Evaluation of the Multijurisdictional Drug and Violent Crime Task Forces in Oklahoma

Prepared for the

Justice Assistance Grant Board

Oklahoma Statistical Analysis Center

May 2015

ACKNOWLEDGMENTS

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INTRODUCTION

In June 2013, the JAG Board requested the assistance of the Oklahoma Statistical Analysis Center (SAC) in conducting a comprehensive program evaluation of the 13 federally-funded task forces operating in Oklahoma. The evaluation was conducted from August 2013 to March 2015. The project period included task force activities for FY13 and FY14.

To better understand multijurisdictional drug task forces, evaluators reviewed work from other states, historical information about task forces, and state annual reports. Historically, the effectiveness of task forces was measured by numbers rather than maturity or impact in a community. It is difficult to measure effectiveness because of the complexity of task force activities and the diversity of communities served by the task forces. Furthermore, task forces in Oklahoma investigate violent crimes, which make measuring their impact on communities even more challenging.

To frame the evaluation, evaluators used the Bureau of Justice Assistance's (BJA) 12 Critical Elements of Multijurisdictional Task Forces. To better understand task force operations, evaluators reviewed documents (grant proposals and progress reports), conducted interviews, developed logic models, and developed a formal evaluation plan. Evaluators provided each task force with a logic model and recommendations based on best practices. To determine the effectiveness of task force operations, evaluators compared performance data, surveyed local law enforcement agencies, and analyzed state crime data. Finally, evaluators identified expected and unexpected outcomes and tracked implementation of the initial recommendations for each task force.

JAG-funded task forces serve 13 districts covering 38 counties and 1.2 million Oklahomans. Task forces collaborated with all state and federal law enforcement agencies. As a program, task forces also collaborated with 114 police departments, 38 sheriffs' offices, 6 university police departments, and 4 tribal police departments. During the project period, task forces reported they investigated 479 violent crimes, including 106 murders, 110 sexual assaults, and 38 robberies. Combined, task forces made 3,650 arrests, including 3,072 drug-related arrests. Task forces also initiated 3,626 cases during the project period.

BACKGROUND

JAG Program

The 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. Under the program, federal funds are awarded to states. In Oklahoma, the Justice Assistance Grant (JAG) Program is administered by the Federal Grants Division, which is housed at the Oklahoma District Attorneys Council (DAC). Program and funding decisions are made by the JAG Board, which includes 17 members who represent state and federal agencies in Oklahoma.

The purpose of the program is to encourage state and local law enforcement to identify and address state-level criminal justice issues. Most states use funds to support the activities of multijurisdictional drug task forces. Because local law enforcement in Oklahoma often lack the manpower, expertise, and resources to effectively combat drug and violent crime, the JAG board also uses most of the state's grant funds to support task forces.

Multijurisdictional drug task forces are defined as "cooperative law enforcement efforts involving two or more criminal justice agencies, with jurisdiction over two or more areas, sharing the common goal of impacting one or more aspects of drug control and violent crime problems" (Bureau of Justice Assistance, 2000). Originally, task forces were funded to intensify local drug interdiction efforts through enhanced communication and collaboration among law enforcement agencies. In Oklahoma, task forces also investigate other crimes.

JAG-funded task forces in Oklahoma are under the supervision of a district attorney. District attorneys are elected officials who are responsible for representing a prosecutorial district. Oklahoma's 77 counties are divided into 27 prosecutorial districts. Over the years, JAG funds have been used to support task force activities across the state. Currently, 13 districts receive JAG funds to support task force activities.

PROGRAM EVALUATION

Introduction

In June 2013, the JAG Board requested the assistance of the Oklahoma Statistical Analysis Center (SAC) in conducting a comprehensive program evaluation of the 13 JAG-funded task forces operating in Oklahoma. Program evaluators focused on the 13 JAG-funded task forces; task forces operating without JAG funding, or under the authority of another law enforcement agency, were not included in this evaluation. The project period includes task force activities for FY13 and FY14.

A program evaluation is a "systemic study using research methods to collect and analyze data to assess how well a program is working and why" (GAO 2012). For this project, evaluators determined the evaluation questions, assessed the availability and quality of data, and developed an evaluation plan. As the project progressed, evaluators adjusted the evaluation plan to address unexpected issues. The task forces were evaluated as a program, which means district-level data are not available in this report. Evaluators provided district-level data to each task force, which included a logic model, initial evaluation recommendations, and the results of feedback from law enforcement in their district.

Two evaluation questions were used to focus the evaluation. First, evaluators sought to understand how task forces operated in the communities they served by conducting a process evaluation. To answer this question, evaluators compared program activities to the program's logic model, professional standards, and stakeholder expectations. Measures of program performance were obtained from progress reports, interviews, and observations.

Question 1. How do task forces operate in the communities they serve?

Data	Source
BJA's 12 Critical Elements	Task Force
Outputs (arrests, assists, investigation, and trainings	Program staff
Law enforcement feedback	Law enforcement
Task force input	Task Force
Program staff input	Program staff

Evaluators also sought to determine the effectiveness of task force activities on the communities they serve. Primarily, evaluators were interested in the impact of task force activities on the reduction in the importation, manufacture, distribution, and possession of illegal drugs and controlled dangerous substances (CDS). To understand the more subtle influence of task force activities on communities, evaluators examined the communication and collaboration between task forces and local law enforcement. Since there are no standard output requirements, evaluators analyzed changes in the task force's performance over time. Measures of output were obtained from interviews, surveys, and observations.

Question 2. Are task forces effective in meeting program goals?

Data	Source
Outputs (arrests, assists, investigations, and trainings)	Program staff
Arrest and crime data	OSBI Annual Report
Drug lab submittals	OSBI Lab
Task force input	Program Staff
Law enforcement feedback	Law Enforcement

The overall goal of the two-part evaluation was to better understand how task forces operate in the communities they serve. Program evaluators applied a mixed methods approach to the program evaluation. Quantitative data were collected from task force progress reports and surveys. Qualitative data were collected from interviews and open-ended survey questions. Evaluators also conducted a literature review to learn about similar projects in other states.

Literature Review

To better understand multijurisdictional drug task forces, evaluators reviewed work from other states, historical information about task forces, and state annual reports. Historically, the effectiveness of task forces was measured by numbers rather than maturity or impact in a community. It is difficult to measure effectiveness because of the complexity of task force activities and the diversity of communities served by the task forces. Furthermore, task forces in Oklahoma investigate violent crimes, which make measuring their impact on the community

even more challenging. Over the past decade, several states have conducted program evaluations in an attempt to measure the effectiveness of task forces.

Texas

Texas conducted a program evaluation of its multijurisdictional task forces in 2002. At the time of publication, Texas had 49 multijurisdictional drug task forces (Cárdenas 2002). Cárdenas sent a questionnaire to all 49 task force program directors and conducted structured telephone interviews with four task force directors. Additionally, he performed a content analysis of the operating policies and procedures and organizational chart for the task forces that provided these documents.

The assessment of the submitted operational policies and procedures indicated that at least two of the task forces had clear goals and objectives that addressed issues such as accountability, coordination, efficiency, asset forfeiture and seizures, removing drugs from the community, chain of command and responsibility, and job performance evaluation. To a lesser extent, the task forces addressed drug awareness in the community (Cárdenas 2002). Additional findings suggested asset forfeitures were of some importance to the task forces as at least two task forces relied entirely on asset forfeitures for funding.

The majority of task forces that participated in this research indicated there were guidelines reporting asset forfeitures. Management issues, including communication, collaboration, and coordination were considered very important issues by the task forces. Additionally, many of the task forces indicated that disrupting drug trafficking, drug related arrests, as well as accountability, coordination, and efficiency were among their goals and objectives (Cárdenas 2002). In his evaluation of the organizational culture of the task forces, Cárdenas described the task forces as mission oriented. He also noted that policies and procedures were shared with members and officers on the task forces, and training was provided for officers (Cárdenas 2002).

California

California conducted a program evaluation of its 59 multijurisdictional task forces in 2001. Using a mixed-method design, evaluators analyzed three years of performance data (1999-

2000, 2000-2001, and 2001-2002), interagency agreements, focus groups, and interviews with task force members from 11 multijurisdictional task forces in California (CSU 2003).

Evaluators used the collected data to answer five questions: "Were grant objectives achieved?" "Did the program elements work?" "Were funds spent efficiently?" "Was the intended problem addressed?" "What lessons were learned from other agencies?" Based on the progress reports and interviews conducted with task force personnel, evaluators concluded the task forces were successful in decreasing drug and violent crime through arrest, prosecution, and conviction; therefore, the grant objective was being achieved (CSU 2003).

Evaluators assessed if the program elements were working by examining the best practices used by the task forces, and if those best practices were based on the Bureau of Justice Assistance (BJA) twelve critical elements of successful task forces. Because of data limitations, evaluators were unable to asses if the twelve critical elements were found in each task force. However, Byrne funded task forces had higher levels of interagency cooperation, agency coordination, and more funding of narcotics enforcement activities. It was also determined that the task forces were spending their funds efficiently, based on what was reported in progress reports and in interviews.

To assess effectiveness, evaluators focused on the working relationships between task forces and local law enforcement. They found task force commanders placed a high importance on working with other agencies and prosecutors to achieve goals. Evaluators concluded task forces worked with other agencies, which provided them resources (e.g., manpower) that they did not have due to high staff turnover and personnel shortages or budget shortfalls (CSU 2003).

Illinois

In 2011, the Illinois Statistical Analysis Center conducted an evaluation of its 19 task forces. Quarterly reports were used to compare the arrest and seizure data from the task forces to other law enforcement agencies (Reichert 2012). Quarterly report data indicated the task forces in Illinois had a higher percentage of arrests for controlled substances compared to local law enforcement. The quality of arrests was also higher; task forces were more likely to arrest those responsible for manufacturing and distributing drugs when compared to local law enforcement (Reichert 2012).

Focus groups centered on task force goals, operating procedures, funding, collaboration, and challenges (Reichert 2012). Goals were similar for all task forces; however, each task force developed specific goals based on the unique needs of its community. Task forces members reported a positive relationship with local, state, and federal law enforcement. Finally, task force members voiced concern about funding levels (Reichert 2012).

Georgia

In 2013, Georgia conducted an evaluation of its 20 task forces. Using interviews and performance data, evaluators framed the report using BJA's 12 Critical Elements. Task forces were successful in meeting goals, collaborating with local law enforcement, and providing solid cases for prosecution. On the other hand, evaluators concluded task forces struggled with support from prosecutors, access to computerized information, and funding concerns (Georgia Statistical Analysis Center & Applied Research Services, Inc. 2014).

Using propensity score matching, evaluators analyzed whether the crime rates, arrest rates, quality of arrestees, and history of offenders were different in multijurisdictional task force counties compared to non-multijurisdictional task force counties. They found no difference in the crime rates, arrest rates, and quality of arrests in multijurisdictional task force counties when compared to non-multijurisdictional task force counties. However, evaluators concluded that counties with task force were more successful in apprehending young offenders (Georgia Statistical Analysis Center & Applied Research Services, Inc. 2014).

Task forces are difficult to evaluate; however, there are many benefits to attempting a comprehensive program evaluation of drug task forces. Evaluations provide decision makers with data and information to make informed funding decisions. Results can also be used to educate community members and other key stakeholders. Finally, evaluations can assist task forces in developing sustainability plans. The first step in understanding the task forces is to develop a logic model.

Logic Model

Kegler and Honeycutt (2008) stated logic models "provide a visual depiction of how a program is supposed to work." It is important for evaluators to understand program design and

implementation. To do this, evaluators create a logic model to understand how specific tasks and activities are related to program goals. Logic models share common components including conditions (problem statement), inputs, activities, outputs, and outcomes (both intermediate and long-term).

Conditions

The first component of a logic model is conditions. Conditions identify the social conditions and contexts that contribute to the need for a program. Conditions that necessitated the need for task forces included an increase in the importation, manufacturing, and distribution of illegal drugs and controlled dangerous substances in Oklahoma. An increase in gang-related violence provided additional justification for funding task forces.

Inputs

Logic models also identify program inputs. Inputs are the resources available to the program (Kegler and Honeycutt 2008). Resources may include personnel, property, funding, and equipment. Inputs for the task forces included funding, staff, office space, equipment, overtime, IT equipment, training, and travel.

Activities

Logic models also outline program activities. Activities are the actions or events performed by the program (Kegler and Honeycutt 2008). Task force activities included arrests, agency assists, intelligence sharing, wiretaps, and case investigations. Task force activities also included training provided to law enforcement and other community members.

Outputs

Logic models identify outputs, which are the "direct results of program activities" (Kegler and Honeycutt 2008). Outputs are used to quantify program activities and track the progress of project goals. Task force outputs included the number of arrests, agency assists, intelligence products, wiretaps, cases prosecuted, and trainings provided to both law enforcement and other community members.

Outcomes (intermediate)

Intermediate outcomes are the "sequence of changes triggered by the program" (Kegler and Honeycutt 2008). For task forces, immediate outcomes included the decline in the availability of drugs on the street. Task force success was also measured on the number of meth labs and violent crime in the district.

Outcomes (long-term)

Long-term outcomes are linked to the problem statement that originally justified funding. For task forces, long-term outcomes included a reduction in the possessing, manufacturing, and distributing of illegal drugs and controlled dangerous substances in the district. Using the federal funding, task forces also sought to decrease the number of violent crimes in each district.

Task Force Logic Model

Conditions	Inputs	Activities	Outputs	Outcomes (intermediate)	Outcomes (long-term)
Increase in importation, manufacture, possession, and distribution of illegal drugs and CDS in the district	Funding	Arrests	Number of:	Decline in availability of CDS in district	Reduce importation, manufacture, distribution, and possession of illegal drugs and CDS in the district
	Staff	Assists	Arrests		
	Office space	Search warrants	Assists	Decline in number of meth labs dismantled in district	
	Forfeiture proceeds	Intelligence	Search warrants		
	Buy money	Dismantle meth labs	Intelligence shared		Reduce gang-related violence in the district
Increase in the number of street gangs operating in district	Equipment	Training (LE)	Investigations	Decline in number of street gangs operating in district	
	Overtime	Training (community)	Meth labs		Implement evidence-based policing strategies to prevent future drug and gang-related crimes in the district
Increase in gang-related violence	Intelligence Database	Information sharing	Prosecutions		
	Training		Trainings provided		
	Travel		Trainings attended		
Decrease in resources available to local jurisdictions to combat drug and violent crime activities					

METHODS

Overview

Evaluators conducted the process evaluation from September 2013 to March 2014. To better understand task force operations, evaluators reviewed documents (grant proposals and progress reports), conducted interviews, developed logic models, and developed a formal evaluation plan. The goal of the process evaluation was to develop an understanding of task force operations by meeting with task force members and other key stakeholders. Evaluators provided each task force with a logic model and recommendations based on best practices and BJA's 12 Critical Elements. The process evaluation provided evaluators with a better understanding of the target population, operations, collaboration with law enforcement, and community support

Evaluators conducted the outcome evaluation from April 2014 to March 2015. To determine the effectiveness of task force operations, evaluators compared performance data, surveyed local law enforcement agencies, and analyzed state crime data. Performance data were used to tie task force outcomes to original goals as defined in the grant application. Law enforcement surveys were used to measure collaboration. State crime data were used to analyze the long-term impact of task force operations. Finally, evaluators identified expected and unexpected outcomes and tracked implementation of the initial recommendations for each task force.

Data Collection

Evaluators utilized a mixed-method evaluation design, which provided a more complete evaluation. Quantitative data were collected from progress reports, interviews, and program staff. In addition to progress reports provided by program staff, evaluators also incorporated qualitative data into the evaluation plan. Qualitative data were provided by task force members, program staff, and local law enforcement.

Progress Reports

Evaluators analyzed two years of performance data from progress reports. Task forces are required to submit progress reports to DAC. Evaluators analyzed the number of reported arrests,

assists, investigations, and seizures. Evaluators also used annual reports, which contained information regarding arrests, funding distribution, and task force profiles.

Interviews

Evaluators conducted semi-structured interviews in fall 2013 and spring 2014. Interview questions were based on BJA's 12 Critical Elements. Questions addressed task force operations, collaborations, budget, and sustainability. Evaluators also conducted follow-up interviews with task forces by phone and email.

Meetings

Evaluators attended quarterly task force meetings during the project period. The meetings facilitated interaction between task force members and evaluators. During each meeting, evaluators provided updates and answered questions from task force members. Evaluators also participated in planning meetings with program staff.

Surveys

Evaluators designed a survey to measure law enforcement's perception of task forces. Surveys were distributed to 77 sheriff's offices and 338 police departments in Oklahoma. The survey included questions about communication, effectiveness, and assistance provided by the task forces. Several survey items were measured using a five-item Likert scale, while others were measured using dichotomous response categories. For items measured on the Likert scale, evaluators analyzed data to show the average response for each item.

BJA's 12 Critical Elements

To frame the evaluation, evaluators used the Bureau of Justice Assistance's (BJA) 12 Critical Elements of Multijurisdictional Task Forces. According to BJA, 12 critical elements are important to achieve programmatic and organizational objectives of multijurisdictional drug task forces (2000). These elements are based on previous evaluations of other task forces at the state level.

Critical Element 1: Written Interagency Agreements

Establishing written interagency agreements with participating agencies enables the development of broad objectives and may provide an alternative funding source for task forces. Written agreements specify activities and responsibilities from participating agencies. Advisory boards are also important to assist in guiding decision making and providing oversight.

Critical Element 2: Prosecutor Involvement

Prosecutors help improve the task force's ability to process cases. Prosecutors advise task force members on tactics for pursuing cases and connect the task force with other stakeholders in the criminal justice system.

Critical Element 3: Computerized Information & Intelligence Databases and Systems

Implementing computerized information and intelligence sharing databases is important for task force maturation. Intelligence sharing systems allow participating agencies the ability to expand operational and investigative techniques.

Critical Element 4: Target Decision, Case Planning & Selection, and Enhanced Tactics

Developing a well established decision making process enhances the task force's ability to coordinate with other agencies. Law enforcement and other key stakeholders in the criminal justice system benefit from a formal decision making process.

Critical Element 5: Communication among Task Force Participants

Communication between task forces and local, state, and federal stakeholders is necessary to achieve task force growth and maturity. Communication is necessary to achieve internal objectives and increase outside support. Regular meetings, trainings, and collaborating on cases enhance communication among law enforcement agencies.

Critical Element 6: Coordination of Task Force Activities

Coordination of task force activities is important to achieve the overall mission of task forces. Task force activities require coordination with law enforcement and other key stakeholders in the

district. Examples of coordination of task force activities include conducting regular meetings with other law enforcement, participating in deconfliction, and conducting joint investigations.

Critical Element 7: Task Force Budget

Developing a basis for the task force's budget is important for sustainability. The decline in federal funding to support task force operations further illustrates the importance of developing a sustainability plan.

Critical Element 8: Clear Goals, Objectives, and Performance Measures

Developing clear goals, objectives, and performance measures is necessary in developing a successful task force. Clear goals keep the task force on track. Objectives help guide decision making to achieve goals. Performance measures illustrate progress toward achieving program goals. The goals and objectives of successful task forces should change in response to the needs of the community.

Critical Element 9: Monitoring and Evaluating Task Forces

Monitoring and evaluating task forces is important in developing successful task forces. It is important for task force leadership to monitor task force members and evaluate task force activities.

Critical Element 10: Staffing and Recruitment

Staffing and recruitment are essential in developing successful task forces. Staffing and recruitment start with appointing an experienced leader. Investigators assigned to the task force should also be experienced. Ideally, staffing is based on a rotation system where investigators are assigned to the task force for a specified time period. After that time, the investigator returns to their home agency and shares the knowledge and experience with other officers.

Critical Element 11: Effective Asset Seizure and Forfeiture Activities

Effective asset seizure and forfeiture activities are important for a successful task force. Successful task forces reinvest forfeitures directly into the task force's budget.

Critical Element 12: Technical Assistance and Training Programs

Providing technical assistance and training to both task force members and local law enforcement is important for the sustainability of a task force. It is also important for task forces to train as a unit. Providing outside training enhances task force visibility and assists in developing local law enforcement.

RESULTS

Overview of Activities

JAG-funded task forces served 13 districts covering 38 counties and 1.2 million Oklahomans. Task forces collaborated with all state and federal law enforcement agencies. As a program, task forces also collaborated with 114 police departments, 38 sheriffs' offices, 6 university police departments, and 4 tribal police departments. On average, members assigned to the task force had 15 years of law enforcement experience; task forces had a combined 40 years of law enforcement experience.

Table 1. District Task Forces

District Number	Counties	Population
01	Cimarron, Beaver, Harper, and Texas	32,011
03	Greer, Harmon, Jackson, Kiowa, and Tillman	53,613
06	Caddo, Grady, Jefferson, and Stephens	133,330
13	Delaware and Ottawa	74,120
16	Latimer and LeFlore	62,196
17	Choctaw, McCurtain, and Pushmataha	60,570
18	Haskell and Pittsburg	59,234
21	Cleveland, Garvin, and McClain	258,764
22	Hughes, Pontotoc, and Seminole	77,801
23	Lincoln and Pottawatomie	104,828
24	Creek and Okfuskee	83,175
25	McIntosh and Okmulgee	60,967
27	Adair, Cherokee, Sequoyah, and Wagoner	166,674
Total Population		1,227,283

Task forces assisted local law enforcement with warrants, crime scene investigations, interviews/interrogations, drug interdiction, meth lab seizures, and methamphetamine lab dumpsite cleanups. Task forces also provided equipment, training for law enforcement, and training for the community. Over the past few decades, local law enforcement has become dependent on task force expertise, manpower, and equipment. Dependency on task forces has increased mainly due to funding restraints.

Over the years, task forces have expanded their focus from drug investigations to other criminal investigations. Survey results indicated that investigating violent crime was their second priority, behind disruption of street-level drug dealers. This enhanced focus, to include the investigation of violent crimes and apprehension of street-level dealers, is one way task forces in Oklahoma have responded to the needs of their community.

Task forces reported they investigated 479 violent crimes, including 106 murders, 110 sexual assaults, and 38 robberies during the project period. Combined, task forces made 3,650 arrests, including 3,072 drug-related arrests. Task forces also initiated 3,626 cases during the project period. Violent crime investigations increased 3.8% in FY14; homicide investigations decreased 7.3%.

Table 2. Violent Crime Investigations

Crime	FY13	FY14	Total	% Change
Homicide	55	51	106	-7.3
Sexual Assault	55	55	110	--
Aggravated Assault	28	46	74	64.3
Robbery	17	21	38	23.5
Other	80	71	151	-11.3
Total	235	244	479	3.8

During the project period, task forces also assisted local law enforcement. Task forces conducted 1,764 interviews, wrote 519 search warrants, and served 605 search warrants. Furthermore, 1,555 arrests were made as a result of task force assistance during the project period. According to progress reports, assists to other law enforcement agencies increased 28% in FY14. Arrests made as a result of assists increased 31%. Intelligence sharing activities increased 45% in FY14. Training provided to both law enforcement and the community by task forces also decreased in FY14 while firearms seizures increased 40%.

Table 3. Task Force Activities

Activity	FY13	FY14	Total	% Change
Arrests				
Drug arrests	1,549	1,523	3,072	-1.7
Non-drug arrests	319	259	578	-18.8
Assists				
Interviews	919	845	1,764	-8.1
Search warrants (written)	211	308	519	46.0
Search warrants (served)	265	340	605	28.3
Intelligence	1,544	2,240	3,784	45.1
Arrests made as result of assist	672	883	1,555	31.4
Other Activities				
Community trainings	123	116	239	-5.7
Law enforcement trainings	57	30	87	-47.4
Firearms seized	273	381	654	39.6

The number of arrests decreased in FY14 – drug arrests decreased 1.7% while non-drug arrests decreased 18.8%. Both methamphetamine and marijuana-related arrests increased in FY14 (11% and 14%) while arrests for prescription pills decreased 40%. During the program period, 59.3% of drug-related arrests were for methamphetamine while 26% of arrests were for marijuana.

Table 4. Drug-Related Arrests

	FY13	FY14	Total	% Change
Crack cocaine	59	24	83	-59.3
Cocaine (other than crack)	13	5	18	-61.5
Designer drugs	56	8	64	-85.7
Hallucinogens	17	4	21	-76.5
Heroin	12	12	24	**
Marijuana	369	422	791	14.4
Methamphetamine	838	935	1,773	11.6
Prescription Pills	184	110	294	-40.2
	1,489	1,496	2,985	0.5

Task Force Coverage
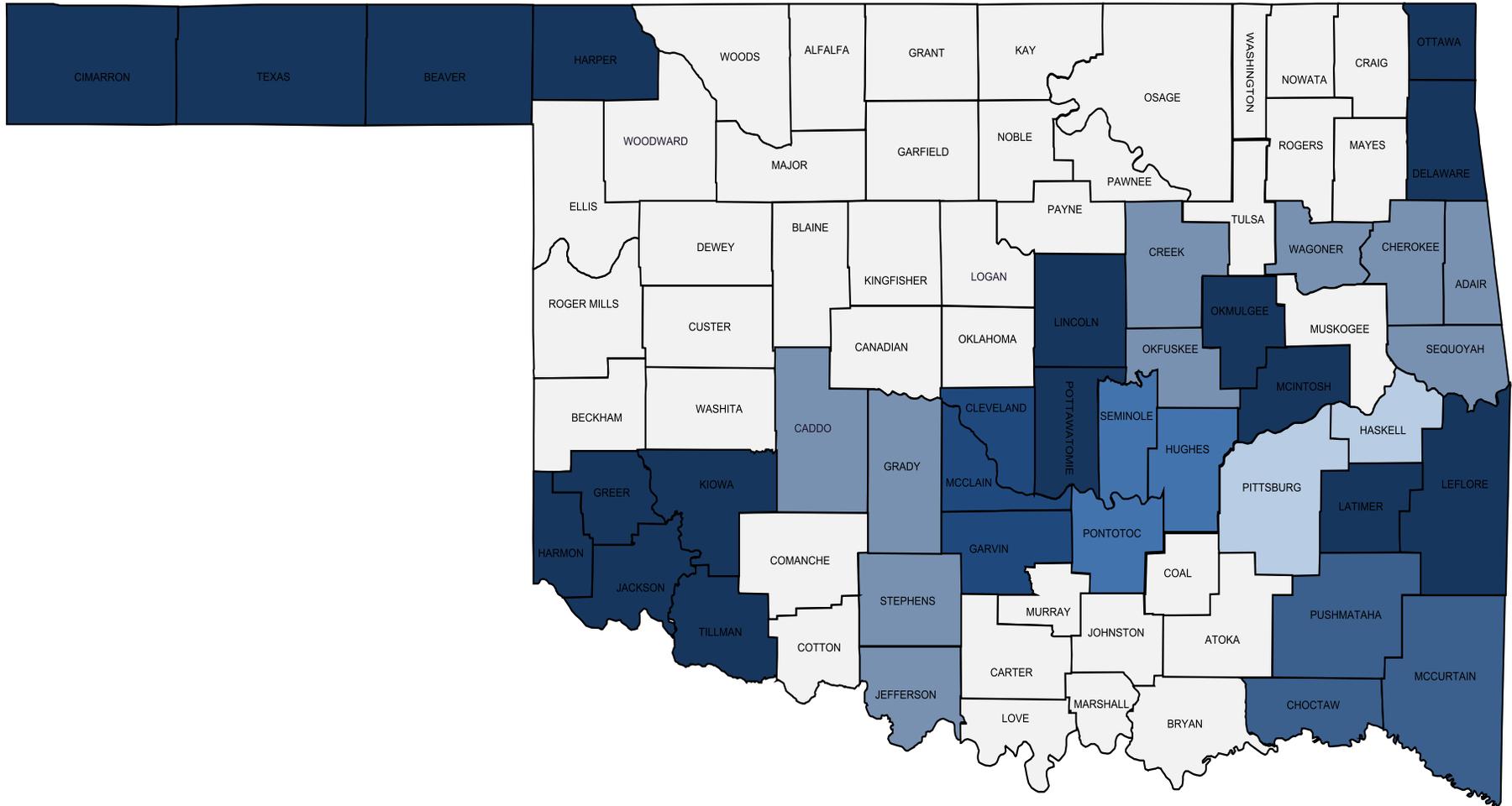
Part II. BJA's 12 Critical Elements

Evaluators used BJA's 12 critical elements to frame the evaluation. To do this, evaluators developed a scoring rubric based on best practices outlined by BJA. Scores were based on information provided by the task forces. Using interview responses and performance data, evaluators scored each task force individually and then met as a group to discuss scoring discrepancies. Next, evaluators calculated the state average for each critical element. Below are the results from the scoring rubric, including scores, initial recommendations, and feedback from task forces.

It is important to note that evaluators encountered challenges when scoring task forces using BJA's 12 critical elements because Oklahoma is a rural state. Many of the best practices outlined in the document apply to large task forces operating in urban areas. To maintain the intent of the scoring rubric, evaluators scored task forces on all components of each critical element. Task forces were then provided the opportunity to provide feedback to evaluators. As a program, the state average was 35.2 points (out of 60).

Table 5. 12 Critical Element Scoring, State Average

	State Average
Written interagency agreements	1.92
Prosecutor involvement	3.00
Computerized information/intelligence systems	2.69
Target decision, case planning, and enhanced techniques	3.00
Communication among task forces	3.00
Coordination of task force activities	3.00
Establishing a basis for a budget	3.00
Clearly formulated goals, objectives, and performance measures	4.92
Monitoring and evaluation	1.23
Staffing, recruitment, and experienced leadership	3.08
Effective asset seizure and forfeiture activities	2.31
Technical assistance and training programs	4.08
Overall state average	35.2

Critical Element 1: Written Interagency Agreements

To receive five points for this element, a task force had to have an advisory board, current interagency agreements, and a formal mechanism in place to receive information from other law enforcement agencies. A task force received fewer points if it did not have an advisory board or current interagency agreements. The state average for this critical element was 1.9. The highest score was 3.0 while the lowest score was 0. Six task forces did not have current interagency agreements with local participating agencies. All task force members reported interaction with local law enforcement regardless of current interagency agreements. None of the task forces had a formal advisory board for oversight; in most instances, the DA and task force commander were responsible for providing oversight.

Evaluators recommended task force leadership should create or update written agreements with participating agencies. Additionally, it was recommended that each task force should create an advisory board to assist with coordinating activities, developing policy and procedure, and increasing communication. Task force members indicated they understood the importance of written agreements but thought they were continuous and did not need to be renewed on a yearly basis. Several states require task forces to provide current MOUs with the application to be considered for JAG funding.

Critical Element 2: Prosecutor Involvement

To receive five points for this element, a task force had to utilize prosecutorial performance data to improve its ability to target and prosecute future cases. A task force received fewer points if it collected prosecutorial performance data but did not use the information to inform decision making. The state average for this critical element was 3.0 – all task forces received a score of 3.0 on this critical element. As mentioned, task forces included in this evaluation operate under the authority of a DA, which equates to high prosecutorial involvement in case development and general oversight.

Evaluators recommended using key performance measures (KPMs) provided by the DAs to improve the task forces ability to prosecute cases. It was suggested that KPMs could be used to enhance task force effectiveness and review strategies to fight crime. Feedback suggested the

task forces were already using KPMs to enhance activities and operations. Task force members indicated the KPMs were used to target and present cases for prosecution.

Critical Element 3: Computerized Information/Intelligence Sharing Systems

To receive five points for this element, a task force had to enter cases into information sharing data bases. A task force received fewer points if it had access to a system but did not enter case information into the system. The state average for this critical element was 2.7 – the highest score was 4.0 while the lowest score was 0. Ten task forces had access to a computerized information/intelligence sharing system; however, no task force entered case information into a statewide system.

Task force members acknowledged a standard data sharing system was necessary; however, funding limitations constrained their ability to implement an information sharing system across the state. They did point out that they had access to information sharing systems through federal, state, and/or local law enforcement. Evaluators recommended the adoption of a standard records management system.

Critical Element 4: Target Decision, Case Planning/Selection, and Enhanced Tactics

To receive five points for this element, a task force had to utilize a published drug threat assessment to determine activities. A task force received fewer points if it reported activities were "informant-driven." A task force also received fewer points if it had an informal decision making process that did not rely on a published threat assessment. The state average for this critical element was 3.0 – all task forces scored a 3.0. Although they were unable to use a formal threat assessment, task force were aware and responsive to threats in their communities.

Critical Element 5: Communication between Task Force and Other Law Enforcement

To receive five points for this element, a task force had to communicate with all local, state, federal, and tribal law enforcement agencies in the district. A task force received fewer points if it communicated or shared information with only a few law enforcement agencies in the district. The state average for this critical element was 3.0 – all task forces scored a 3.0. Task forces shared information and met with other law enforcement. In some districts, task forces attended monthly meetings to share information and intelligence. In other districts, task forces

maintained regular contact with other law enforcement agencies through phone calls, emails, and informal meetings.

Initially, evaluators recommended task force leadership consider communicating with at least 80% of law enforcement entering into interagency agreements with all law enforcement in the district. Due to limited personnel and the rural nature of many jurisdictions, task forces experienced difficulty communicating with all law enforcement in the district. Task forces also indicated OBN was in charge of maintaining the deconfliction database in Oklahoma. Agencies report case activity to the deconfliction database to maintain the safety of officers who may be working the same target. Local law enforcement agencies expressed a willingness to participate in intelligence meetings with the task forces.

Critical Element 6: Coordination between Task Force and Other Law Enforcement

To receive five points for this element, a task force had to coordinate activities with all local, state, federal, and tribal law enforcement agencies in the district. A task force received fewer points if it collaborated or shared information with only a few law enforcement agencies in the district. The state average for this critical element was 3.0 – all task forces scored a 3.0. All task forces reported some level of coordination with the other law enforcement agencies. In some districts, task force members work closely with other law enforcement. In other districts, task force members reach out to other law enforcement for a specific case.

Evaluators recommended task forces coordinate with at least 80% of law enforcement agencies located within the district. Also, it is recommended task forces establish written directives for conducting joint activities with local law enforcement. In response, task forces said they conducted intelligence meetings with other law enforcement agencies, as needed. Follow-up was not required since task forces already held intelligence sharing meetings with other law enforcement.

Critical Element 7: Task Force Budget

To receive five points for this element, a task force had to develop a sustainability plan. A task force received fewer points if it used other funding sources to support the task force but did not have a formal sustainability plan. The state average for this critical element was 3.0 – all task

forces scored a 3.0. All task forces had a budget in place; however, none of the task forces had a formal sustainability plan in place.

Evaluators recommended task force leaders create and utilize a sustainability plan to be used for continued funding of their operations. It is also recommended that the sustainability plan should be continuously monitored. Limited feedback on task force sustainability was received from task forces; though, they were aware that federal funding had decreased. Because of funding issues, evaluators recommended task forces develop and maintain sustainability plans to ensure successful operations in the future.

Critical Element 8: Goals, Objectives, and Performance Measures

To receive five points, a task force had to develop and demonstrate success in meeting previous goals that were created in response to the unique needs of its district. A task force received fewer points if it only collected performance date for reporting purposes (as opposed to developing data-driven goals). The state average for this critical element was 4.9. Task forces had clearly defined goals, objectives, and performance measures based on the needs of the community. Task forces demonstrated success in meeting previous goals. Evaluators recommended task forces continue to formulate goals, objectives, and performance measures.

Critical Element 9: Monitoring and Evaluation

To receive five points, a task force had to utilize an advisory board for oversight and implement applicable best practices for all activities. A task force received fewer points if it had a formal internal monitoring system in place, but with limited oversight. The state average for this critical element was 1.2. All task forces monitored and evaluated the work of each member and the success of task force efforts; however, much of the monitoring was informal and not documented.

Evaluators recommended the implementation of a formal system for monitoring and evaluating task force activities. In addition, it was recommended task forces consider creating advisory boards to provide oversight. According to task forces, DAs were responsible for monitoring and evaluating activities. Follow-up was not required because the consensus among task forces was that advisory boards were not practical in rural districts.

Critical Element 10: Recruitment and Staffing

To receive five points, a task force had to host local law enforcement using a rotation schedule. A task force also received credit for training local law enforcement agencies. A task force received fewer points if it did not have a rotation schedule for hosting local law enforcement. The state average for this critical element was 3.1. All task forces provided training to new task force members. Twelve task forces hosted members from other jurisdictions in the district, including one task force that had developed a regular rotation schedule.

Evaluators recommended a formal rotation schedule to host law enforcement agencies from the each district. Additionally, it was recommended task forces establish a formal process for selecting qualified personnel. According to task forces, a formal rotation schedule is not practical because they spend a considerable amount of time and money to train new members.

Critical Element 11: Asset Seizure and Forfeiture Activities

To receive five points, a task force had to incorporate formal best practices in the handling, storage, and disposal of seized property. A task force also received credit for using forfeitures to fund task force activities. A task force received fewer points if it used informal practices. The state average for this critical element was 2.3. Ten task forces had formal standard operating procedures for asset seizure and forfeiture activities. Eight task forces used forfeitures to fund task force activities. Evaluators recommended that task forces develop asset seizure and forfeiture agreements with all participating agencies. In response, task forces said they have policy and procedures for seizures and forfeitures.

Critical Element 12: Training and Technical Assistance

To receive five points, a task force had to participate in training as a group. A task force also received credit for providing training to local law enforcement and other key stakeholders in the community. A task force received fewer points if it did not participate in training as a group (as opposed to attending training alone). The state average for this critical element was 4.1. All task forces provided some training to local stakeholders and the community. Three task forces provided training to other law enforcement. Evaluators recommended task forces provide prevention training programs to the community and tactical training to local law enforcement.

Task force members reported they were already providing training to the community and law enforcement.

Part II. Law Enforcement Feedback

Evaluators received feedback from 227 law enforcement agencies including 58 sheriffs' offices, 152 police departments, one campus police department, one state law enforcement agency, and one federal law enforcement agency responded to the survey. Ninety respondents were located in a district with JAG-funded task force; however, nine respondents were unaware that a task force was operating in the jurisdiction. Response rates varied across districts from 20% (District 16) to 72.2% (District 3). Seventy-one percent of respondents reported that task forces were critical in assisting them with crime and drug control.

Table 6. Response Rates

District	Response Rate
District 01	38.5
District 03	72.2
District 06	42.9
District 13	21.4
District 16	20.0
District 17	61.5
District 18	45.5
District 21	23.8
District 22	64.3
District 23	56.3
District 24	53.8
District 25	40.0
District 27	44.4

Part one of the survey addressed communication between task forces and law enforcement. The mean score for the first five questions was 19.5. Seven task forces scored higher than the mean score. Part two of the survey addressed the respondents' perceptions of the task force operating in their jurisdiction. The mean score for the second part of the survey was 18.4. Six task forces scored higher than the mean score.

Evaluators also asked respondents to answer five true/false questions and complete three open-ended questions. Eighty-nine percent of respondents reported their task force assisted with arrests while 81% reported their task forces assisted with suspect interviews. Seventy-four percent of respondents reported their task forces assisted with writing search warrants while 82% reported their task forces assisted with executing search warrants. About half of respondents reported their task forces provided them with law enforcement training.

As mentioned above, the survey also included three open-ended questions. Most respondents appreciated the additional manpower and resources they receive from task forces, specifically the equipment that was too expensive for the locals to purchase. Respondents also appreciated the information sharing and training from task forces. One respondent wrote, "Our local task force agents are very professional and educated on the law." Overall, responses to this open-ended question were positive.

Some respondents did not see any benefits the task forces provided to their jurisdictions. Some simple stated, "none," while others indicated they had not had any positive interactions. One respondent said their task force "rarely showed up," while another respondent wrote, "In four years, I have only seen the task force one time." Another respondent acknowledged the manpower and resources provided by the task forces, but otherwise noted "very minimal benefits."

Respondents were also asked if they would recommend changes to the task force operating in their jurisdictions. Many suggested increasing the frequency of meetings and communication between task forces and local law enforcement. Others recommended task forces may increase their visibility and make an effort to work the entire jurisdiction. One respondent requested more sharing of information from task forces so they don't leave him "feeling ignorant and unwanted." Some respondents thought task forces should focus more on violent crimes. One

respondent suggested restructuring the task force in their jurisdiction; however, he did not offer any suggestions as to how the task force should be restructured.

Other Findings

Evaluators received 33 surveys from respondents with non JAG-funded task forces operating in their jurisdiction. Respondents also reported having good communication with the task force in their jurisdiction. This group of respondents reported fewer meetings with task forces to share information and intelligence. Similar to those with a JAG-funded task force, these respondents also agreed task forces provided valuable resources.

The majority (70%) of these respondents reported task forces assisted their agency with arrests, and almost two-thirds reported task forces had assisted their agency with suspect interviews. Less than half of the respondents had received help with writing search warrants, but nearly two-thirds had assistance from the task force with serving search warrants.

The qualitative responses on the non-JAG funded task forces mirrored those of the JAG-funded task forces. Many respondents agreed that task forces provided manpower and resources; one respondent said that task forces "work cases that would otherwise not get worked." Some respondents reported they had never seen or heard from the task force in their jurisdiction. Because of this, one responded did not see any benefits the task force provided to their community.

When asked to provide recommendations for changes to the task force in their jurisdiction, respondents suggested better communication, increased accessibility, and regular meetings between local law enforcement and the task forces. Similar to JAG-funded task forces, respondents also recommended an equal distribution of task force presence and assistance in throughout the jurisdiction.

Part III. Comparative Analysis of Drug Arrests and Violent Crimes

Evaluators conducted a comparative analysis of drug arrests and homicides reported by task forces. The goal of the analysis was to quantify the work load of task forces in the districts they serve; however, the results should be interpreted with caution because there are reporting inconsistencies between the task force numbers and the Uniform Crime Report. Results from this

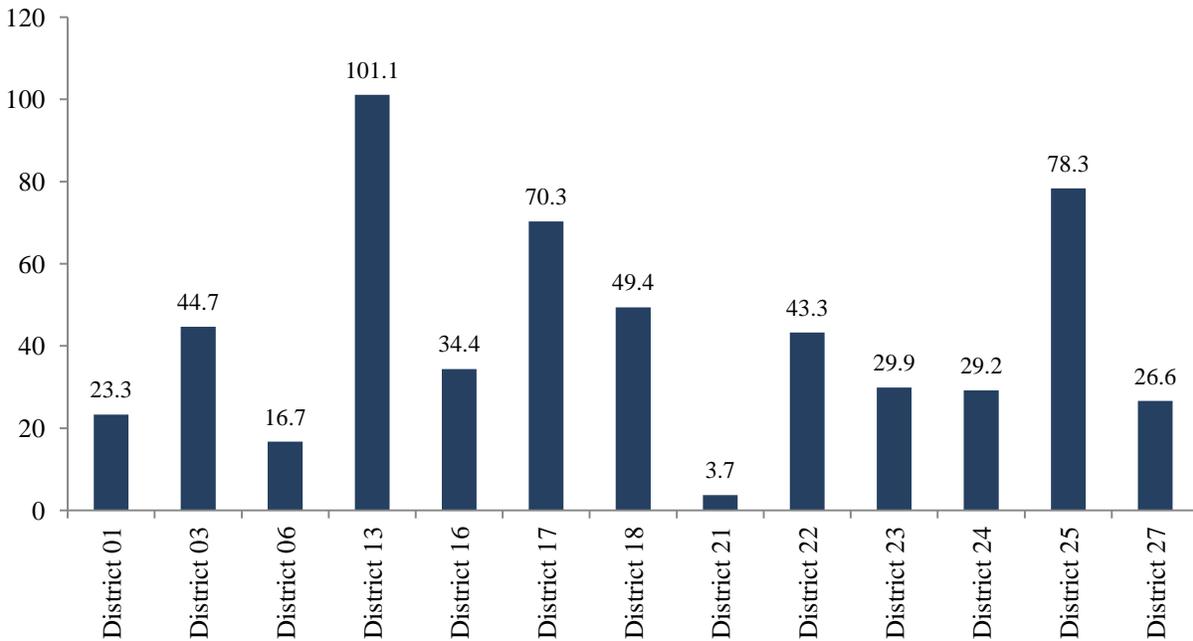comparative analysis further emphasize the importance of adopting a standard records management system.

Drug Arrests

As a program, the task forces reported 3,072 drug arrests during the program period, representing 29% of all drug arrests reported in the districts. District 13 and 17 reported the highest number of drug arrests (378) while District 01 reported the fewest number of drug arrests (44). According to the UCR, District 21 (3,476) and District 27 (1,121) reported the highest number of drug arrests while District 01 reported the fewest drug arrests (189). Overall, 28% of all drug arrests in the districts were made by task forces. District 21 reported the highest percentage of drug arrests (101.1%) while District 01 reported the fewest number of drug arrests (3.7%) during the program period (see graph 4).

Graph 3. Comparison of Drug Arrests, by source
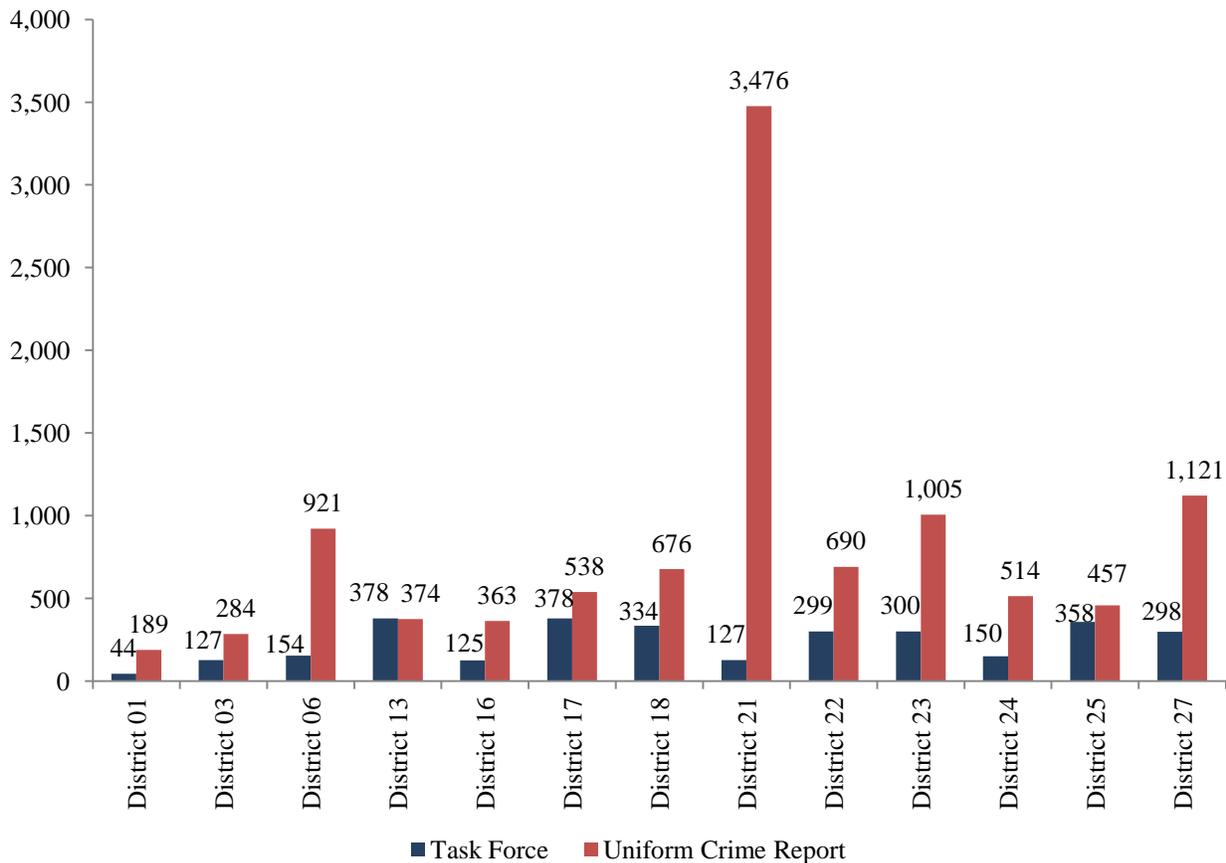
Graph 4. Drug Arrest Comparison, % Reported by Task Force

District	Value
District 01	23.3
District 03	44.7
District 06	16.7
District 13	101.1
District 16	34.4
District 17	70.3
District 18	49.4
District 21	3.7
District 22	43.3
District 23	29.9
District 24	29.2
District 25	78.3
District 27	26.6

Homicides

Evaluators also compared the number of reported homicides from task forces to the number reported in the UCR. As a program, the task forces reported 106 homicides, representing 147% of all homicides reported in the districts during the reporting period. District 23 reported the highest number of homicide investigations (24); 10 homicides were reported to the UCR from District 23 during the same reporting period. Similarly, District 06 reported 19 homicides; seven homicides were reported to the UCR during the same time period.

Table 8. Comparison of Homicides, by Source

	TF	UCR	%
District 01	0	1	**
District 03	3	1	300.0
District 06	19	7	271.4
District 13	5	3	166.7
District 16	6	3	200.0
District 17	0	3	**
District 18	5	3	166.7
District 21	5	15	33.3
District 22	6	5	120.0
District 23	24	10	240.0
District 24	18	6	300.0
District 25	7	4	175.0
District 27	8	11	72.7
	106	72	147.2

Graph 5. Comparison of Homicides, by Source
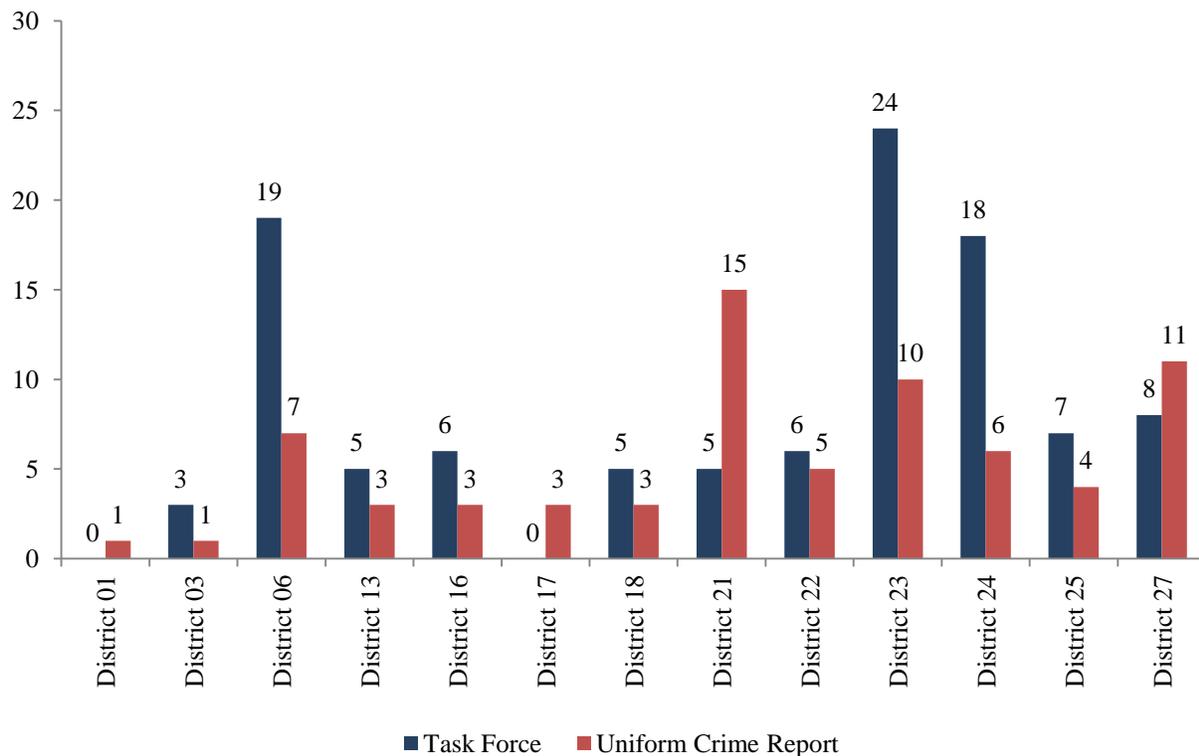
As mentioned, the goal of the analysis was to quantify the work load of task forces in the districts they serve; however, the results should be interpreted with caution. Results from this comparative analysis further emphasize the importance of adopting a standard records management system. While similar inconsistencies were found for all crime types, evaluators chose to include the analysis of homicides to illustrate a point. Future attempts to evaluate the work of task forces will be limited if no standard records management system is adopted for cases.

Data Limitations

While analyzing the information provided in the task force progress reports, evaluators noticed varying definitions for "assists" and "arrests". For instance, some task forces defined arrest as "being part of activities that lead to an arrest," regardless if the task force actually made the arrest. Some task forces were very specific in what they defined as an assist, while others

were more generic. This made it difficult for evaluators to categorize activities listed on the progress report as "arrests" or "assists."

Evaluators also struggled to analyze data because there was no standard data collection system used by task forces. As a result, there were inconsistencies in data collection. For instances, task forces did not report drug amounts seized in a uniform way. Finally, the response rate of the law enforcement survey was a limitation to evaluation findings. The overall response rate for law enforcement with a task force in their jurisdiction was 44% (range 20-72.2%). Therefore, the survey results are not representative of all law enforcement agencies in the thirteen districts. A low response rate hinders the reliability and validity of information.

Task forces are also investigating other crimes, which complicates any comparison about the maturity of task forces. On the one hand, it would seem that task forces are responding to the needs of the community, which is indicative of a mature task force. But on the other hand, task forces are moving away from the original purpose of the program, which was to investigate drug crimes. For all of these reasons, it is difficult to measure the effectiveness of task forces in the communities they serve. To correct this, evaluators recommend using the findings from this report as a baseline for future outcome evaluations.

CONCLUSION

Multijurisdictional drug task forces are defined as "cooperative law enforcement efforts involving two or more criminal justice agencies, with jurisdiction over two or more areas, sharing the common goal of impacting one or more aspects of drug control and violent crime problems" (Bureau of Justice Assistance, 2000). JAG-funded task forces serve 13 districts covering 38 counties and 1.2 million Oklahomans. Task forces collaborate with local, state, federal, and tribal law enforcement.

Task forces provide manpower, training, and equipment to local law enforcement. While originally responsible for disrupting the illegal drug market, task forces provide assistance to local law enforcement with violent crime. During the project period, task forces reported they investigated 479 violent crimes, including 106 murders, 110 sexual assaults, and 38 robberies. Combined, task forces made 3,650 arrests, including 3,072 drug-related arrests. Task forces also provide valuable training for law enforcement, the community, and other stakeholders.

To frame the evaluation, evaluators used the Bureau of Justice Assistance's (BJA) 12 Critical Elements of Multijurisdictional Task Forces. To better understand task force operations, evaluators reviewed documents (grant proposals and progress reports), conducted interviews, developed logic models, and developed a formal evaluation plan. Based on the initial findings, evaluators recommend the following:

- Require task forces submit current MOUs signed by all participating jurisdictions with the grant application;
- Require task forces to submit a sustainability plan with the grant application;
- Develop a process to receive feedback from local law enforcement about task force activities;
- Adopt a standard records management system;
- Use crime definitions from the Uniform Crime Reporting system to report violent crimes worked by task forces;
- Encourage task forces track cases to disposition for future evaluations;
- Utilize the findings from this report as a baseline for future evaluations.

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APPENDIX A. Task Force Interview Questions

District: _____   Date Completed: _____

Characteristics	
Task force jurisdiction (list all counties within the judicial district of the task force)	1. _____ 2. _____ 3. _____ 4. _____ 5. _____ 6. _____ 7. _____
Task force component:	☐ Law Enforcement ☐ Probation ☐ Prosecution ☐ Other (Specify) _____
How long has the task force been in operation?	_____ yrs. _____ mos.
How many individuals currently serve on the task force?	Director/Coordinator_____ Investigators_____ Clerical/Support_____ Prosecution_____ Probation_____ Other (Specify)_____

Please specify years of experiences for each member of the task force	Investigator Name	Years of experience with LE	Years of experience with TF
	_____	_____	_____

Please rank the priority your task force has given to interdicting the following drug types during the current reporting period.	Marijuana Crack Cocaine PCP Heroine/Opiates Powder Cocaine Methamphetamine Pharmaceuticals Hallucinogens Designer Drugs

Please rank the priority your task force has given to the following issues during the reporting period. (1 = highest priority, 6 = lowest priority)	_____Disrupting organized crime drug trafficking networks _____Disrupting street-level drug dealers _____Highway interdiction _____Public education/outreach _____Violent crime _____Other (Please list)_____		
Full-time staff assigned to the task force:	_____ Federal law enforcement _____ State law enforcement _____ Local law enforcement _____ Tribal law enforcement _____ Other non-law enforcement (e.g. prosecutor, crime analyst, etc.)		

Task Force Priorities

Please indicate whether you consider the objective to be a high priority, low priority, or not a priority of your task force.		**High Priority**	**Low Priority**	**Not a Priority**
	Target middle to upper level drug crimes	☐	☐	☐
	Promote drug awareness to community	☐	☐	☐
	Seizure of assets	☐	☐	☐
	Improve capacity to prosecute cases	☐	☐	☐
	Communication, coordination, and collaboration	☐	☐	☐

Annual Budget Information
(please complete the following items)

Allocations for:	*Federal Funds*	*State, local and/or tribal funds*	*Task Force revenue (e.g. fines, forfeitures)*

Personnel	$_____	$_____	$_____
Non-personnel (e.g. equipment, supplies, office space, technology, and other non-personnel costs)	$_____	$_____	$_____
Total funds received	$_____	$_____	$_____

Specify how JAG funds were used during the reporting period:	☐ Personnel ☐ Equipment ☐ Supplies ☐ Travel ☐ Travel ☐ Overtime ☐ Confidential funds ☐ Training ☐ Intelligence support system ☐ Buy Money ☐ Facilities ☐ Technology ☐ Other (please specify)_____
Specify how state, local, and/or tribal funds were used during the reporting period:	☐ Personnel ☐ Equipment ☐ Supplies ☐ Travel ☐ Travel ☐ Overtime ☐ Confidential funds ☐ Training ☐ Intelligence support system ☐ Buy money ☐ Facilities ☐ Technology ☐ Other (please specify)_____
Specify how task force revenue was used during the reporting period:	☐ Personnel ☐ Equipment ☐ Supplies ☐ Travel ☐ Travel ☐ Overtime ☐ Confidential funds ☐ Training ☐ Intelligence support system ☐ Buy money ☐ Facilities ☐ Technology ☐ Other (please specify)_____
Specify any in-kind contributions expected or made during the past reporting period. (Check all that apply)	☐ Personnel ☐ Technology ☐ Equipment ☐ Supplies ☐ Other (please specify)_____

Structure and Operations (Check all that apply)	
Does the task force have written protocols?	☐ Yes ☐ No
If the task force has *written protocols*, do they include any of the following:	☐ Chain of command ☐ Mission statement ☐ Goals and objectives ☐ Policies and procedures ☐ N/A
If the task force has *written policies and procedures,* do they include any of the following:	☐ Standard operating procedures for agents ☐ A policy for targeting and approving cases ☐ A policy for information referrals ☐ Other
The task force has access to criminal intelligence support systems at a…	☐ Local level ☐ State level ☐ Regional level ☐ National level ☐ Other
The task force utilizes the results from its local annual threat assessment to set priorities…	☐ Yes ☐ No
Activities	
Does your task force participate in wire taps?	☐ Yes ☐ No
If yes, please indicate the number for the reporting period.	Number: _____
Do task force personnel receive specialized training programs? (e.g., investigation techniques, undercover operations, clandestine lab identification, drug interdiction)	☐ Yes ☐ No
Do task force personnel conduct community prevention/ awareness trainings?	☐ Yes ☐ No
Does the task force provide training programs to other law enforcement agencies?	☐ Yes ☐ No

Written Agreements	
Does the Task Force have current interagency agreements or guidelines available?	☐ Yes ☐ No

Please check all that apply:	☐ Current interagency agreements are signed by all participating jurisdictions
	☐ Task force written agreements includes outside input from other law enforcement agencies
	☐ Task force receives support for task force activities from the community
	☐ Executive board meets regularly to provide guidance and support
	How often:
	     ☐ Annually ☐ Quarterly
	     ☐ Monthly ☐ As needed

Prosecutor Involvement	
Is the prosecutor involved with the task force?	☐ Yes ☐ No
Please check all that apply:	☐ Task force presents cases for prosecution ☐ Prosecutor is available to assist with case preparation ☐ Prosecutor improves task force ability to process cases ☐ Prosecutor key performance measures are collected and used to enhance task force effectiveness
Computerized Databases	
Does the task force use computerized systems/databases for case management?	☐ Yes ☐ No
If there is access to a computerized database, is it used on a regular basis?	☐ Yes ☐ No

Please tell us what type of databases are used:	_____ _____ _____
Please check all that apply:	☐ Task force uses computerized cases management systems ☐ Task force uses information sharing databases but does not enter data ☐ Task force enters data monthly into an Intel-sharing database ☐ Task force deconflicts cases using electronic devices ☐ Task force complies with 28 CFR, Part 23

Target Decision Making

Does the task force use a formal threat assessment?	☐ Yes ☐ No
Does the task force have an established decision making process?	☐ Yes ☐ No
Please check all that apply:	☐ Task force threat assessment covers area not covered by other task forces. ☐ Activities are informant-driven ☐ Task force conducts Intel meetings quarterly ☐ Task force conducts Intel meetings monthly ☐ Task force targets mid to upper-level drug cases and violent criminals ☐ Task force targets all drug cases and criminals ☐ Activities are driven by published threat assessments

Interagency Communication	
Is there communication between the Task Force and outside Law Enforcement?	☐ Yes ☐ No
Does the Task Force have a connection with communities within the district?	☐ Yes ☐ No
Does the Task Force have regular communication with local jurisdictions?	☐ Yes ☐ No

Please check all that apply:	☐ Task force works closely with local law enforcement agencies
	
	☐ Task Force works cases referred by other law enforcement agencies
	
	☐ Task force shares Intel with other law Enforcement agencies
	
	☐ Task Force meets with other criminal justice officials
	
	How often:
	    ☐ Annually ☐ Quarterly
	    ☐ Monthly ☐ As needed

Coordination of Activities	
Are there meetings with other Law Enforcement agencies?	☐ Yes ☐ No
How often…	☐ Annually ☐ Quarterly ☐ Monthly ☐ As needed
Does the Task Force have directives for Coordination with other LE agencies - on file?	☐ Yes ☐ No
Does the Task Force have regular meetings with neighborhood Task Force and other Law Enforcement agencies?	☐ Yes ☐ No

Please check all that apply:	
	☐ Task Force uses information sharing databases but does not enter data
	☐ Task Force uses and enters data into information sharing databases
	☐ Task Force works with other law enforcement agencies without written directives
	☐ Written directives for task force coordination with other law Enforcement agencies are in place

Task Force Budget	
Does the Task Force have a budget?	☐ Yes ☐ No
Does the Task Force have a sustainability plan in place?	☐ Yes ☐ No
If there is an established budget, is it followed by the Task Force?	☐ Yes ☐ No
Does the budget include any of the following: (check all that apply)	☐ Activities supported by funds other than JAG ☐ Commitment to training (budget allocation) ☐ Allocation for overtime ☐ Allocation for technology improvement ☐ Sustainability plan in place

Goals and Objectives	
Does the Task Force have goals and objectives?	☐ Yes ☐ No
Are these goals clearly defined?	☐ Yes ☐ No
Are the goals and objectives measurable?	☐ Yes ☐ No
Does the Task Force collect Key Performance Measurement (KPM) data?	☐ Yes ☐ No
Has the Task Force demonstrated success in meeting previous goals?	☐ Yes ☐ No

Monitoring/Evaluation	
Does the Task Force have an evaluation or monitoring system in place?	☐ Yes ☐ No
Please check all that apply	☐ Task Force collects and utilizes key performance measurement data to enhance its activities ☐ Task Force has an advisory board ☐ Task Force has some accountability to the advisory board ☐ Task Force commanders are held accountable for performance by the advisory board ☐ Task Force has written policy and procedure for monitoring and evaluation. ☐ Task Force utilizes best-practice policies (audits of evidence, files, funds, etc)
Staffing/Recruitment	
Does the Task Force have a standard process to ensure selection of qualified personnel?	☐ Yes ☐ No
Please check all that apply	☐ Task Force has at least one full-time assigned investigator ☐ Task Force is comprised of officers from more than one law enforcement agency ☐ Task Force commander addresses staffing concerns ☐ Task Force investigators are co-located and have a physical space designated for daily operations (office in the same location) ☐ Task Force hosts law enforcement agents from its jurisdictions ☐ Task Force provides on the job training (OJT) to new law enforcement officers assigned to the unit ☐ Task Force hosts and rotates law enforcement from its jurisdictions regularly How often: _____ _____

Asset Policy	
Does the Task Force have a policy and procedure in place to address seizure and forfeitures?	☐ Yes ☐ No
Check all that apply	☐ Task Force has formal guidelines for all seizures ☐ Task Force incorporates relevant best-practices (e.g., handling, storage, and disposal of seized property) ☐ Task Force follows all federal and state laws related to seizure and forfeiture ☐ Seizure is used to dismantle/disrupt Drug Trafficking Organizations (DTOs) ☐ Forfeitures are used to fund future Task Force activities

How are forfeitures distributed to each agency cooperating within the Task Force?	Agency Name	Percent of Forfeitures
	_____ _____	_____ _____

Technical Assistance	
Do Task Force personnel attend LE trainings? (e.g., investigation techniques, undercover operations, clandestine lab identification, drug interdiction)	☐ Yes ☐ No
Does the Task Force provide prevention/ awareness trainings for the community?	☐ Yes ☐ No
Does the Task Force provide training for law enforcement agencies? (e.g., investigation techniques, undercover operations, clandestine lab identification, drug interdiction)	☐ Yes ☐ No
Please check all that apply	☐ Task Force provides occasional training for law enforcement and/or communities ☐ Task Force provides regular training to local law enforcement ☐ Task Force provides regular training to other stakeholders ☐ Task Force personnel regularly trains as a unit

Definitions	
How does your Task Force define "arrest"?	_____
How does your Task Force define "assist"?	_____

Questions and Concerns	
Do you have any questions regarding the current survey?	_____
Was there anything that was not covered in the survey, but should have been?	_____
Are there any resources that you currently don't have that would benefit your Task Force?	_____
Which activity require most of the Task Force's time?	_____
Has the Task Force experience any difficulties or constraints that inhibited its ability to achieve its goals and objectives?	☐ Yes ☐ No
If yes, please explain:	_____ _____
Which prevention and education programs do you think is most needed in your district?	_____ _____ _____

Evaluators used the following sources to design this survey: The Evaluation of the Multijurisdictional Task Forces (MJTFs), Phase II: MJTFs Performance Monitoring; the Justice Assistance Grant - Washington State Multi-Jurisdictional Narcotics Task Forces Peer Review Program; and the Evaluation of Multi-Jurisdictional Drug Task Forces In California.

APPENDIX B. Law Enforcement Feedback

Instructions

Please answer the following questions as they pertain to the task force operating in your jurisdiction. Your feedback will be used to better understand task force operations in your jurisdiction. Also, please answer the general crime question at the end of the survey. Your answers are confidential.

Part I: Active Task Force

1. Do you currently have a drug and violent crime task force operating in your jurisdiction?

       ____ Yes (Please complete Part II and III of survey)

       ____ No (Please complete Part III of survey)

Part II: Communication and Coordination

1. Please rate the following statements based on your interaction with the task force operating in your jurisdiction.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My agency has good communication with the task force	☐	☐	☐	☐	☐
My agency participates in regular meetings with the task force	☐	☐	☐	☐	☐
The task force is willing to assist my agency	☐	☐	☐	☐	☐
The task force is easily accessible to my agency	☐	☐	☐	☐	☐
The task force has increased communication among agencies in my area	☐	☐	☐	☐	☐
The task force shares intelligence with my agency	☐	☐	☐	☐	☐

2. Please rate the following statements based on your interaction with the task force operating in your jurisdiction.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The task force provides resources not otherwise available to my agency	☐	☐	☐	☐	☐
The task force is cost effective: "giving the public its money's worth"	☐	☐	☐	☐	☐
The task force has made a positive impact in my jurisdiction	☐	☐	☐	☐	☐
The task force has been effective in decreasing drug crime in my area	☐	☐	☐	☐	☐
The task force has been effective in decreasing violent crime in my area	☐	☐	☐	☐	☐
The task force has affected the quality of life in my jurisdiction	☐	☐	☐	☐	☐

3. Please rate the following statements based on your interaction with the task force operating in your jurisdiction.

	True	False
The task force has assisted my agency with arrests	☐	☐
The task force has assisted my agency with suspect interviews	☐	☐
The task force has assisted my agency with writing search warrants	☐	☐
The task force has assisted my agency with serving search warrants	☐	☐
The task force provides law enforcement training to my agency	☐	☐

Part II: Open-Ended Questions

1. In your opinion, what benefits does the task force provide to your jurisdiction?

_____
_____

2. Would you recommend changes to task force operations in your jurisdiction? If so, please explain.

_____
_____

3. Did we miss something? Do you have additional feedback not captured in this survey? If so, please explain.

_____
_____

Part III: Demographics and Crime Issues

Please answer the following questions about your agency.

1. What type of agency do you serve?

☐ Sheriff's Office

☐ Police Department

☐ Tribal Law Enforcement

☐ Campus Police Department

☐ State Law Enforcement

☐ Other _____

Name of Agency _____ *County* _____

2. What are the <u>top 5</u> crime issues in your jurisdiction (please be as specific as possible)?

     1. _____

     2. _____

     3. _____

     4. _____

     5. _____

Drug and Violent Crime Task Force

District 1- Guymon

Conditions	Inputs	Activities	Outputs	Outcomes (intermediate)	Outcomes (long-term)
Increase in importation, manufacture, and distribution of illegal drugs and CDS in district Increase in number of street gangs operating in district Increase in gang-related violence Increase in school bullying Decrease in resources available to local jurisdictions to combat drug and violent crime activities	Funding ($210,253.50) Non-JAG funding Confidential funds Staff Facilities Forfeiture proceeds Buy money Equipment Overtime Intelligence database Training School-based bullying program Travel	Investigations Search warrants Wiretaps Arrests Dismantle meth labs Assists Assist with wiretaps Specialized training Information sharing Intelligence sharing Drug seizures Firearm seizures	Number of: - Drug Arrests - Possession - Possession w/intent - Distribution - Trafficking - Manufacturing - Conspiracy - Cultivation - Diversion Arrests - Drug arrests - Other arrests Firearms seized Search warrants Assists Eradications Meth labs Referrals Assists Trainings - Provided - Attended	Decline in the availability of CDS in district Decline in number of meth labs dismantled in district Decline in the number of street gangs operating in district	Reduction in importation, manufacture, and distribution of illegal drugs and CDS in district Reduction of gang-violence in district Implementation of evidence-based policing strategies to prevent future drug and gang-related crimes in district Decrease bullying in schools

Drug and Violent Crime Task Force

District 3- Altus

Conditions	Inputs	Activities	Outputs	Outcomes (intermediate)	Outcomes (long-term)
Increase in importation, manufacture, and distribution of illegal drugs and CDS in district Increase in prescription drug abuse Decrease in resources available to local jurisdictions to	Funding ($205,565.63) Non-JAG funding Confidential funds Staff: 2 task force members; 2 are JAG funded Equipment Travel Operating expenses Facilities Forfeiture proceeds Intelligence support system	Investigations Search warrants Wiretaps Arrests Dismantle meth labs Assists Assist with wiretaps Specialized training Information sharing Intelligence sharing Drug seizures Firearm seizures	Number of: - Drug Arrests - Possession - Possession w/intent - Distribution - Trafficking - Manufacturing - Conspiracy - Cultivation - Diversion Arrests - Drug arrests - Other arrests Firearms seized Search warrants Assists Eradications Meth labs Referrals Assists Trainings - Provided - Attended	Decline in the availability of CDS in district Improve coordination with other law enforcement agencies Increase training opportunities for law enforcement Increase drug arrests through controlled buys Promote treatment of those who abused drugs	Reduction in trafficking, importation, manufacture, and distribution of illegal drugs and CDS in district Strengthen public relations and education efforts within district Reduction in prescription drug abuse problem Develop candidate program for task force Implement evidence-based policing strategies to prevent future drug and gang related crimes in district

Drug and Violent Crime Task Force

District 6 - Chickasha

Conditions	Inputs	Activities	Outputs	Outcomes (intermediate)	Outcomes (long-term)
Increase in importation, manufacture, and distribution of illegal drugs and CDS in district Increase in violent crimes and use of illegal firearms Increase in need for training opportunities for law enforcement agencies Decrease in resources available to local jurisdictions to combat drug and violent crime activities	Funding ($166,638.60) Non-JAG funding Confidential funds Staff: 5 task force members; 2 are JAG funded Equipment Overtime Travel Operating expenses Facilities Forfeiture proceeds Intelligence	Investigations Search warrants Wiretaps Arrests Dismantle meth labs Assists Assist with wiretaps Specialized training Information sharing Intelligence sharing Drug seizures Firearm seizures	Number of: - Drug Arrests - Possession - Possession w/intent - Distribution - Trafficking - Manufacturing - Conspiracy - Cultivation - Diversion Arrests - Drug arrests - Other arrests Firearms seized Search warrants Assists Eradications Meth labs Referrals Assists Trainings - Provided - Attended	Decline in the availability of CDS in district Improved coordination with other law enforcement agencies Increased training opportunities for local law enforcement agencies	Reduction in trafficking, importation, manufacture, distribution, and possession of illegal drugs and CDS in the district Reduction of violent crimes and illegal use of firearms Conduct 12 training programs on identification of drugs, symptoms of drugs, and danger of drugs Implement evidence-based policing strategies to prevent future drug and gang-related crimes in the district

Drug and Violent Crime Task Force

District 13 - Miami

Conditions	Inputs	Activities	Outputs	Outcomes (intermediate)	Outcomes (long-term)
Increase in importation, manufacture, possession, and distribution of illegal drugs and CDS in the district Increase in pseudoephedrine purchases from suspects from adjoining states Increase in violent crimes Increase in the number of street gangs operating in service area Increase in gang-related violence Decrease in resources available to local jurisdictions to combat drug and violent crime activities	Funding ($137,623.75) Non-JAG funding Confidential funds Staff: 4 task force members; 2 are JAG funded Equipment Overtime Training Travel Operating expenses Facilities Forfeiture proceeds Intelligence support system	Investigations Search warrants Wiretaps Arrests Dismantle meth labs Assists Assist with wiretaps Specialized training Information sharing Intelligence sharing Drug seizures Firearm seizures	Number of: - Drug Arrests - Possession - Possession w/intent - Distribution - Trafficking - Manufacturing - Conspiracy - Cultivation - Diversion Arrests - Drug arrests - Other arrests Firearms seized Search warrants Assists Eradications Meth labs Referrals Assists Trainings - Provided - Attended	Decline in the availability of CDS in district Decline in number of meth labs in district Decline in the number of street gangs operating in district Improved coordination with other law enforcement agencies Increased training opportunities for local law enforcement agencies	Reduction in trafficking, importation, manufacture, and distribution of illegal drugs and CDS Reduction of pseudoephedrine purchases from suspects from adjoining states Reduction of violent crime Reduction of gang-related violence Implement evidence-based policing strategies to prevent future drug and gang-related crimes in the district

Drug and Violent Crime Task Force

District 16 - Poteau

Conditions	Inputs	Activities	Outputs	Outcomes (intermediate)	Outcomes (long-term)
Increase in importation, manufacture, possession, and distribution of illegal drugs and CDS in the district Increase in violent crime Increase in illegal use of firearms Decrease in resources available to local jurisdictions to combat drug and violent crime activities	Funding ($170,703) Non-JAG funding Confidential funds Staff: 4 task force members; 3 are JAG funded Travel Equipment Supplies Operating expenses Overtime Training Facilities Forfeiture proceeds Intelligence support system	Investigations Search warrants Wiretaps Arrests Dismantle meth labs Assists Assist with wiretaps Specialized training Information sharing Intelligence sharing Drug seizures Firearm seizures	Number of: - Drug Arrests - Possession - Possession w/intent - Distribution - Trafficking - Manufacturing - Conspiracy - Cultivation - Diversion Arrests - Drug arrests - Other arrests Firearms seized Search warrants Assists Eradications Meth labs Referrals Assists Trainings - Provided - Attended	Decline in the availability of CDS in district Increase interagency collaboration and sharing of resources Increased training opportunities for local law enforcement agencies and the public	Reduction in trafficking, importation, manufacture, and distribution of illegal drugs and CDS Reduction of violent crimes and illegal use of firearms Implement evidence-based policing strategies to prevent future drug and gang-related crimes in the district

Drug and Violent Crime Task Force

District 17 - Idabel

Conditions	Inputs	Activities	Outputs	Outcomes (intermediate)	Outcomes (long-term)
Increase in importation, manufacture, possession, and distribution of illegal drugs and CDS in the district Increase in unlawful delivery of CDS Decrease in resources available to local jurisdictions to combat drug and violent crime activities	Funding ($143,432.10) Non-JAG funding Confidential funds Staff: 6 task force members; 3 are JAG funded Equipment Overtime Training Travel Operating expenses Facilities Forfeiture proceeds Intelligence support system	Investigations Search warrants Wiretaps Arrests Dismantle meth labs Assists Assist with wiretaps Specialized training Information sharing Intelligence sharing Drug seizures Firearm seizures	Number of: - Drug Arrests - Possession - Possession w/intent - Distribution - Trafficking - Manufacturing - Conspiracy - Cultivation - Diversion Arrests - Drug arrests - Other arrests Firearms seized Search warrants Assists Eradications Meth labs Referrals Assists Trainings - Provided - Attended	Decline in the availability of CDS in district Increase drug activity investigations and related search warrants	Reduction in trafficking, importation, manufacture, distribution, and possession of illegal drugs and CDS Increase assists to local, state, and federal agencies in the investigation and prosecution of drug and violent crimes Increase in filing of felony drug cases Collaborate on existing drug problems through a local board of Agency Heads Implement evidence-based policing strategies to prevent future drug and gang-related crimes in the district

Drug and Violent Crime Task Force

District 18 - McAlester

Conditions	Inputs	Activities	Outputs	Outcomes (intermediate)	Outcomes (long-term)
Increase in importation, manufacture, possession, and distribution of illegal drugs and CDS in the district Increase in drug trafficking organizations Increase in prescriptions being obtained by fraud Decrease in resources available to local jurisdictions to combat drug and violent crime activities	Funding ($116,840.04) Non-JAG funding Confidential funds Staff: 7 task force members; 2 are JAG funded Supplies Equipment Overtime Training Travel Operating expenses Facilities Forfeiture proceeds Intelligence support system	Investigations Search warrants Wiretaps Arrests Dismantle meth labs Assists Assist with wiretaps Specialized training Information sharing Intelligence sharing Drug seizures Firearm seizures	Number of: - Drug Arrests - Possession - Possession w/intent - Distribution - Trafficking - Manufacturing - Conspiracy - Cultivation - Diversion Arrests - Drug arrests - Other arrests Firearms seized Search warrants Assists Eradications Meth labs Referrals Assists Trainings - Provided - Attended	Decline in the availability of CDS Improved interagency coordination and cooperation in investigations related to drugs and violent crimes Disruption of methamphetamine networks Increase public educational programs on drug identification	Reduction in trafficking, importation, manufacture, distribution, and possession of illegal drugs and CDS Reduction of violent crime Reduction in quantity of prescriptions being obtained by fraud Increase in arrests for drug and violent crime related charges Implement evidence-based policing strategies to prevent future drug and gang-related crimes in the district

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Drug and Violent Crime Task Force

District 21 - Norman

Conditions	Inputs	Activities	Outputs	Outcomes (intermediate)	Outcomes (long-term)
Increase of illegal narcotic distribution and trafficking in service area Increase in gang-related violence in service area Increase in the number of violent crimes in service area Decrease in resources available to local jurisdictions to fight drug and violent crime activities	Funding ($151,943.24) Non-JAG funding Confidential funds Staff: 8 task force members; 2 are JAG funded Facilities Equipment Overtime Travel Forfeiture proceeds Operating Expenses Preventive programs for at-risk youth Training Intelligence support system	Investigations Search warrants Wiretaps Arrests Dismantle meth labs Assists Assist with wiretaps Specialized training Information sharing Intelligence sharing Drug seizures Firearm seizures	Number of: - Drug Arrests - Possession - Possession w/intent - Distribution - Trafficking - Manufacturing - Conspiracy - Cultivation - Diversion Arrests - Drug arrests - Other arrests Firearms seized Search warrants Assists Eradications Meth labs Referrals Assists Trainings - Provided - Attended	Decline in the availability of CDS in district Decline in the number of street gangs operating in district Reduction of violent crimes in the district	Reduction in criminal activity related to drugs, gangs, identity theft, property crimes, domestic abuse, and sexual assault Reduction in trafficking, importation, manufacture, distribution, and possession of illegal drugs and CDS Implement evidence-based policing strategies to prevent future drug and gang-related crimes in the district

Drug and Violent Crime Task Force

District 22 - Ada

Conditions	Inputs	Activities	Outputs	Outcomes (intermediate)	Outcomes (long-term)
Increase in importation, manufacture, possession, and distribution of illegal drugs and CDS in the district Increase in unlawful possession and distribution of prescription medication Increase in number of violent offenses within the service area Limited resources to provide investigative assistance to municipal, county, state and federal law enforcement agencies for drug and violent crimes	Funding ($180,312.50) Non-JAG funding Confidential funds Staff: 5 task force members; 2 are JAG funded Facilities Equipment Overtime Travel Operating expenses Training School and community organizations presentations	Investigations Search warrants Wiretaps Arrests Dismantle meth labs Assists Assist with wiretaps Specialized training Information sharing Intelligence sharing Drug seizures Firearm seizures	Number of: - Drug Arrests - Possession - Possession w/intent - Distribution - Trafficking - Manufacturing - Conspiracy - Cultivation - Diversion Arrests - Drug arrests - Other arrests Firearms seized Search warrants Assists Eradications Meth labs Referrals Assists Trainings - Provided - Attended	Disruption of methamphetamine networks Decline in the availability of CDS in district Disruption and reduction of unlawful possession, distribution and cultivation of marijuana Disruption and reduction of violent offenses Increased public educational programs on drug identification	Reduction in trafficking, importation, manufacture, distribution, and possession of illegal drugs and CDS Coordinate with local agencies and other jurisdictions on available information Implement evidence-based policing strategies to prevent future drug and gang-related crimes

Drug and Violent Crime Task Force

District 23 - Shawnee

Conditions	Inputs	Activities	Outputs	Outcomes (intermediate)	Outcomes (long-term)
Increase in violent crimes Increase in importation, manufacture, possession, and distribution of illegal drugs and CDS in the district Limited resources available to local jurisdiction to combat drug and violent crime activities	Funding ($256,715.50) Non-JAG funding Confidential funds Staff: 9 task force members; 2 are JAG funded Facilities Equipment Supplies Overtime Travel Operating expenses Training	Investigations Search warrants Wiretaps Arrests Dismantle meth labs Assists Assist with wiretaps Specialized training Information sharing Intelligence sharing Drug seizures Firearm seizures	Number of: - Drug Arrests - Possession - Possession w/intent - Distribution - Trafficking - Manufacturing - Conspiracy - Cultivation - Diversion Arrests - Drug arrests - Other arrests Firearms seized Search warrants Assists Eradications Meth labs Referrals Assists Trainings - Provided - Attended	Decrease of violent crimes in the district Decline in the availability of CDS in district Decline in illegal drug transactions by non-Indians on trust land at tribal casinos Increase in public awareness on the danger and manifestation of illegal drugs	Reduction in trafficking, importation, manufacture, distribution, and possession of illegal drugs and CDS in the district Reduction of violent crimes Implement evidence-based policing strategies to prevent future drug and gang-related crimes in the district

Drug and Violent Crime Task Force

District 24 - Okemah

Conditions	Inputs	Activities	Outputs	Outcomes (intermediate)	Outcomes (long-term)
Increase in the number of violent crimes Increase in importation, manufacture, possession, and distribution of illegal drugs and CDS in the district Limited resources available to local jurisdictions to combat drug and violent crime activities	Funding ($108,900.00) Non-JAG funding Confidential funds Staff: 5 task force members; 2 are JAG funded Facilities Equipment Supplies Overtime Travel Operating expenses Training	Investigations Search warrants Wiretaps Arrests Dismantle meth labs Assists Assist with wiretaps Specialized training Information sharing Intelligence sharing Drug seizures Firearm seizures	Number of: - Drug Arrests - Possession - Possession w/intent - Distribution - Trafficking - Manufacturing - Conspiracy - Cultivation - Diversion Arrests - Drug arrests - Other arrests Firearms seized Search warrants Assists Eradications Meth labs Referrals Assists Trainings - Provided - Attended	Decrease of violent crimes in district Decline in the availability of CDS in district Improved interagency coordination and cooperation in investigations related to drugs and violent crimes	Reduction in trafficking, importation, manufacture, distribution, and possession of illegal drugs and CDS Reduction of violent crimes Implement evidence-based policing strategies to prevent future drug and gang-related crimes in the district

Drug and Violent Crime Task Force

District 25 - Okmulgee

Conditions	Inputs	Activities	Outputs	Outcomes (intermediate)	Outcomes (long-term)
Increase in the number of violent crimes Increase in importation, manufacture, possession, and distribution of illegal drugs and CDS Limited resources available to local jurisdictions to combat drug and violent crime activities	Funding ($132,641.00) Non-JAG funding Confidential funds Staff: 4 task force members; 2 are JAG funded Facilities Equipment Supplies Overtime Travel Operating expenses Training	Investigations Search warrants Wiretaps Arrests Dismantle meth labs Assists Assist with wiretaps Specialized training Information sharing Intelligence sharing Drug seizures Firearm seizures	Number of: - Drug Arrests - Possession - Possession w/intent - Distribution - Trafficking - Manufacturing - Conspiracy - Cultivation - Diversion Arrests - Drug arrests - Other arrests Firearms seized Search warrants Assists Eradications Meth labs Referrals Assists Trainings - Provided - Attended	Decline in availability of CDS Decrease of violent crimes in the district Increased awareness on drug use and identification Improved interagency coordination and cooperation in investigations related to drugs and violent crimes	Reduction in trafficking, importation, manufacture, distribution, and possession of illegal drugs and CDS Reduction of violent crimes Implement evidence-based policing strategies to prevent future drug and gang-related crimes in the district

Drug and Violent Crime Task Force

District 27 – Sallisaw

Conditions	Inputs	Activities	Outputs	Outcomes (intermediate)	Outcomes (long-term)
Increase in importation, manufacture, possession, and distribution of illegal drugs and CDS Increase in the number of violent crimes Decrease in funding of local jurisdictions to fight drug and violent crimes	Funding ($176,494.95) Non-JAG funding Confidential funds Staff: 4 task force members; 3 are JAG funded Office space Equipment Supplies Overtime Travel Buy money Training Prevention Programs for the community	Investigations Search warrants Wiretaps Arrests Dismantle meth labs Assists Assist with wiretaps Specialized training Information sharing Intelligence sharing Drug seizures Firearm seizures	Number of: - Drug Arrests - Possession - Possession w/intent - Distribution - Trafficking - Manufacturing - Conspiracy - Cultivation - Diversion Arrests - Drug arrests - Other arrests Firearms seized Search warrants Assists Eradications Meth labs Referrals Assists Trainings - Provided - Attended	Decline in the availability of CDS Disruption of methamphetamine networks Decrease of violent crimes Increase in public awareness on the danger and manifestation of illegal drugs Improved interagency coordination and cooperation in investigations related to drugs and violent crimes	Reduction in trafficking, importation, manufacture, distribution, and possession of illegal drugs and CDS Implement evidence-based policing strategies to prevent future drug and gang-related crimes