techniques designed to address this issue is known as propensity score matching (PSM). This technique attempts to mimic random assignment by accounting for the characteristics (often referred to as **covariates**) associated with who receives the treatment or intervention. The application of PSM results in the identification of a comparison sample that did not receive the intervention that, at least on all observed covariates, is as similar as possible to the sample receiving the intervention. PSM accomplishes this by estimating a predicted probability that each unit will be a member of the intervention or non-intervention group, most often obtained through the use of logistic regression to construct a counterfactual group. In essence, the use of PSM results in a balancing of covariates (real and potential) across groups. As

a result of this balancing effect, the entire sample can be subdivided into separate groups based on the similarity of their propensity scores. The treatment effect can then be calculated for each of these subgroups, and therefore provide a means of assigning causality that approaches the level of randomized assignment.

For this study, the PSM uses logistic regression and theoretically driven covariates to predict participation in a drug task force. These covariates, however, cannot be variables under investigation in the study, such as crime and arrest rates. Based on historical drug task force participation, other non-crime social-structural variables tend to drive participation, including poverty rates, population size, racial composition/heterogeneity, per-capita income, transfer payments, teen pregnancies, low-birth weights, and extent of farm land. Analysis of histograms and other diagnostic tests demonstrated that these covariates create remarkably homogenous non-MJTF and MJTF counties. Although there are numerous matching algorithms, the current study relied upon interval/strata matching using the propensity score (Rosenbaum and Rubin, 1984). After several stages, six strata or county groups were identified. Drug task forces in the five county metro-Atlanta area were excluded from the analysis because it was impossible to find a statistical comparison group.

Study Period and Comparison Sites

The overview of Georgia's historical crime and arrest trends suggest that something occurred in the period following the 2008 recession that had a significant and widespread effect on arrests. This may have been a direct financial impact of the recession, or it could be something else entirely. This decline could contribute to any or all of the observed differences in arrests between task force and non-task force counties. The best way to assess this effect is to conduct a longitudinal analysis of CCH arrest trends over time by offense and offender criminal histories. This is the optimal method to determine whether a precipitous drop in arrests varied significantly across task force and non-task force counties. Unfortunately, task force record retention problems make such a time series analysis impossible (because we cannot fully identify task force activity in Georgia counties over the past decade). Therefore, the only method left is to compare current data (2010-2012) with a period prior to 2008 where task force participation data is available – only the 2002-2004 years met these criteria. Our comparison of 2002-2004 and 2010-2012 allows some insight into whether outcomes changed over time differently in task force and non-task force counties for six pairs of matched counties (similar on all things except the existence of a MJTF).

Comparing Productivity

A central question of this study is whether MJTF counties differ from statistically matched, non-MJTF counties on a series of key measures of productivity (outcomes), such as crime and drug-related arrests. To assess this question we compared outcomes in the two time periods, 2002-2004 and 2010-2012, for the six matched county groups. The results appear in Tables 3-4. Table 3 presents 2010-2012 UCR data on selected violent and property reported crime rates, separated by group (MJTF and non-MJTF) within each of the six county groups. UCR statistics suggest there are no clearly discernable and consistent differences in crime rates between MJTF and non-

MJTF counties. Similar to the 2010-2012 period, there were no consistent pattern trends across UCR rates so they are not displayed.

Table 3. UCR Reported Crime by MJTF County: 2010-2012

Comparable County Groups	MJTF County	Robbery Rate	Agg. Assault Rate	Burglary Rate	Larceny Rate	MV Theft Rate	Violent Rate	Property Rate
Group1	Non-DTF	3.5	31.5	80.9	196.2	16.1	122.3	293.2
	DTF	4.8	17.4	80.2	194.6	11.3	92.1	286.1
	Total	4.0	26.1	80.7	195.6	14.3	110.7	290.5
Group2	Non-DTF	4.7	23.0	84.2	149.0	10.0	95.3	243.3
	DTF	7.1	27.6	102.1	210.4	22.7	140.7	335.2
	Total	5.7	24.9	91.5	174.1	15.2	113.9	280.9
Group3	Non-DTF	6.9	22.2	84.2	193.6	15.1	111.5	293.0
	DTF	3.9	22.6	75.5	175.3	12.5	114.0	263.3
	Total	5.7	22.4	80.8	186.4	14.1	112.5	281.4
Group4	Non-DTF	5.8	15.1	75.0	184.0	17.9	105.7	276.9
	DTF	6.2	21.4	79.7	193.4	20.5	115.5	293.7
	Total	5.9	17.1	76.5	187.0	18.7	108.8	282.2
Group5	Non-DTF	3.2	18.9	59.4	133.5	12.5	76.0	205.3
	DTF	2.6	22.5	63.4	179.1	11.9	110.6	254.4
	Total	2.9	20.7	61.4	156.3	12.2	93.3	229.8
Group6	Non-DTF	4.7	18.0	62.2	185.7	12.9	115.2	260.8
	DTF	5.5	24.9	69.1	190.2	13.6	111.4	272.9
	Total	5.1	22.1	66.2	188.3	13.3	113.0	267.9

Table 4 provides 2010-1012 CCH data on arrest rates for a variety of crime categories (arrests defined by the most serious offense in the arrest episode). Mirroring the findings from the analysis of UCR data, the CCH data also indicate that there are no significant differences between MJTF and non-MJTF counties in terms of arrest rates. Similar to the 2010-2012 period, there were no consistent pattern trends across UCR rates so they are not displayed.

Table 4. CCH Arrest Rate (most serious) by MJTF County: 2010-2012

County	Violent Rate	Property Rate	All Drugs Rate	Felony Drugs Rate	Misd. Drugs Rate	Total Rate
Non-MJTF	45.5	81.1	62.9	36.2	26.7	472.1
MJTF	47.6	83.6	62.5	34.0	28.5	490.7
Total	46.4	82.1	62.7	35.3	27.4	480.0

It should be noted that while we were able to distinguish between counties that are part of federally-funded MJTFs from those that were not, we cannot say for certain that comparison counties were not part of any other, non-federally funded MJTF or other drug task force. It is possible that some of the counties in the comparison sample participated in non-federally funded drug or other task forces, and therefore that they would have derived many of the collaborative and coordinating benefits that they would accrue as part of federally-funded MJTFs. Therefore the findings above, which are indicative of a lack of significant differences between counties that are part of federally-funded MJTFs and those that are not, cannot fully address the question as to whether membership in a drug task force makes a difference when assessing key outcomes of interest.

Comparing Quality of Arrestees

Task force members generally argue they are arresting high level drug sellers, "high quality arrestees" likely to have a large impact on local drug crime. Ruback (1992), Smith (2000) and other studies note difficulties in identifying and measuring high value arrestees. The current study quantified a "high quality arrestee" with a summary criminal history measure computed for each person in the CCH database. That measure is a sum of a numerical seriousness ranking of each arrest in an offender's criminal history. The "rank" for each crime reflects the seriousness of the offense type (personal, property, drug, etc.) and Georgia statutory penalties (to rank within offense type). This summary criminal history measure, which is similar to a credit score, accounts for both chronicity and seriousness of an arrestee's criminal career. It ensures that a chronic shoplifter has a lower score than an offender with one prior armed robbery arrest. With this measure, it is possible to quantify the "value" of task force arrestees.

The second critical research question of this study is whether MJTF counties differ from statistically matched, non-MJTF counties in the types of persons arrested as result of drug interdiction efforts. The focused efforts of MJTFs to target higher-level offenders should result in the arrests of more serious offenders, those further up the hierarchy of drug offenders. Table 5 provides data to address this question, showing the proportion of arrestees in each matched county group that have no criminal history, a low to moderate severity criminal history, and a high severity criminal history. As indicated by the data, it does not appear that MJTF jurisdictions are any more likely to arrest offenders with a more extensive or serious criminal history.

Table 5. Prior History Severity Among MJTF and Non-MJTF Counties (2010-2012)

	None		Low-Moderate		High	
Group	Non-MJTF	MJTF	Non-MJTF	MJTF	Non-MJTF	MJTF
Group-1	60%	59%	13%	14%	27%	27%
Group-2	54%	51%	15%	17%	31%	32%
Group-3	52%	54%	16%	17%	32%	29%
Group-4	52%	53%	17%	16%	31%	32%
Group-5	53%	58%	14%	15%	32%	27%
Group-6	55%	56%	15%	17%	30%	27%

While the previous analysis leads us to suspect the quality of arrestees is similar in task force and non-task force sites, a further and more detailed analysis of CCH data does reveal a significant difference between MJTF and non-MJTF sites in terms of the age and drug offense nature of arrestees. In particular, MJTF counties were more likely to arrest serious young drug distribution offenders. We computed the criminal history severity scores for arrestees age 31 or younger who have at least one drug sale arrest, then identified the "top 2%" of this group (the 2% with the highest criminal history severity). This finding strongly suggests that the efforts of MJTF jurisdictions were more focused on (and successful in) apprehending young drug offenders who had already accumulated a large number of distribution charges. Thus MJTF jurisdictions arguably make more quality arrests.

Table 6. Top 2% Drug Sales History By Age (2010-2012)

Non-MJTF	Males	Females
Age 17-31	26%	20%
Age 32-45	44%	46%
Age 46+	30%	35%
MJTF		
Age 17-31	34%	26%
Age 32-45	43%	44%
Age 46+	23%	30%

Conclusions and Discussion

The present study of Georgia Multijurisdictional Drug Task Forces (MJTFs) had two objectives: to conduct an extensive organizational/process evaluation using surveys, network collaboration assessment, interviews, and descriptive analyses; and to attempt to isolate the drug task force effects on crime and arrests by employing propensity score matching (PSM) to identify the "best" MJTF and non-MJTF comparison sites.

Echoing findings of prior research, drug task forces exhibit a high degree of communication, coordination, information sharing, and overall inter-agency operations. Task force members support their mission and perceive that they are successful in meeting their local and statewide task force goals. As found by Smith (2000), MJTFs are effective as measured by perceptions of their members. However, when effectiveness is defined using more objective criteria such as assessing the direct impacts of MJTFs on crime and arrest rates, we found no evidence that task force membership makes a difference. This is the case both prior to and after the 2008 recession using the 2002-2004 study period. As noted earlier, the 2002-2004 time period was used to assess whether the post-2008 public drop in revenues and declining arrests accounted for findings observed in the 2010-2012 period.

There is, however, one notable exception to this two-decade chorus of uncertain results. There is no evidence that drug task forces are "running up" statistics with arrests of low-level drug cases in Georgia. No differences were found between task force and matched non-task force sites with respect to first-time drug offenders or even among drug offenders with a likely history of chronic

possession. When the prior history measures shift to the very high risk (top 2%) of offenders with extensive and chronic histories of drug sales/distributions, the drug task force sites exhibit a significant difference in both the 2002-2004 and 2010-2012 periods. Although encouraging, this trend did not hold up across all strata, in that it appears that the smaller jurisdictions (likely rural) exhibited a higher impact with respect to this particular finding.

In summary, the drug task forces are doing exactly what their members report in both survey and personal interviews. They are not, in general or as policy, targeting simple possession cases, and at least in some locations, they are arresting active and chronic drug sellers/distributors. MJTF sites arrear to be focusing on higher-value arrestees, in that our results suggest that they are apprehending young, very active drug dealers at a greater rate than non-MJTF sites. Nonetheless, these specific efforts are apparently not sufficient enough to impact aggregate crime and drug arrest trends. The drug task forces are meeting their stated goals, but despite these efforts, their productivity seems to fail to significantly impact national metrics, such as reported crime and increased arrests.

There are several plausible explanations for these findings. Some counties in the comparison sample may in fact participate in drug task force activities, just not the federally-funded MJTFs. This may in large part explain inclusive findings across all comparison groups. It is not unreasonable to assume that some comparison counties were operating enhanced interdiction efforts (or formally funded sites) but are not federally funded task forces. As such, they would ostensibly benefit from the collaborative and coordinated efforts noted in the surveys and interviews of MJTF members, thus potentially confounding the matching process.

There is another plausible explanation that has yet to receive empirical attention but surfaces in private interviews among MJTF and on-MJTF personnel. Key questions remain unanswered concerning our methods of assessing the impact of MJTFs on drug and other offense metrics. Does MJTF evaluation research rely too heavily the same outcome metrics (arrests, UCR, and MJTF productivity)? Are these measures, in fact, insensitive to MJTF-specific annual objectives which could vary across sites? Do MJTF outcomes vary to some degree on task force maturity, investigative infrastructure, credible confidential informants, and availability of reliable intelligence? Does this explain why some MJTF sites look similar to non-MJTF sites? Does this explain why UCR rates may not change, despite high productivity levels achieved by MJTFs?

To elaborate, future MTJF research may need to consider the underlying drug network organization and how it varies across MTJF sites. This will entail an examination of specific features of the local drug networks targeted by MJTFs, as well as an examination of the levels and types of structures and drug network functions addressed by local MJTF efforts. In general, drug networks rely on three operational functions:

1. Supply Chain: This function refers to distributors/sources and street retailers responsible for end-user and local supply. Although the MJTF attempt to target regional and higher-level suppliers, these investigations require considerable resources and time that are not possible with just street retailers alone.

2. Business Structures: Street retailers are not involved directly in distribution, but they hold key positions overseeing operations: salaries, recruitment, training, mule coordination. These essential network operations may be unknown to street retailers so high-levels network target are required to access this level.

3. Support Activities: This class of targets provides critical ancillary services that support the overall operation: drug cutting/mixing, coordination of legitimate services (accounting, real estate), transporters/runners, debt collectors, aircraft or marine operations, and storage facility operators. Although the MJTF may make arrests in this area, thus increasing reported seizures and asset forfeitures, it may not yield access to higher-level targets and organizers.

Accessing high-value targets may depend on the maturity, investigative infrastructure, credible confidential informants, and intelligence accessible to individual MJTFs. Unfortunately, individual task forces may be at different stages in their investigative capacity. Consequently, their measureable objectives (output) could vary significantly across task forces and over time - even within a single task force. A new MJTF may ramp up their investigative capacity by targeting street retailers as an initial means of developing informants to subsequently access higher-level traffickers. This can take years, once prosecution/conviction times are taken into account. At the same time, new retailers are replacing recent arrestees, thus introducing additional challenges as the network adapts. Among mature MJTF sites, this intelligence and confidential infrastructure has yielded results, allowing the MJTF to move up to the next level of drug networks and players.

To illustrate this issue, Figure 2 on the next page displays a conceptual framework of task maturity/interdiction capacity and the expected goals and offender targets. Task Force A is new and recently re-organized. As a result, Task Force A may have undeveloped investigative infrastructure that is incapable of pursuing high-value targets and distributors. Lack of credible confidential informants (CI) and incomplete and unreliable intelligence requires over-reliance on street-level tactics and goals. The task force may need to devote time (e.g., years) to establish this capacity with repeated street-buys and low-level street arrests. Even though sellers are replaced soon after arrest, concentrating on this tactic will eventually establish the required intelligence to justify new goals and targets. One would therefore expect from these efforts high arrest volume and low drug amount seizures and asset forfeitures. This effort may not even rise above non-MTJF site efforts.

Figure 2. Interdiction Maturity & Relationship to
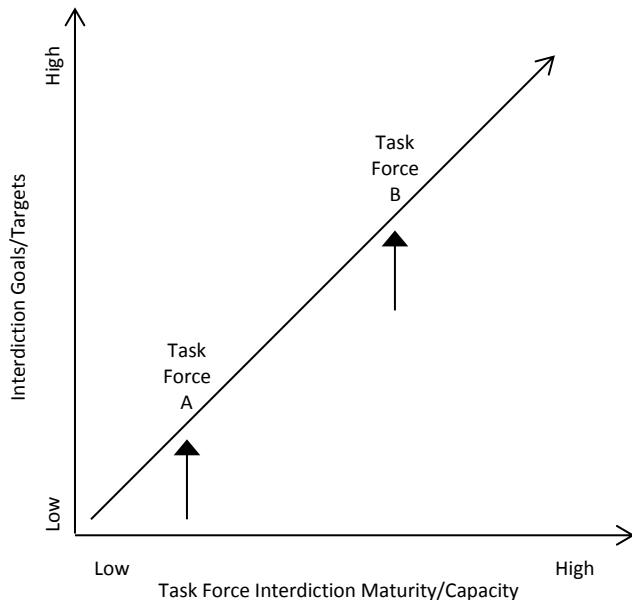
An advanced task force with developed CI capacity and reliable intelligence may have moved past the retail (street) level and have acquired the legal basis to obtain wiretap warrants to investigate high value network targets with labor intensive electronic surveillance: interstate suppliers, business operations, recruiters, and others who are not engaged directly in retail supply.

This mature MJTF, however, may yield fewer arrests in the initial investigative phases, such as during the wiretap period, although they may expect higher yields in the ensuing years. This cycle may repeat itself several times, as the illicit drug trade adjusts and in alignment with changing law enforcement tactics. This relationship then posits that as an MJTF matures, the nature and amount of interdiction efforts and associated outcomes will mature as well. This suggests that one important criterion for future evaluations of the impacts of MJTFs will be an assessment of their maturity, reflecting the degree to which specific task forces have cultivated certain methods and means within their communities.

This key dimension or maturation, unfortunately, has not been considered in MJTF evaluations, including the present study. An MJTF may demonstrate considerable success based on internal development of structures and methods, degree of collaborative functioning, and degree to which the task force meets its stated objectives. Despite these positive indicators however, they may nonetheless fail to achieve annual targets with respect to crime and arrest rates and productivity. This may explain, in part, the lack of clear and conclusive findings about MJTF success when compared to non-MJTF sites. While not having done so represents a limitation of the present study, it is recommended that future efforts to evaluate the effectiveness of MJTFs take the important criteria of MJTF maturity into account as they consider outcome and impact measures and metrics.

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Thank you for taking time to complete the Multi-Jurisdictional Drug Task Force partner survey. What follows is a series of questions about the operations of the drug task force that serves your county or municipality.

Please respond to these questions based on your knowledge of the task force and your agency's role in the task force's work.

This survey should not take more than **20 minutes** to complete. If you are logged off the survey, you can come back in with your username and password and continue where you left off.

Your feedback and responses are invaluable.

Task Force Collaboration and Tactics

For the statements below, please indicate the response that most closely reflects your relationship with the drug task force in your area.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
All task force members work together to decide on investigative tactics.					
All task force members work together to decide on prosecutorial tactics.					
Prosecutorial tactics are consistent with the level of evidence gathered from task force investigations.					
The task force employs tactics based on clear and specific criteria.					
The Office of the Prosecutor takes a leading role in the task force.					

Task Force Goals and Operations

For the statements below, please indicate the response that most closely reflects your relationship with the drug task force in your area.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The district attorney's office in our circuit(s) does not aggressively pursue the task force's cases.					
Our task force is able to assess the degree to which we are meeting our objectives and goals.					
Our task force monitors its performance and uses that information to revise objectives on a regular basis.					
Our task force is comprised mostly of experienced staff members who are well-versed in drug enforcement operations/enforcement.					
My MJTF commander's managerial style is conducive to getting things done.					

Task Force Commander Questions

For the statements below, please indicate the response that most closely reflects your relationship with the drug task force in your area.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
My MJTF commander is committed to facilitating cooperation between task force partners.					
My MJTF commander is committed to facilitating effective communication between task force partners.					
My MJTF commander has sufficient experience with drug enforcement operations.					
Our task force agents need more direction from our commander to better do their jobs.					
My MJTF commander is the right person for the job.					

Task Force Activities and Cases

For the statements below, please indicate the response that most closely reflects your relationship with the drug task force in your area.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Staff turnover has a big impact on our MJTF.					
My task force has all the staff resources it needs to effectively investigate cases.					
The drug task force has been effective at reducing the availability of drugs in my community.					
Non-member local law enforcement agencies often call the task force out on minor narcotics arrests.					
The task force is an effective way to address the problems of illegal drug activity.					

Task Force Efficiency and Resources

For the statements below, please indicate the response that most closely reflects your relationship with the drug task force in your area.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The task force has allowed the law enforcement partners to move beyond low-level deals to focus on more highly organized drug activity.					
Local law enforcement agencies that are not members of the task force trust the task force's ability to pursue drug cases.					
Other law enforcement agencies that are not task force members hinder our task force drug enforcement efforts.					
The task force is the primary drug enforcement entity in my community (we handle all drug cases).					
Staff shortages at member agencies impact our MJTF.					

For the questions below, please characterize the level of involvement each agency has with the task force.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Very High	High	Moderate	Low	Very Low
How would you characterize the level of prosecutorial involvement in task force activities?					
How would you characterize the level of coordination between all task force agencies?					

Please characterize how the task force's creation affected the communication between agencies, if at all.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Great increase in communication	Moderate increase in communication	Slight increase in communication	No change in level of communication	Less communication than before task force formation
How has formation of the task force affected communication among partnering agencies?					
How has formation of the task force affected communication with local/state law enforcement agencies?					

Does your agency rely on a computerized system to collect and manage data? *Circle one answer only.*

Yes
No

What is the name of the computer system your agency uses to collect and manage data ?
Write in answer

_____

Does that system help you in your intelligence gathering efforts during an investigation? *Circle one answer only.*

Yes
No

Does your agency deconflict enforcement events such as warrants or stings? *Circle one answer only.*

Yes
No

Does your agency deconflict persons of interest? *Circle one answer only.*

Yes
No

What system does your agency use to deconflict enforcement events? *Circle one answer only.*

Atlanta HIDTA's Deconfliction System
DEA's Deconfliction System
Other *(Please write in)* _____

As a member of the task force, how much do you personally feel involved in the decision-making processes of the task force? *Circle one answer only.*

Great deal of involvement
Moderate involvement
Little involvement
No involvement

What is the primary goal of your drug task force *Write in answer.*

_____

_____

Does the task force (members and agencies) meet regularly? (By regularly, we mean that the task force has scheduled time to meet within specific time intervals.) *Circle one answer only.*
 Yes
 No

With what frequency does your task force meet? *Circle one answer only.*
 Weekly
 Bi-Weekly
 Monthly
 Bi-Monthly
 Quarterly
 Other *(Please write in)* _____

Does your agency regularly participate in these meetings? *Circle one answer only.*

 Yes
 No

Are there one or more agencies on your task force that do not regularly participate in task force activities? *Circle one answer only.*

 Yes
 No

Are there one or more agencies on your task force that participate only because they feel that they need to? *Circle one answer only.*

 Yes
 No

Does the task force conduct joint training for all task force personnel? *Circle one answer only.*
 Yes
 No

Do all task force member agencies typically participate in the joint training sessions? *Circle one answer only.*

 Yes
 No

How many task force training sessions have you attended in the past year? *Circle one answer only.*

 1 - 2
 3 - 4
 5 - 6
 7 or more

How often are trainings conducted? *Circle one answer only.*

 At least once per month
 Every other month
 Quarterly
 Semi-annually
 Annually
 Training not conducted on a regular schedule
 Never

Does your task force have all of the equipment and personnel it needs to be effective? *Circle one answer only.*

 Yes
 No
If no, please describe what is needed for maximum effectiveness
 Write in answer.

_____

_____

How often does the task force formally share its work and findings with the larger criminal justice community? *Circle one answer only.*

At least monthly
Quarterly
Semi-annually
Annually
Less than once per year

Based on your knowledge of task force activities, rate the quality of the drug cases in which the task force is involved (i.e. likelihood of prosecution). *Circle one answer only.*

Very High
High
Moderate
Low
Very Low

Rate your perceived importance as a member of the task force on a scale of 1-10, where 1 means not at all important and 10 means very important.
Write in answer within the range 1 - 10

Which of following best describes your agency? *Circle one answer only.*

Law Enforcement
Local Government/ Fiscal Agent
Courts
Child Welfare
Medical
Prosecutor
Schools
Other, please specify *(Please write in)*
_____ ....

Does your agency conduct any drug enforcement activities outside of the task force? *Circle one answer only.*

Yes
No

Estimate the percentage of drug enforcement cases in your service area that the drug task force handles. (Answer should be between 0 and 100.) *Write in answer.*

Estimate the percentage of drug enforcement cases that non-task force law enforcement agencies in your service area handle. (Answer should be between 0 and 100.) *Write in answer.*

Are there any other task forces in counties near yours? *Circle one answer only.*

Yes
No

Please rate your level of agreement with this statement, "Our task force collaborates/shares information with other task forces nearby." *Circle one answer only.*

Strongly Agree
Agree
Neither agree nor disagree
Disagree
Strongly disagree

On average, how many cases does each task force agent have open at one time?   *Write in answer.*

My agency is producing more drug arrests as a member of the task force than before joining the task force. *Circle one answer only.*

Strongly Agree
Agree
Neither agree nor disagree
Disagree
Strongly disagree

Is there a prosecutor(s) specifically assigned full-time to the task force? *Circle one answer only.*

Yes
No

On average, how many task force initiated cases does your office have open at one time? *Write in answer.*

Please select the box which applies to your agency.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The drug task force and the District Attorney's Office work together closely to help build the strongest cases for prosecution.					
I feel like an equal partner providing leadership to the task force efforts.					
The drug task force in our community does not solicit much input on cases from the prosecutor's office.					

Please answer the following questions about your experience with your local multi-jurisdictional task force.

Please select only one answer.

The following statements talk about the collaborative's history and effectiveness. Please indicate the degree to which you agree to each statement. *Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."*

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Agencies in our community have a history of working together.					
Trying to solve problems through collaboration has been common in this community. It's been done before.					
Leaders in this community who are not part of our collaborative group seem hopeful about what we can accomplish.					
Others (in this community) who are not part of this collaboration would generally agree that the organizations involved in this collaborative project are the "right" organizations to make this work.					

The following statements talk about the political and social climate, mutual respect, and understanding of collaborative projects.   Please indicate the degree to which you agree to each statement.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The political and social climate seems to be "right" for starting a collaborative project like this one.					
The time is right for this collaborative project.					
People involved in our collaboration always trust one another.					
I have a lot of respect for the other people involved in this collaboration.					

The following statements talk about the cross section of members and the effectiveness of the collaboration. Please indicate the degree to which you agree to each statement.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The people involved in our collaboration represent a cross-section of those who have a stake in what we are trying to accomplish.					
All the organizations that we need to be members of this collaborative group have become members of the group.					
My organization will benefit from being involved in this collaboration.					
People involved in our collaboration are willing to compromise on important aspects of our project.					

The following statements talk about the personal investment and participation of the collaborative group. Please indicate the degree to which you agree to each statement.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts.					
Everyone who is a member of our collaborative group wants this project to succeed.					
The level of commitment among the collaborative participants is high.					
When the collaborative group makes major decisions, there is always enough time for members to take information back to their organizations to confer with their colleagues about what the decision should be.					
Each of the people who participate in this collaborative group can speak for the entire organization they represent, not just a part.					

The following statements talk about the flexibility, decision making skills, development of roles, and responsibilities of the collaborative group. Please indicate the degree to which you agree to each statement.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
There is a lot of flexibility when decisions are made; people are open to discussing different options.					
People in this collaborative group are open to different approaches to how we can do our work. They are willing to consider different ways of working.					
People in this collaborative group have a clear sense of their roles and responsibilities.					
There is a clear process for making decisions among the partners in this collaboration.					

The following statements talk about the collaborative's ability to adapt and work accordingly to the situations at hand. Please indicate the degree to which you agree to each statement.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
This collaboration is able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership.					
This group has the ability to survive even if it had to make major changes in its plans or add some new members in order to reach its goals.					
This collaborative group has tried to take on the right amount of work at the right pace.					
We are currently able to keep up with the work necessary to coordinate all the people, organizations, and activities related to this collaborative project.					

The following statements talk about the communication and relationships within the collaboration. Please indicate the degree to which you agree to each statement.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
People in this collaboration communicate openly with one another.					
I am informed as often as I should be about what goes in in the collaboration.					
The people who lead this collaborative group communicate well with the members.					
Communication among the people in this collaborative group happens both at formal meetings and in informal ways.					
I personally have informal conversations about the project with others who are involved in this collaborative group.					

The following statements talk about objectives, goals, and vision of the collaboration. Please indicate the degree to which you agree to each statement.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I have a clear understanding of what our collaboration is trying to accomplish.					
People in our collaborative group know and understand our goals.					
People in our collaborative group have established reasonable goals.					
The people in this collaborative group are dedicated to the idea that we can make this project work.					
My ideas about what we want to accomplish with this collaboration seem to be the same as the ideas of others.					

The following statements ask about the unique purpose, sufficient funding, and the leadership skills of the collaborative project. Please indicate the degree to which you agree to each statement.

Select one answer on each line across. Please clearly mark your answer with an "X" or "✓."

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
What we are trying to accomplish with our collaborative project would be difficult for any single organization to accomplish by itself.					
No other organization in the community is trying to do exactly what we are trying to do.					
Our collaborative group has adequate funds to do what it wants to accomplish.					
Our collaborative has adequate "people power" to do what it wants to accomplish.					
The people in leadership positions for this collaborative have good skills for working with other people and organizations.					

Please mail your completed survey in the enclosed postage paid envelope.

Thank you for your participation!

Appendix B: CJCC Multijurisdictional Drug Task Force Survey Results (All Questions) N=193

Task Force Collaboration and Tactics

Question	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	#	%	#	%	#	%	#	%	#	%
All task force members work together to decide on invesitgative tactics.	93	48%	78	40%	15	8%	7	4%	0	0%
All task force members work together to decide on prosecutorial tactics.	71	37%	75	39%	37	19%	10	5%	0	0%
Prosecutorial tactics are consistent with the level of evidence gathered from task force investigations.	85	44%	82	43%	20	10%	6	3%	0	0%
The task force employs tactics based on clear and specific criteria.	101	52%	75	39%	14	7%	3	2%	0	0%
The Office of the Prosecutor takes a leading role in the task force.	57	30%	69	36%	49	25%	15	8%	3	1%

Task Force Goals and Operations

Question	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	#	%	#	%	#	%	#	%	#	%
The district attorney's office in our circuit(s) does not aggressively pursue the task force's cases.	7	4%	10	5%	32	17%	90	47%	53	28%
Our task force is able to assess the degree to which we are meeting our objectives and goal.	64	33%	105	55%	18	9%	5	3%	0	0%
Our task force monitors its performance and uses the information to revise objectives on a regular basis.	73	38%	96	50%	18	10%	4	2%	0	0%
Our task force is comprised mostly of experienced staff members who are well-versed in drug enforcement and operations/enforcement.	91	47%	84	44%	13	7%	4	2%	0	0%
MY MJTF commander's managerial style is conducive to getting things done.	112	58%	61	32%	15	8%	2	1%	2	1%

Task Force Goals Commander Questions

Question	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	#	%	#	%	#	%	#	%	#	%
My MJTF commander is committed to facilitating cooperation between task force partners.	123	64%	57	30%	10	5%	2	1%	0	0%
My MJTF commander is committed to facilitating effective communication between task force partners.	116	60%	61	32%	13	7%	2	1%	0	0%
My MJTF commander has sufficient experience with drug enforcement operations.	122	64%	56	29%	10	5%	4	2%	0	0%
Our task force agents need more direction from our commander to better do their jobs.	4	2%	15	8%	34	18%	101	53%	37	19%
My MJTF commander is the right person for the job.	119	62%	49	26%	20	10%	2	1%	1	1%

Task Force Activities and Cases

Question	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	#	%	#	%	#	%	#	%	#	%
Staff turnover has a big impact on our MJTF.	21	11%	48	25%	49	25%	57	30%	18	9%
My task force has all the staff resources it needs to effectively investigate cases.	11	6%	45	23%	42	22%	70	36%	25	13%
The drug task force has been effective at reducing the availability of drugs in my community.	62	32%	97	50%	24	13%	8	4%	2	1%
Non-member local law enforcement agencies often call the task force out on minor narcotics arrests.	13	7%	60	31%	62	32%	47	24%	11	6%
The task force is an effective way to address the problems of illegal drug activity.	134	69%	44	23%	12	6%	3	2%	0	0%

Task Force Efficiency and Resources

Question	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	#	%	#	%	#	%	#	%	#	%
The task force has allowed the law enforcement partners to move beyond low-level deals to focus on more highly organized drug activity.	67	35%	86	45%	28	14%	11	6%	1	0%
Local law enforcement agencies that are not members of the task force trust the task force's ability to pursue drug cases.	68	35%	84	43%	34	18%	7	4%	0	0%
Other law enforcement agencies that are not task force members hinder our task force drug enforcement efforts.	5	3%	14	7%	70	36%	84	44%	20	10%
The task force is the primary drug enforcement entity in my community (we handle all drug cases).	56	29%	72	37%	35	18%	22	12%	8	4%
Staff shortages at member agencies impact our MJTF.	33	17%	61	31%	63	33%	29	15%	7	4%

Involvement and Communication

Question	Very High		High		Moderate		Low		Very Low	
	#	%	#	%	#	%	#	%	#	%
How would you characterize the level of prosecutorial involvement in task force activities?	54	28%	75	39%	56	29%	6	3%	1	1%
How would you characterize the level of coordination between all task force agencies?	67	35%	66	34%	55	28%	3	2%	1	1%
Based on your knowledge of task force activities, rate the quality of the drug cases in which the task force is involved (i.e. likelihood of prosecution).	103	55%	60	32%	20	11%	3	1%	2	1%

Question	Great Increase		Moderate Increase		Slight Increase		No change		Less Communication	
	#	%	#	%	#	%	#	%	#	%
How has formation of the task force affected communication among partnering agencies?	85	45%	67	35%	25	13%	14	7%	0	0%
How has formation of the task force affected communication with local/state law enforcement agencies?	88	46%	76	40%	14	7%	13	7%	0	0%

Question	Great Involvement		Moderate Involvement		Little Involvement		No Involvement			
	#	%	#	%	#	%	#	%		
As a member of the task force, how much do you personally feel involved in the decision-making process of the task force?	86	45%	69	36%	24	13%	12	6%		

Question	At least monthly		Quarterly		Semi-annually		Annually		Less than once per ye	
	#	%	#	%	#	%	#	%	#	%
How often does the task force formally share its work and findings with the larger criminal justice community?	68	36%	82	44%	4	2%	16	9%	17	9%

Question	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	#	%	#	%	#	%	#	%	#	%
Please rate your level of agreement with this statement, "Our task force collaborates/share information with other task forces nearby."	28	45%	28	45%	6	10%	0	0%	0	0%
My agency is producing more drug arrests as a member of the task force than before joining the task force.	73	43%	52	31%	32	19%	6	4%	5	3%

Question	Yes		No							
	#	%	#	%						
Are there any other task forces in counties near yours?	116	70%	51	30%						

Technology and Resources

Question	Yes		No	
	#	%	#	%
Does your agency rely on a computerized system to collect and manage data?	153	80%	38	20%
Does the system help you in your intelligence gathering efforts during an investigation?	132	86%	21	14%
Does your task force have all of the equipment and personnel it needs to be effective?	71	38%	117	62%

Drug and Law Enforcement Activities

Question	Yes		No			
	#	%	#	%		
Does your agency conduct any drug enforcement activities outside of the the task force?	110	66%	57	34%		
Does your agency deconflict enforcement events such as warrants or stings?	127	68%	61	32%		
Does your agency deconflict persons of interest?	112	60%	75	40%		

Question	Atlanta's HIDTA		DEA		Other	
	#	%	#	%	#	%
What system does your agency use to deconflict enforcement events?	83	72%	12	10%	21	18%

Training and Meetings

Question	Yes		No	
	#	%	#	%
Does the task force (members and agencies) meet regularly?	184	95%	9	5%
Does your agency regularly participate in these meetings?*	43	86%	7	14%
Are there one or more agencies on your task force that do not regularly participate in task force activities?	35	18%	157	82%
Are there one or more agencies on your task force that participate only because they feel that they need to?	27	14%	162	86%
Does the task force conduct joint training for all task force personnel?*	39	85%	7	15%
Do all task force member agencies typically participate in the joint training sessions?*	31	66%	16	34%

	Weekly		Bi-Weekly		Monthly		Bi-Monthly		Quarterly	
	#	%	#	%	#	%	#	%	#	%
With what frequency does your task force meet?*	7	14%	1	2%	15	31%	5	10%	21	43%

	None*		1 to 2		3 to 4		5 to 6		7 or More	
	#	%	#	%	#	%	#	%	#	%
How many task force training sessions have you attended in the past year?*	4	10%	26	63%	10	25%	1	2%	0	0%

	Once a Month		Every Other Month		Quarterly		Semi-Annually		Annually	
	#	%	#	%	#	%	#	%	#	%
How often are trainings conducted?*	3	7%	4	9%	9	21%	1	2%	5	12%

Prosecutors

Question	Yes		No	
	#	%	#	%
Is there a prosecutor(s) specifically assigned full-time to the task force?*	14	37%	24	63%

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
	#	%	#	%	#	%	#	%	#	%
The drug task force and the District Attorney's Office work together closely to help build the strongest cases for prosecution.	16	39%	21	51%	3	8%	1	2%	0	0%
I feel like an equal partner providing leadership to the task force efforts.	13	32%	20	49%	4	10%	3	7%	1	2%
The drug task force in our community does not solicit much input on cases from the prosector's office.	1	2%	2	5%	8	20%	21	51%	9	22%

The Wilder Collaboration Factors Inventory

Factors Related to the Environment

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
History of collaboration or cooperation in the community	#	%	#	%	#	%	#	%	#	%
Agencies in our community have a history of working together.	52	27%	96	50%	30	16%	14	7%	0	0%
Trying to solve problems through collaboration have been common in this community. It's been done a lot before.	47	25%	97	50%	36	19%	12	6%	0	0%
Collaborative group seen as a legitimate leader in the community.										
Leaders in the community who are not part of our collaborative group seem hopeful about what we can accomplish.	50	26%	100	52%	35	18%	7	4%	0	0%
Others (in this community) who are not part of this collaboration would generally agree that the organizations involved in this collaborative project are the "right" organizations to make this work.	60	31%	90	47%	39	20%	3	2%	0	0%
Favorable political and social climate										
The political and social climate seems to be "right" for starting a collaborative project like this one.	60	31%	93	49%	34	18%	4	2%	0	0%
The time is right for this collaborative project.	69	36%	90	48%	29	15%	2	1%	0	0%

Factors Related to Membership Characteristics

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
Mutual respect, understanding, and trust	#	%	#	%	#	%	#	%	#	%
People involved in our collaboration always trust one another.	40	21%	93	49%	50	26%	7	4%	0	0%
I have a lot of respect for the other people involved in this collaboration.	70	37%	99	52%	22	11%	0	0%	0	0%
Appropriate cross section of members										
The people involved in our collaboration represent a cross section of those who have a stake in what we are trying to accomplish.	61	32%	101	53%	25	13%	4	2%	0	0%
All the organizations that we need to be members of this collaborative group have become members of the group.	32	17%	74	39%	67	35%	16	8%	2	1%
Members see collaboration as in their self-interest										
My organization will benefit from being involved in this collaboration.	80	42%	88	46%	21	11%	1	1%	0	0%
Ability to compromise										
People involved in our collaboration are willing to compromise on important aspects of our project.	52	27%	92	48%	40	21%	7	4%	0	0%

Factors Related to Process/Structure

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
Members share a stake in both process and outcome	#	%	#	%	#	%	#	%	#	%
The organizations that belong to our collaborative group invest the right amount of time in our collaborative efforts.	47	24%	88	46%	46	24%	11	6%	0	0%
Everyone who is a member of our collaborative group wants this project to succeed.	80	42%	91	47%	21	11%	0	0%	0	0%
The level of commitment among the collaboration participants is high.	70	36%	88	46%	32	17%	2	1%	0	0%
Multiple layers of participation										
When the collaborative group makes major decisions, there is always enough time for members to take information back to their organizations to confer with colleagues about what the decision should be.	54	28%	98	51%	32	17%	8	4%	0	0%
Each of the people who participate in decisions in this collaborative group can speak for the entire organization they represent, not just a part.	51	27%	89	46%	48	25%	4	2%	0	0%
Flexibility										
There is a lot of flexibility when decisions are made; people are open to discussing different options.	62	32%	86	45%	40	21%	3	2%	0	0%
People in this collaborative group are open to different approaches to how we can do our work. They are willing to consider different ways of working.	65	34%	94	49%	29	15%	3	2%	0	0%
Development of clear roles and policy guidelines										
People in this collaborative group have a clear sense of their roles and responsibilities.	64	33%	95	50%	28	15%	4	2%	0	0%
There is a clear process for making decisions among the partners in this collaboration.	66	35%	89	47%	29	15%	6	3%	0	0%
Adaptability										
This group has the ability to survive even if it had to make major changes in its plans or add some new members in order to reach its goals.	38	20%	86	45%	52	28%	10	5%	4	2%
This collaboration is able to adapt to changing conditions, such as fewer funds than expected, changing political climate, or change in leadership.	30	16%	82	43%	58	31%	16	8%	4	2%
Appropriate pace of development										
This collaborative group has tried to take on the right amount of work at the right pace.	44	23%	106	56%	37	19%	3	2%	0	0%
We are currently able to keep up with the work necessary to coordinate all the people, organizations, and activities related to this collaborative project.	26	14%	83	43%	64	34%	14	7%	3	2%

Factors Related to Communication

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
Open and frequent communication	#	%	#	%	#	%	#	%	#	%
People in this collaboration communicate openly with one another.	53	28%	99	52%	34	18%	4	2%	0	0%
I am informed as often as I should be about what goes on in the collaboration.	58	30%	95	50%	32	17%	3	2%	2	1%
The people who lead this collaborative group communicate well with the members.	60	32%	92	48%	32	17%	5	2%	1	1%
Established informal relationships and communication links										
Communication among the people in this collaborative group happens both at formal meetings and in informal ways.	64	34%	98	51%	24	13%	4	2%	0	0%
I personally have informal conversations about the project with others who are involved in this collaborative group.	55	29%	89	47%	36	19%	6	3%	4	2%

Factors Related to Purpose

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
Concrete, attainable goals and objectives	#	%	#	%	#	%	#	%	#	%
I have a clear understanding of what our collaboration is trying to accomplish.	73	38%	93	48%	19	10%	3	2%	3	2%
People in our collaborative group know and understand our goals.	67	35%	95	50%	24	13%	5	2%	0	0%
People in our collaborative group have established reasonable goals.	63	33%	98	51%	26	14%	4	2%	0	0%
Shared vision										
The people in this collaborative group are dedicated to the idea that we can make this project work.	67	35%	97	51%	26	13%	1	1%	0	0%
My ideas about what we want to accomplish with this collaboration seem to be the same as the ideas of others.	56	29%	101	53%	32	17%	2	1%	0	0%
Unique purpose										
What we are trying to accomplish with our collaborative project would be difficult for any single organization to accomplish by itself.	95	49%	72	38%	23	12%	2	1%	0	0%
No other organization in the community is trying to do exactly what we are trying to do.	78	40%	67	35%	38	20%	9	5%	0	0%

Factors Related to Resources

	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree	
Sufficient funds, staff, materials, and time	#	%	#	%	#	%	#	%	#	%
Our collaborative group has adequate funds to do what it wants to accomplish.	3	2%	23	12%	60	31%	69	36%	37	19%
Our collaborative group has adequate "people power" to do what it wants to accomplish.	11	6%	40	21%	60	31%	52	27%	28	15%
Skilled leadership										
The people in leadership positions for this collaboration have good skills for working with other people and organizations.	80	41%	77	40%	32	17%	3	2%	0	0%

* = technical glitch in the online survey prevented this question from appearing for most respondents

Prosecutor Interview Questions

1. Does your task force have regularly scheduled meetings for team members?
2. Do you participate in regularly scheduled MJTF meetings?
3. Do you feel like an equal partner providing leadership to the task force?
4. How would you describe the level of communication between the prosecutor's office and other task force members?
5. Does someone from the prosecutor's office regularly review task force search warrants, affidavits and complaints?
6. Do you have a prosecutor assigned full-time to the task force? If not, how many task force cases does each prosecutor carry on average at any one time?
7. Do you have the necessary resources to provide services to the task force?
8. How would you describe the quality of drug cases that originate with the task force?
9. Does your agency take an active role in case planning with the task force to ensure quality cases? At what point does the prosecutor's office become involved with a case that the task force is working?
10. How are case dispositions reported back to the task force?
11. Please describe the practices/procedures that facilitate successful prosecution and conviction of task force cases.
12. How would you characterize the quality of task force investigations?
13. How would you characterize the quality of task force reports?
14. How would you characterize the quality of court room demeanor and testimony of task force personnel?
15. What kind of training and support does your staff receive to handle complex drug cases?
16. Is the criminal justice system, including the jury pool, in your county generally supportive of drug law enforcement?
17. Please describe your perceived effectiveness of the task force to reduce the availability of drugs in the community.
18. Please describe how you think the community perceives the effectiveness of the task force to reduce the availability of drugs in the community.
19. What is the most significant public safety concern of your constituents?
20. What do you think can be done to improve task force cases?

Drug Task Force Commander Interview Questions

1. How long have you been the task force commander?
2. How were you selected to be the task force commander?
3. What is your role as commander?
4. What training have you had?
5. What are the main goals of your task force?
6. Does the task force have an advisory board or executive committee to guide decision-making and provide oversight?
7. How often does the task force develop/update its formal threat assessment? Does the task force develop specific things to be accomplished that address the threat assessment?
8. Please describe the make-up of your task force.
9. Does your task force have ongoing training? With what frequency?
10. Do you attend? Do all task force members regularly attend?
11. Do you have regular meetings with the task force?
12. Do all task force members regularly attend?
13. How would you describe the level of communication between yourself your task force members?
14. Is there a strong commitment between task force members to work together cooperatively, or are there turf issues between agencies?
15. What role do you play in the selection of new task force personnel?
16. Is there formal training for new personnel?
17. Do you have any problems with frequent turnover in task force staffing?
18. Do you have a process to ensure that qualified personnel are assigned to the task force from all participating agencies?
19. Does the task force maintain its own computerized records system and/or intelligence system? Please describe.
20. Is asset seizure used as a tool to dismantle or disrupt drug trafficking organizations?
21. Does the task force work all drug cases in the jurisdictions covered by the task force?
22. Does the task force have access to deconfliction databases? Which ones? Are cases regularly deconflicted?
23. What is the average number of cases that each agent is working at any given time?
24. Are there other drug task forces nearby? If so, do you collaborate or share information with them?
25. Does the task force target certain types of drug cases?
26. Please describe the role of the prosecutor with the task force.
27. Does someone from the prosecutor's office regularly review task force search warrants, affidavits and complaints?
28. Does involvement of the prosecutor improve the ability of the task force to process cases and evidence?
29. Please talk about the quality of cases made by the drug task force.
30. Do you receive any follow-up information on task force cases (i.e. convictions, court dispositions)? Do you regularly collect, report, and discuss that feedback?
31. Is the community aware of the work of the task force? How do you actively promote task force successes?
32. Do you think the task force has the ability to effectively reduce the availability of drugs in your community? What could improve your level of effectiveness?
33. What are the most critical issues for this task force and what are your plans to address them?
34. If federal funding for your task force ended, do you have a funding source in the community that could meet the financial needs of task force operations?

Drug Task Force Member Interview Questions

1. Do you consider yourself/your agency to be active participants in the task force?
2. Please describe your role in the task force.
3. Do you regularly attend task force meetings?
4. Do you regularly attend task force trainings?
5. Do you have the necessary resources to provide support to the task force?
6. Is there regular communication between task force personnel and participating agencies?
7. Does the task force target certain types of drug cases?
8. As a task force member, do you get follow-up information on task force cases (i.e. convictions)? Does the task force team regularly use such feedback for planning and strategy purposes?
9. Is there a strong commitment between task force members to work together cooperatively, or are there turf issues between agencies?
10. Does the task force periodically develop a formal threat assessment? Is it shared with all task force members?
11. Are you able to adjust to changing personnel needs of the task force and ensure seasoned personnel are available to the task force?
12. Do you feel like you have a clear role in the task force?
13. Is the community aware of the work of the task force?
14. What are the most critical issues for this task force?
15. What other feedback do you have about the work of the task force or your role as a member of the task force?