



**A Summary of the
Multijurisdictional Drug Task Force Commander Survey
for Delaware**

November 1993



STATE OF DELAWARE
EXECUTIVE DEPARTMENT

Statistical Analysis Center
60 The Plaza
Dover, DE 19901

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Multijurisdictional Drug Task Force Commander Survey
for Delaware**

November 1993

**Mary Ann Hughes, Research Specialist II
Jack O'Connell, Director**

**Statistical Analysis Center
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Introduction

National

Up to 1200 multijurisdictional drug task forces have been formed, nationwide, using federal funds from the 1986 and 1988 Anti-Drug Abuse Acts. (Stolzenberg, JRSA, 1993) The drug task forces have been formed to create and implement a strategy aimed at disrupting illicit drug distribution systems that cross jurisdictional boundaries. Task forces occur in a variety of forms, tailored to fit the needs of the locality and to best address the illegal drug problem in that region.

The form assumed by most drug task forces is a team of five or more local or state law enforcement agencies supported by a special prosecutor. (Coldren 1993.) The task force usually has a designated commander. Written operating agreements govern interactions among members. The drug task force is housed in separate office space, not easily identifiable as a government building. Officers may come and go in street clothes. Funding for the drug task force typically is not only federal, but comes from a combination of sources, including state, federal, municipal funds, and asset seizures. While that is the general form of a drug task force, there are many variations.

Task forces have been classified by Chaiken into a taxonomy that includes three organizational categories: *Horizontal* arrangements include cooperation across geographical and jurisdictional boundaries. *Vertical* structures entail cooperation of various levels of government (i.e. local, county, state, federal). The *group* classification describes law enforcement agencies linked with private, business or community agencies or organizations. (Chaiken, et al., 1990.) Horizontal and vertical arrangements are the most common forms among drug task forces; however, no one task force fits the described type exactly. Real-life task forces include a diversity of imaginative variations designed to fit local needs and circumstances.

Horizontal drug task force structures are common among rural agencies, which benefit from the sharing of resources. In a horizontal arrangement, law enforcement agencies that comprise the task force are equal in standing. They work together by cooperative agreement. Each police department maintains a high level of local autonomy.

Conversely, a vertical task force operates as a hierarchy composed of agencies representing various levels of government. One agency is the lead agency and there is a tiered system of rank and order. For example, in one western regional task force, the state police acted as the lead agency. In that case, the state police directed the movement and activities of multijurisdictional

teams, which were comprised of municipal and county law enforcement officers and federal agents. Vertical arrangements are most common in areas where the illicit drug traffic crosses state and, or national boundaries.

Delaware

Of the above described forms, Delaware's task forces may represent the purest example of a horizontal structure. Four participating police departments: the Delaware State Police, the Dover Police Department, the New Castle County Police Department, and the Wilmington Department of Police, worked together by cooperative agreement. Each department maintained a high level of autonomy and directed its own investigations. The departments ranked equally in standing, while Wilmington administered the grant and provided titular leadership.

Resources were shared by the departments: experienced narcotics officers offered their investigative expertise; they trained novices in other departments and assisted them with operations. Task force participants shared intelligence of illicit drug markets, of distribution structures, and drug dealers. Surveillance equipment was loaned between agencies. Cooperation and sharing of resources enabled the task forces to make drug arrests that would not have been made, otherwise.

Police departments cooperated in sharing resources, intelligence and expertise; they loaned officers to assist in making buys and in undercover operations. For example, a police officer from the City of Wilmington assisted the Dover Police Department in making undercover, illicit drug buys in downtown Dover. Later, the Dover Police Department issued warrants and made arrests. One agency hired its first narcotics law enforcement officer with task force funds.

The funding of Delaware's drug task forces was provided by the State Criminal Justice Council from 1988 to 1991, through law enforcement grants from the federal Bureau of Justice Assistance, under the federal Anti-Drug Abuse Acts of 1986 and 1988. The Wilmington Department of Police administered the grants of \$40,000 in 1988 and \$45,000 in 1990 for the four departments. Improvements in the community, made possible by drug control activities of the task forces, prompted at least one municipality to pay for narcotics officers once the task force funding ended.

The Delaware multijurisdictional task force commander survey was conducted after task force funding and activities were concluded. In some instances, task force commanders had retired and their replacements or former assistants supplied the survey information. The following survey and this report

attempt to describe the Delaware multijurisdictional task forces, as well as document some of their activities and commander's perceptions.

The Survey and Results

Purpose of the Survey

The goal of the Multijurisdictional Drug Task Force Commander Survey sponsored by the Justice Research and Statistics Association (JRSA) is:

to assess developmental changes that have occurred in drug task force organization, objectives, targets, and population/area. The survey also queries task force commanders for their opinions regarding the reasons for any observed changes (e.g., fiscal constraints, change in task force leadership, or change in the nature of the drug problem). Performance indicator data (1988-1991) on the number of investigations, arrests, asset seizures, and drug seizures were also collected. (Stolzenberg, JRSA, 1993.)

The following is a summary of questionnaire responses to the Multijurisdictional Drug Task Force Commander Survey. The sections reflect the pattern of survey questions and include goals, targets, impacts, tactics and contributions of the task forces, as well as reported numbers of arrests and activities. To review the actual questions asked, please refer to the appendix (pp. 9-17.)

Goals of Drug Task Forces

When questioned about drug task force goals and priorities:

- All respondents reported that removing drugs from the local community and improving capacity to arrest drug offenders were high priorities.
- Two agencies reported enhanced communication and coordination among law enforcement agencies as high priorities.
- The seizure of assets was a high priority for two departments, and a low priority for two. By the end of the grant period, one of the departments had changed its goal, making seizures of assets a high priority for three departments.

- Promoting drug awareness (drug education and prevention) was a high priority for only one department; it later became a goal of a second department.
- One agency reported arresting upper-level dealers as a priority.

For three departments, goals remained the same throughout the task force period. The change in goals, mentioned above, of one of the jurisdictions, was related to a change in priorities regarding law enforcement; specifically, community policing became more important, as did asset seizures.

Drug Task Force Targets

Street-level dealers were a high priority target for three jurisdictions. Upper-level dealers, drug traffickers, and distributors were a high priority for two departments.

A change in targets through the course of the grant was reported by two drug task force jurisdictions. In those cases, upper level dealers and drug traffickers became a high priority for the two departments. The shift was due to "changes in the nature and extent of the drug problem," and in "priorities regarding drug law enforcement."

Regarding the illicit drugs targeted:

- Cocaine was a high priority in all jurisdictions.
- Cannabis was a low priority in three jurisdictions, high in one.
- Heroin and hallucinogens were a high priority target in one jurisdiction and not, initially, a priority in the remaining two jurisdictions. However, as the availability of heroin began to increase, it later became a high priority target for one additional agency.
- Other drugs targeted included PCP and steroids.

Impact of Task Forces

When asked: "Has your task force reduced the availability of drugs in its jurisdiction," three departments responded, "No." One department's response was "Yes." The affirmative respondent indicated that increases in personnel made available by the task force had enabled them to dramatically reduce open-air drug

markets. Thereby, drugs became more difficult to obtain in the community and the safety of area residents was increased.

Tactics Used by Drug Task Forces

When the drug task forces began in 1989, tactics relied on by drug units included sweeps, buy-busts, undercover operations and infiltration of illicit drug marketing systems. By late 1991, the task force tactics had evolved to include interdiction of inter-state drug trafficking and the combination of financial investigations with illicit drug investigations.

Inter-agency investigations became increasingly common, including not only cooperation among law enforcement agencies, but the coordination of municipal, state and federal agencies, as well. For example, in some cases, municipal law enforcement officers combined efforts with state police and federal Internal Revenue Service officials in order to arrest higher-level drug dealers.

When asked about unusual tactics, a survey respondent mentioned a case in which high-level dealers were identified and warrants obtained. Then the dealers were invited to a party, where they were arrested. Survey respondents also mentioned the use of enhanced surveillance equipment, pole cameras, and night vision gear.

Greatest Contribution of Drug Task Forces

When asked, "What has been the greatest contribution of your task force to reducing the drug problem?" two respondents' replies emphasized developing working relationships with the community and becoming more aware of community needs. Getting in touch with community members enabled the officers to work together with the community in order to clean up the drug problem. The representative for one department reported, "We've given several areas back to their communities," with the help of task force funding. The other two departments reported increasing coordination, cooperation, and assistance between police departments as the greatest contribution of task forces. All respondents believed the task forces assisted in disrupting the illegal drug trade. They also improved the quality of life in several communities.

Drug Task Force Arrests and Activities

The drug task force arrests and activities listed below reflect only a partial account of the productivity of the task forces. Activities that led to federal investigations and arrests are not included in the statistics. In some instances, an

agency had records for all years but the initial year, due to uncertainty at the outset about what records to keep. Therefore, the enumeration below underestimates the arrests and activities of the task forces; it reflects most, but not all of the drug task force activities.

Drug Task Force Arrests and Activity Totals, 1989-1991

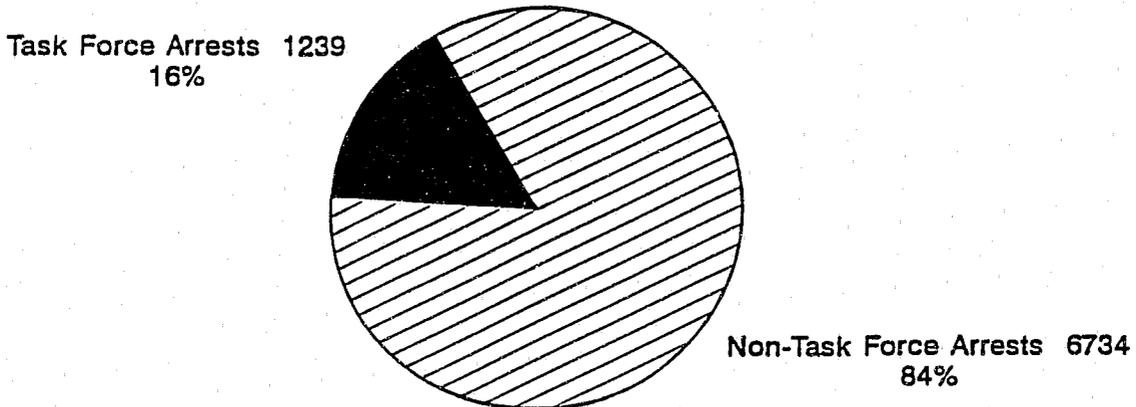
Drug arrests	1239
Non-drug arrests*	115
Est. dollar value asset seizures	\$905,111
Est. kg. cocaine seized, purchased*	15.8
Est. kg. marijuana seized, purchased*	73.5
Est. no. marijuana plants seized, destroyed*	108
Number of investigations	1174

* Incomplete information: Investigations that led to federal arrests are not included. No records are available for some jurisdictions, some years.

Impact of Multijurisdictional Drug Task Forces on Delaware Drug Arrests

Drug task forces contributed over 1,239 drug arrests in Delaware between 1989 and 1991; the arrests accounted for over 16 percent of the total number of drug arrests in the state, during that same time period.

**Multijurisdictional Drug Task Force Arrests
as a Proportion of Statewide Drug Arrests, 1989-1991**



Appendix

In the following pages is a copy of the actual survey instrument used in the interviews for the Task Force Commander Survey. The primary purpose of the survey was to provide feedback about drug task force operations and to learn of drug task force commander's perceptions.

In Delaware, staff of the Statistical Analysis Center (SAC) surveyed the drug task force commanders in personal interviews. Law enforcement agencies provided the drug task force arrest and activity data. Delaware SAC sent the information to the Justice Research and Statistics Association (JRSA) to be included with national data. Delaware's task force respondents were 4 of 528 survey participants, nationally. Delaware is 1 of 34 states and 2 territories that participated in the survey.

The survey was developed by JRSA for the Bureau of Justice Assistance (BJA) and the National Institute of Justice (NIJ). BJA assists states with operational programs and has funded multijurisdictional drug task forces since 1986; administrators at BJA wanted feedback about how the drug task force money was used. NIJ has a research interest in drug control and law enforcement; it's officials wanted information about the operations of drug task forces and commander's perceptions of task force effectiveness in arresting drug crime across jurisdictional boundaries.

JRSA is a not-for-profit organization of directors of state statistical analysis centers from around the country. The organization serves as a liaison between the state centers and the federal government.; JRSA coordinates state research on a national scale. In the case of this survey, BJA and NIJ requested that JRSA design and coordinate the Multijurisdictional Drug Task Force Commander Survey, then create a national data bank and analyze the results. The survey was designed by JRSA. State statistical analysis centers administered the surveys and sent the results to JRSA. Final national results should be available from JRSA by the end of 1993.

MULTIJURISDICTIONAL DRUG TASK FORCE COMMANDER SURVEY

BACKGROUND INFORMATION

1. Your name: _____ 2. Title: _____
2. How long have you been with the task force? _____
3. Task Force Name: _____
4. State: _____ 5. Population served: _____
6. Phone: _____
7. Date task force was first created: _____ / _____
month year
8. Date task force first received
Federal drug act monies: _____ / _____
month year
9. Date Federal drug act funding
stopped (if applicable): _____ / _____
month year

STRUCTURE AND OPERATIONS

The following items deal with both past and current operations of your task force. Think about the way your task force was organized when it began receiving Federal drug act monies, and then about how your task force is now organized.

PAST AND CURRENT DRUG TASK FORCE ORGANIZATION AND OPERATIONS

TASK FORCE GOALS

1a. Following is a list of goals of some Federally funded drug task forces. Please indicate whether you considered the goal to be a high priority, low priority, or not a priority goal of your task force when it began receiving Federal drug act monies by circling the appropriate responses.

Goals when began	High Priority	Low Priority	Not a Priority
Enhance communication among drug enforcement agencies	1	2	3
Enhance coordination among drug enforcement agencies	1	2	3
Seize assets of drug offenders	1	2	3
Promote drug awareness in the community	1	2	3
Improve our capacity to arrest drug offenders	1	2	3
Improve our capacity to prosecute drug offenders	1	2	3
Remove drugs from the local community	1	2	3
Other (Identify) _____	1	2	3

1b. Have your task force's goals changed since it first received Federal drug act monies (circle one)? **yes no**

If "no", please go to question number 2.

1c. If "yes," please indicate the present goals of the task force by circling the appropriate responses.

Goals now	High Priority	Low Priority	Not a Priority
Enhance communication among drug enforcement agencies	1	2	3
Enhance coordination among drug enforcement agencies	1	2	3
Seize assets of drug offenders	1	2	3
Promote drug awareness in the community	1	2	3
Improve our capacity to arrest drug offenders	1	2	3
Improve our capacity to prosecute drug offenders	1	2	3
Remove drugs from the local community	1	2	3
Other (Identify) _____	1	2	3

1d. If you noted any change in the goal(s) of your task force between the time it began receiving Federal drug act monies and now, what do you think is the major reason this happened?:

(circle one)

- Change in the nature and extent of the drug problem..... 1
- Change in priorities regarding drug law enforcement..... 2
- Change in resources available to the task force..... 3
- Change in task force leadership..... 4
- Other..... 5

(please explain): _____

TASK FORCE TARGETS

2a. This question pertains to the drug offenders targeted by your task force. Please indicate whether the following offender targets were a high priority, low priority, or not a priority of your task force when it began receiving Federal drug act monies by circling the appropriate responses.

Offenders targeted when began	High Priority	Low Priority	Not a Priority
Drug users	1	2	3
Street-level dealers	1	2	3
Upper-level dealers	1	2	3
Drug traffickers/distributors	1	2	3

2b. Have the offenders targeted by your task force changed since it began receiving Federal drug act monies (circle one)? **yes no**
 If "no," please go to question number 3.

2c. If "yes," please indicate the present priorities for drug offenders targeted by your task force by circling the appropriate responses.

Offenders targeted now	High Priority	Low Priority	Not a Priority
Drug users	1	2	3
Street-level dealers	1	2	3
Upper-level dealers	1	2	3
Drug traffickers/distributors	1	2	3

2d. If you noted any change in the offenders targeted by your task force between the time that it began receiving Federal drug act monies and now, what do you think is the major reason this happened?

- (circle one)
- Change in the nature and extent of the drug problem..... 1
 - Change in priorities regarding drug law enforcement..... 2
 - Change in resources available to the task force..... 3
 - Change in task force leadership..... 4
 - Other..... 5

(please explain): _____

3a. This question pertains to the types of drugs targeted by your task force. Please indicate whether the drug types listed below were a high priority, low priority, or not a priority when it began receiving Federal drug act monies by circling the appropriate responses.

Drugs targeted when began	High Priority	Low Priority	Not a Priority
Cocaine/crack	1	2	3
Cannabis	1	2	3
Heroin	1	2	3
Hallucinogens (e.g., LSD)	1	2	3
Other (Identify) _____	1	2	3

3b. Have the types of drugs targeted changed in priority since your task force began receiving Federal drug act monies (circle one)? **yes no**

If "no," please go to question number 4

3c. If "yes," please indicate its present drug target priorities by circling the appropriate responses.

Drugs targeted now	High Priority	Low Priority	Not a Priority
Cocaine/crack	1	2	3
Cannabis	1	2	3
Heroin	1	2	3
Hallucinogens (e.g., LSD)	1	2	3
Other (Identify) _____	1	2	3

3d. If you noted any change in the drug target(s) of your task force between the time it began receiving Federal drug act monies and now, what do you think is the major reason this happened?:

- (circle one)
- Change in the nature and extent of the drug problem..... 1
 - Change in priorities regarding drug law enforcement..... 2
 - Change in resources available to the task force..... 3
 - Change in task force leadership..... 4
 - Other..... 5

(please explain): _____

AGENCIES FORMALLY ATTACHED TO TASK FORCES	AGENCIES FORMALLY ATTACHED WHEN FEDERAL DRUG ACT FUNDING BEGAN	AGENCIES FORMALLY ATTACHED NOW
4a. Please indicate the types of agencies that were formally attached to your task force operation when it began receiving Federal drug act monies, and those formally attached now.	(circle all that apply) Local law enforcement..... 1 State law enforcement..... 2 Federal law enforcement..... 3 Local or state prosecutor's office(s).... 4 Federal prosecutor(s)..... 5 Other (please describe)..... 6 _____	(circle all that apply) Local law enforcement..... 1 State law enforcement..... 2 Federal law enforcement..... 3 Local or state prosecutor's office(s).... 4 Federal prosecutor(s)..... 5 Other (please describe)..... 6 _____

4b. If you noted any change in the agencies formally attached to your task force between the time that it began receiving Federal drug act monies and now, what do you think is the major reason this happened?:

- (circle one)
- Change in the nature and extent of the drug problem..... 1
 - Change in priorities regarding drug law enforcement..... 2
 - Change in resources available to the task force..... 3
 - Change in task force leadership..... 4
 - Other..... 5

(please explain): _____

TASK FORCE IMPACT ON DRUG AVAILABILITY

5a. Has your task force reduced the availability of drugs in its jurisdiction (circle one)? **yes** **no**

If you answered "no," please go to question 6.

5b. If you answered "yes," please explain how you think the task force has had an impact on reducing the availability of drugs in its jurisdiction:

TASK FORCE TACTICS

6a. Did your task force rely on any specific tactic(s) (for example, street sweeps, "buy/bust," undercover operations/infiltration) when your task force began receiving Federal drug act monies (circle one)? **yes** **no**

6b. If you answered "yes," please describe the most prevalent tactic(s) your task force used when it first received Federal drug act monies:

6c. Has your task force changed the tactic(s) it uses since it began receiving Federal drug act monies (circle one)? **yes** **no**

If you answered "no," please go to question 6a.

6d. Please describe the most prevalent tactic(s) currently used by your task force:

6e. If your task force uses any unusual or novel tactics to investigate and arrest drug offenders, please describe them on the space provided:

TASK FORCE FUTURE

7a. Would your task force continue if Federal drug act funding were stopped (circle one)? **yes no**

7b. If you answered that the task force would continue, please explain how you would compensate for the loss of Federal funds:

TASK FORCE JURISDICTION	TASK FORCE JURISDICTION WHEN FEDERAL DRUG ACT FUNDING BEGAN	TASK FORCE JURISDICTION NOW
8. How would you describe the jurisdictions your task force was responsible for when it began receiving Federal drug act monies, and now?	Coverage: (please fill in) No of square miles: _____ No. of counties: _____ Estimated % of state population covered: _____	Coverage: (please fill in) No of square miles: _____ No. of counties: _____ Estimated % of state population covered: _____
	Geographic area: (please circle one) 1. Mostly suburban 2. Mostly urban 3. Mostly rural	Geographic area: (please circle one) 1. Mostly suburban 2. Mostly urban 3. Mostly rural
	Other characteristics: (circle all that apply) 1. Heavy tourism 2. Large college population 3. Significant park and recreation areas 4. Contains major interstate highway(s)	Other characteristics: (circle all that apply) 1. Heavy tourism 2. Large college population 3. Significant park and recreation areas 4. Contains major interstate highway(s)

TASK FORCE ARREST AND ACTIVITY TRENDS

9. Please provide the following information for the years your task force was in operation:

	1988	1989	1990	1991
1. Task force drug arrests—please indicate whether arrests reflect "persons" or "charges:" () persons () charges				
2. Task force arrests for other (non-drug) violations—please indicate whether arrests reflect "persons" or "charges:" () persons () charges				
3. Estimated dollar value of task force asset seizures				
4. Estimated kilograms of cocaine seized or purchased				
5. Estimated kilograms of marijuana seized or purchased				
6. Estimated number of marijuana plants seized/destroyed				
7. Number of investigations initiated				

OTHER ISSUES REGARDING YOUR TASK FORCE

10. Finally, we would like to know your thoughts regarding a few related issues pertaining to multi-jurisdictional drug task forces:

1. What has been the greatest contribution of your task force to reducing the drug problem?

2. Please read the following statements and indicate the extent to which you agree or disagree with them by circling the appropriate responses.

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
a. Task forces have had little impact on the drug problem in the United States.	1	2	3	4	5
b. Task forces should continue to be a top priority for funding.	1	2	3	4	5
c. Task forces should expand their focus to include other types of problems such as violent crime and gangs.	1	2	3	4	5
d. Task force funding should be a higher priority than funding for drug education or treatment programs.	1	2	3	4	5

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STATE OF DELAWARE
EXECUTIVE DEPARTMENT
STATISTICAL ANALYSIS CENTER
60 THE PLAZA
DOVER, DELAWARE 19901

TELEPHONE: (302) 739 - 4626
FAX: (302) 739 - 4630

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DOC FORECAST MONITORING REPORT
3rd Quarter, 1993

This report monitors the DOC population forecasts from December 31, 1992, to September 30, 1993. The report describes the total population and the sub-populations of detained (pre-trial), jail (sentences one year and less), and prison (sentences greater than one year).

As forecast, the DOC population increased significantly in the first three quarters of 1993. This rapid increase follows the slow growth period of 1992.

The tables contain the actual and forecasted admissions and population, the difference, and the difference expressed as a percent of the actual. (Read, "The actual figure was X percent higher (lower) than the forecast figure.")

1. TOTAL POPULATION AND ADMISSIONS: Admissions for the third quarter, 1993, were 3,520, or 276 (7.3%) below the forecast of 3,796. The population at the end of the quarter was 4,428, or 243 (5.2%) below the forecasted 4,671. There were three crimes in which the combination of admissions and population were outside the normal variation for the "total" forecast. Capias/Contempt admissions were 215 (22.3%) below forecast; population was 4 (2.2%) above forecast. Miscellaneous admissions were 3 (0.7%) above forecast; population was 54 (23.3%) above forecast. Violation of probation admissions were 26 (6.4%) below forecast; population was 99 (14.2%) below forecast.

2. DETENTION: Admissions for the quarter were 2,122, or 275 (11.5%) lower than the forecast of 2,397. The population at the end of the quarter was 675, or 3 (0.4%) lower than the forecast of 678. The average length of stay (LOS) for the quarter was 29.6 days, or 4.2 percent longer than the 28.4 day average for calendar year 1992. There were three crimes in which the combination of admissions and population was outside the normal variation for the detained forecast. Capias/Contempt admissions were 195 (24.0%) below forecast; population was 1 (0.9%) above forecast. Homicide admissions were 18 (60.0%) below forecast; population was 28 (51.9%) below forecast. Miscellaneous admissions were 19 (5.9%) below forecast; population was 40 (72.7%) above forecast.

3. JAIL: Admissions for the quarter were 1106, or 20 (1.8%) lower than the forecast of 1,126. The population at the end of the quarter was 958, or 69 (6.7%) below the forecast of 1,027. The average sentence length was 126.6 days, or 1.0 percent shorter than the 127.9 day average for calendar year 1992. The average length of stay (LOS) was 91.3 days, or 9.3 percent longer than the 83.5 day average for calendar year 1992. There were three crimes in which the combination of admissions and population was outside the normal variation for the jail forecast. Violation of Probation admissions were 23 (8.2%) below forecast; population was 32 (10.4%) below forecast. Capias/Contempt admissions were 23 (15.6%) below forecast; population was 1 (1.9%) above forecast. Drug admissions were 18 (17.8%) above forecast; population was 9 (6.4%) above forecast.

4. PRISON: Admissions for the quarter were 292, or 19 (7.0%) higher than the forecast of 273. The population at the end of the quarter was 2,795 persons or 171 (5.8%) below the forecast of 2,966. The new sentence length for crimes other than LIFE was 44.6 months, 11.5 percent lower than the average of 50.4 for calendar years 1991-92. The average length of stay (LOS) of persons released (again, not considering Lifers) was 28.3 months, 2.4 percent, lower than the average of 29.0 for calendar years 1991-92. There were two crimes in which the combination of admissions and population was outside the normal variation for the prison forecast. Violation of probation admissions were 20 (28.2%) below forecast; population was 59 (16.4%) below forecast. Drug admissions were 31 (43.1%) above forecast; population was 20 (2.6%) below forecast.

Fig 1: Total Population & Admissions Actual and Forecast

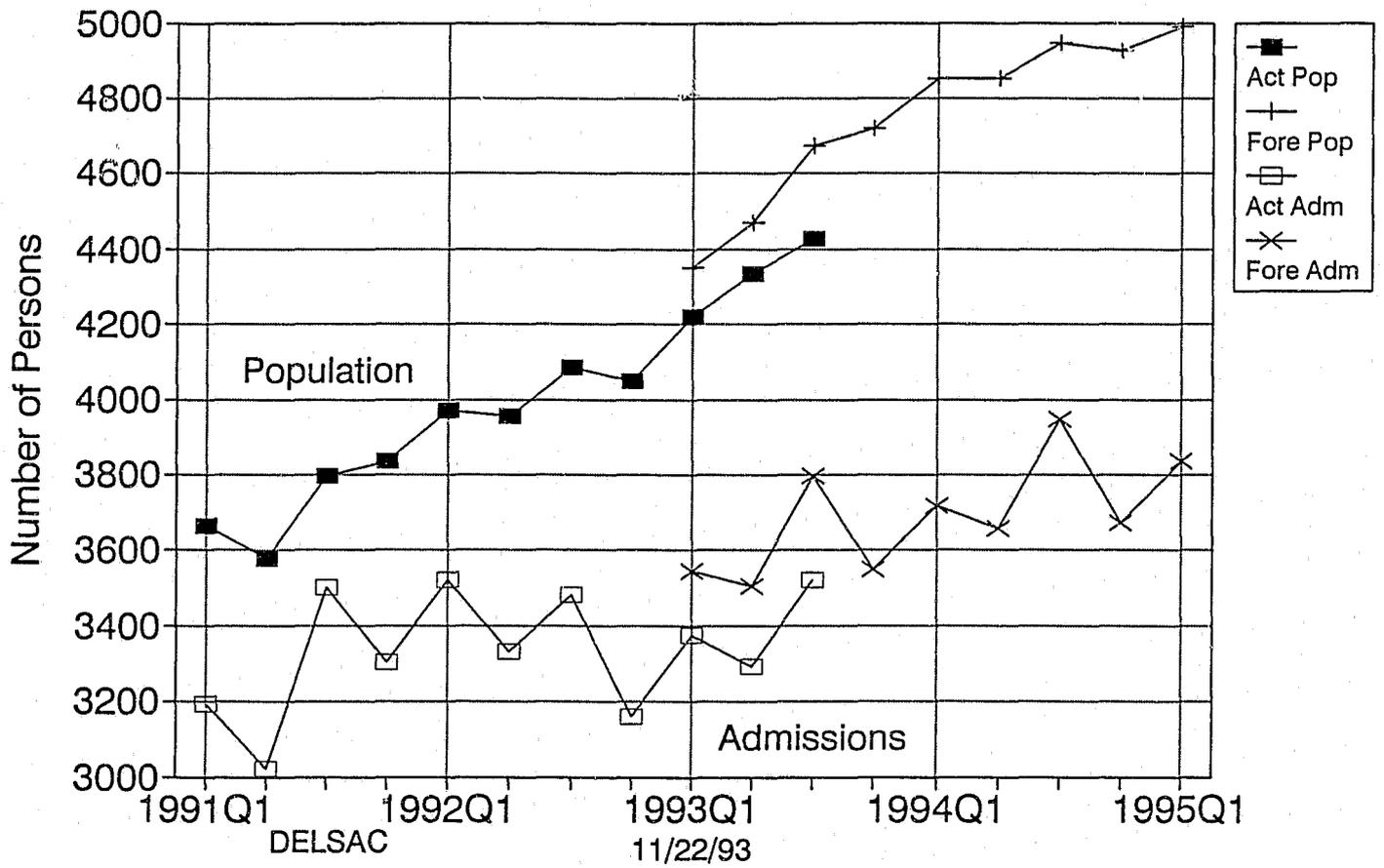


Table 1: Total Admissions and Populations 3rd Quarter, 1993

Quarter	Admissions				Populations			
	Actual	Fore	Differ	Percent	Actual	Fore	Differ	Percent
1991Q1	3193				3666			
1991Q2	3020				3578			
1991Q3	3502				3796			
1991Q4	3304				3835			
1992Q1	3521				3969			
1992Q2	3332				3956			
1992Q3	3483				4087			
1992Q4	3161				4048			
1993Q1	3376	3546	-170	-4.8%	4220	4352	-132	-3.0%
1993Q2	3293	3505	-212	-6.0%	4337	4470	-133	-3.0%
1993Q3	3520	3796	-276	-7.3%	4428	4671	-243	-5.2%
1993Q4		3549				4719		
1994Q1		3716				4851		
1994Q2		3657				4853		
1994Q3		3947				4948		
1994Q4		3673				4927		
1995Q1		3836				4991		
Detail - Total					3rd Quarter, 1993			
ASLT	280	286	-6	-2.1%	301	321	-20	-6.2%
BURG	181	165	16	9.7%	331	377	-46	-12.2%
C/CT	747	962	-215	-22.3%	183	179	4	2.2%
DRUG	468	496	-28	-5.6%	1021	1033	-12	-1.2%
DUI	281	309	-28	-9.1%	133	155	-22	-14.2%
FRAU	128	99	29	29.3%	70	74	-4	-5.4%
HOMI	17	34	-17	-50.0%	127	162	-35	-21.6%
LIFE	12	9	3	33.3%	429	431	-2	-0.5%
MISC	419	416	3	0.7%	286	232	54	23.3%
PROB	378	404	-26	-6.4%	598	697	-99	-14.2%
ROBB	78	113	-35	-31.0%	327	363	-36	-9.9%
SEX	85	106	-21	-19.8%	326	360	-34	-9.4%
THEF	205	216	-11	-5.1%	148	170	-22	-12.9%
TRAF	150	98	52	53.1%	64	43	21	48.8%
WEAP	91	83	8	9.6%	84	74	10	13.5%
Totals	3520	3796	-276	-7.3%	4428	4671	-243	-5.2%

Fig 2: Detained Admissions & Population Actual and Forecast

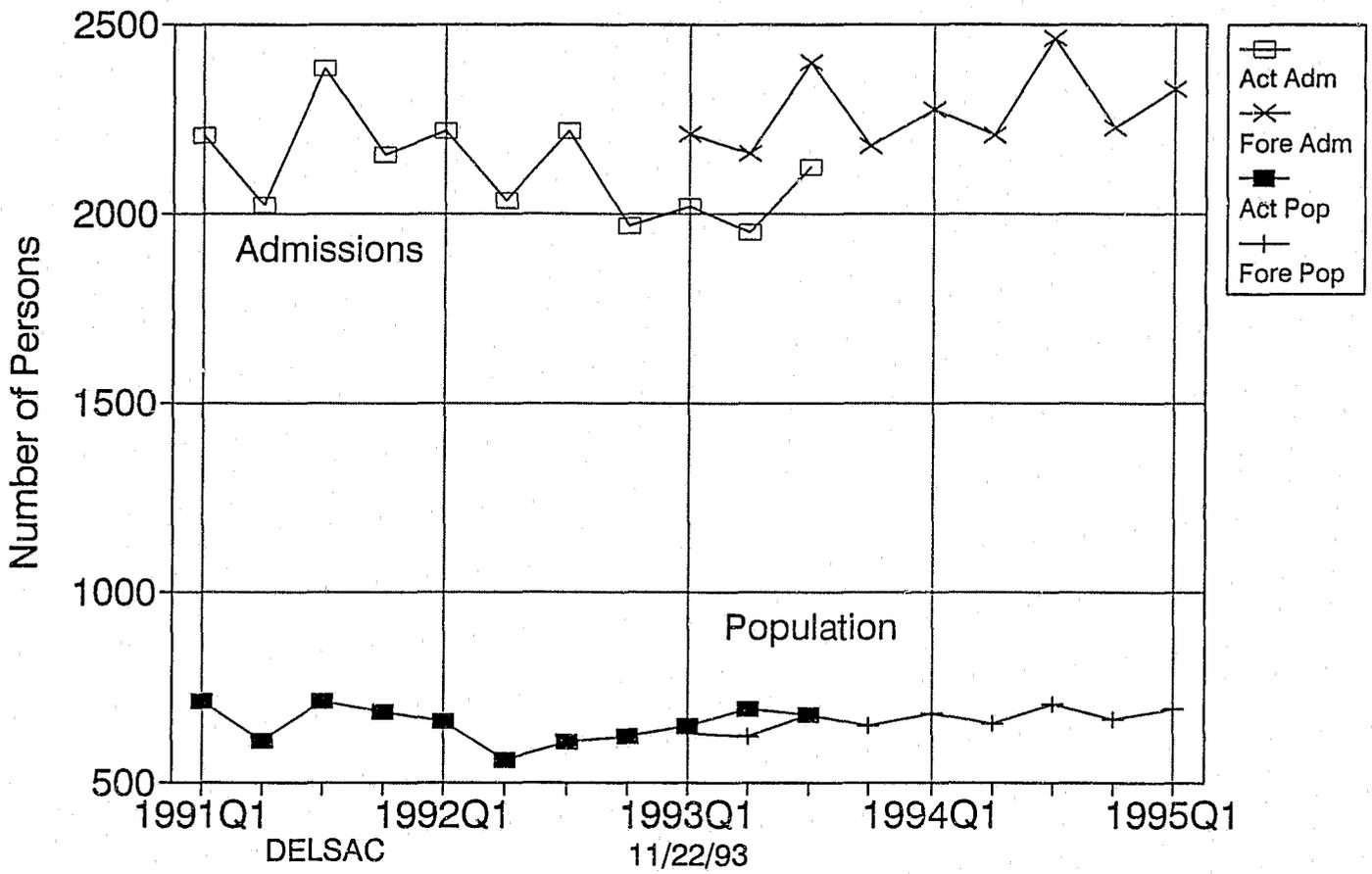


Table 2: Detained Admissions & Populations 3rd Quarter, 1993

Quarter	Admissions				Populations			
	Actual	Fore	Differ	Percent	Actual	Fore	Differ	Percent
1991Q1	2205				713			
1991Q2	2022				610			
1991Q3	2382				712			
1991Q4	2154				686			
1992Q1	2218				660			
1992Q2	2033				556			
1992Q3	2218				605			
1992Q4	1968				623			
1993Q1	2018	2207	-189	-8.6%	647	630	17	2.7%
1993Q2	1952	2155	-203	-9.4%	692	621	71	11.4%
1993Q3	2122	2397	-275	-11.5%	675	678	-3	-0.4%
1993Q4		2175				648		
1994Q1		2273				679		
1994Q2		2206				654		
1994Q3		2462				704		
1994Q4		2225				666		
1995Q1		2328				691		
Detail - Detained					3rd Quarter, 1993			
ASLT	204	198	6	3.0%	48	34	14	41.2%
BURG	124	108	16	14.8%	52	53	-1	-1.9%
C/CT	619	814	-195	-24.0%	118	117	1	0.9%
DRUG	246	323	-77	-23.8%	127	128	-1	-0.8%
DUI	70	82	-12	-14.6%	3	4	-1	-25.0%
FRAU	93	72	21	29.2%	20	16	4	25.0%
HOMI	12	30	-18	-60.0%	26	54	-28	-51.9%
LIFE								
MISC	301	320	-19	-5.9%	95	55	40	72.7%
PROB	71	54	17	31.5%	21	29	-8	-27.6%
ROBB	44	75	-31	-41.3%	48	54	-6	-11.1%
SEX	47	72	-25	-34.7%	44	69	-25	-36.2%
THEF	127	135	-8	-5.9%	29	34	-5	-14.7%
TRAF	82	41	41	100.0%	8	3	5	166.7%
WEAP	82	73	9	12.3%	36	28	8	28.6%
Totals	2122	2397	-275	-11.5%	675	678	-3	-0.4%
LOS	This Qt	Year 92						
LOS	29.6	28.4	1.2	4.2%				

Fig 3: Jail Admissions & Population Actual and Forecast

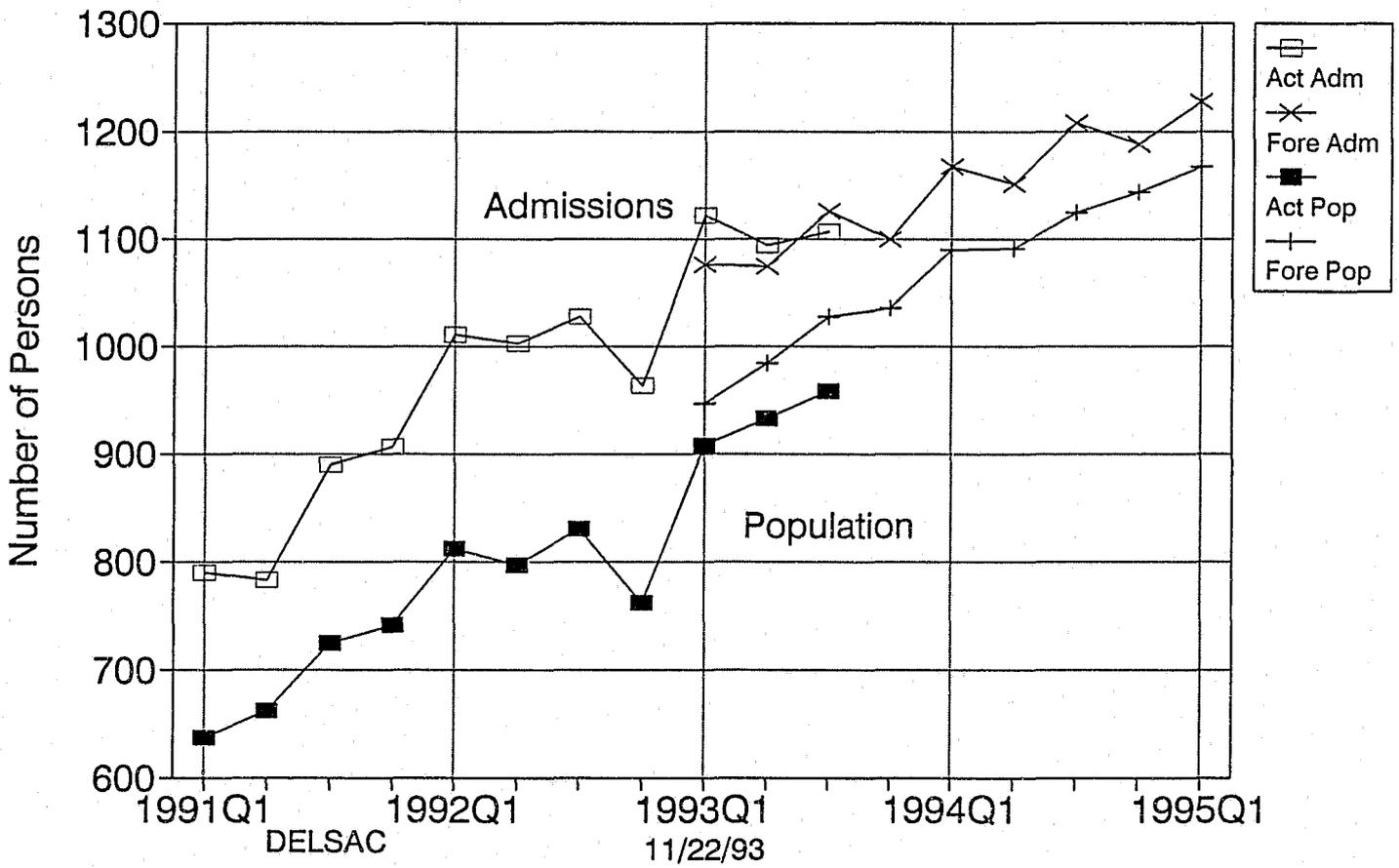


Table 3: Jail Admissions and Populations

3rd Quarter, 1993

Quarter	Admissions				Populations			
	Actual	Fore	Differ	Percent	Actual	Fore	Differ	Percent
1991Q1	789				637			
1991Q2	782				662			
1991Q3	890				724			
1991Q4	906				741			
1992Q1	1011				812			
1992Q2	1002				796			
1992Q3	1027				830			
1992Q4	963				762			
1993Q1	1122	1076	46	4.3%	907	947	-40	-4.2%
1993Q2	1094	1074	20	1.9%	933	984	-51	-5.2%
1993Q3	1106	1126	-20	-1.8%	958	1027	-69	-6.7%
1993Q4		1100				1036		
1994Q1		1167				1090		
1994Q2		1151				1091		
1994Q3		1207				1125		
1994Q4		1188				1144		
1995Q1		1227				1167		
Detail - Jail					3rd Quarter, 1993			
ASLT	60	61	-1	-1.6%	63	67	-4	-6.0%
BURG	38	35	3	8.6%	45	53	-8	-15.1%
C/CT	124	147	-23	-15.6%	54	53	1	1.9%
DRUG	119	101	18	17.8%	149	140	9	6.4%
DUI	209	220	-11	-5.0%	123	134	-11	-8.2%
FRAU	28	24	4	16.7%	22	26	-4	-15.4%
HOMI	1	1	0	0.0%	1	6	-5	-83.3%
LIFE								
MISC	98	83	15	18.1%	82	70	12	17.1%
PROB	256	279	-23	-8.2%	276	308	-32	-10.4%
ROBB	16	21	-5	-23.8%	16	32	-16	-50.0%
SEX	16	17	-1	-5.9%	23	28	-5	-17.9%
THEF	72	74	-2	-2.7%	52	68	-16	-23.5%
TRAF	67	57	10	17.5%	49	33	16	48.5%
WEAP	2	6	-4	-66.7%	3	9	-6	-66.7%
Totals	1106	1126	-20	-1.8%	958	1027	-69	-6.7%
	This Qt	Year 92						
Sent	126.6	127.9	-1.3	-1.0%				
LOS	91.3	83.5	7.8	9.3%				

Fig 4: Prison Population and Admissions Actual and Forecast

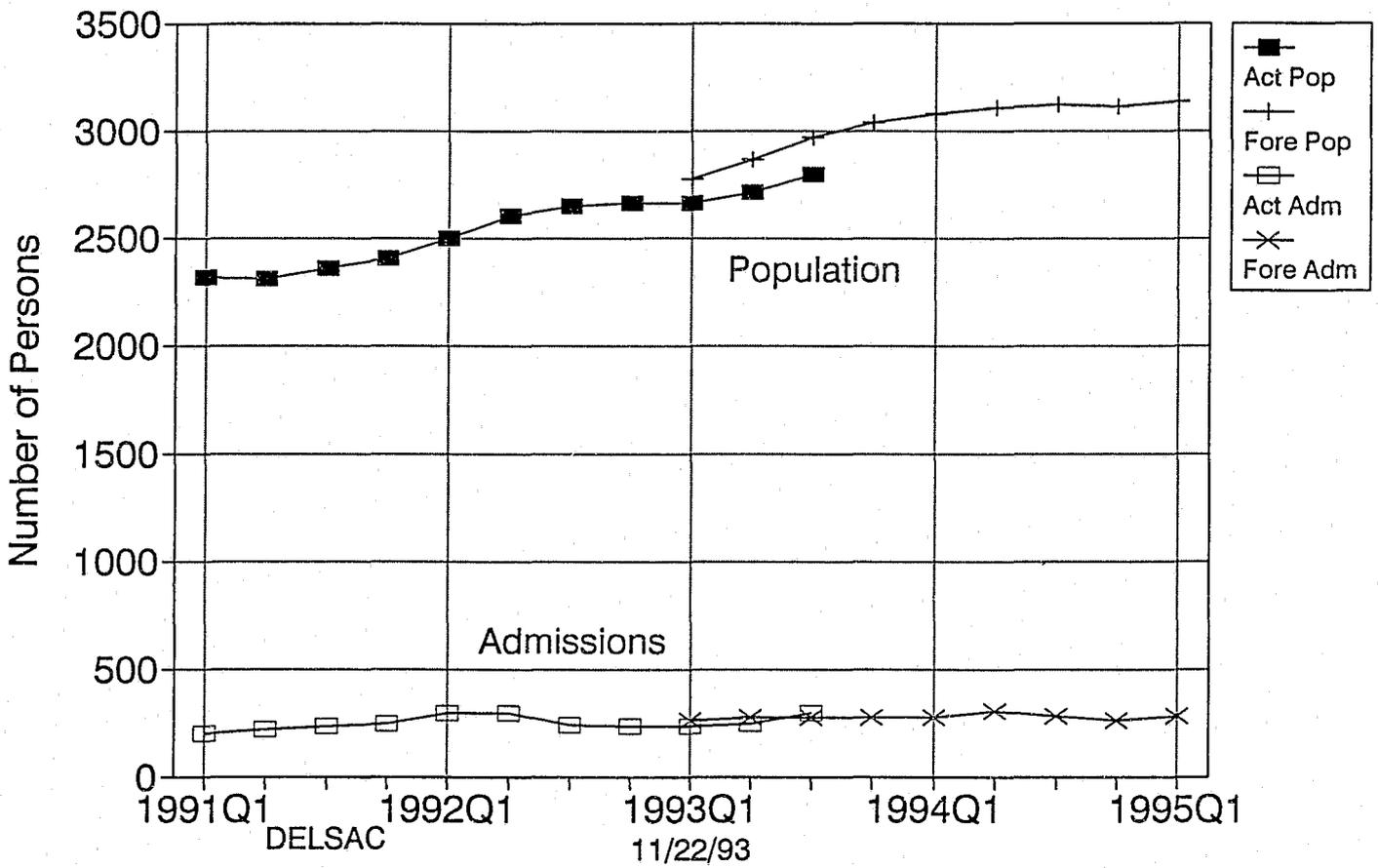


Table 4: Prison Admissions & Populations 3rd Quarter, 1993

Quarter	Admissions				Populations			
	Actual	Fore	Differ	Percent	Actual	Fore	Differ	Percent
1991Q1	199				2316			
1991Q2	216				2306			
1991Q3	230				2360			
1991Q4	244				2408			
1992Q1	292				2497			
1992Q2	297				2604			
1992Q3	238				2652			
1992Q4	230				2663			
1993Q1	236	263	-27	-10.3%	2666	2775	-109	-3.9%
1993Q2	247	276	-29	-10.5%	2712	2865	-153	-5.3%
1993Q3	292	273	19	7.0%	2795	2966	-171	-5.8%
1993Q4		274				3035		
1994Q1		276				3082		
1994Q2		300				3108		
1994Q3		278				3119		
1994Q4		260				3117		
1995Q1		281				3133		
Detail - Prison					3rd Quarter, 1993			
ASLT	16	27	-11	-40.7%	190	220	-30	-13.6%
BURG	19	22	-3	-13.6%	234	271	-37	-13.7%
C/CT	4	1	3	300.0%	11	9	2	22.2%
DRUG	103	72	31	43.1%	745	765	-20	-2.6%
DUI	2	7	-5	-71.4%	7	17	-10	-58.8%
FRAU	7	3	4	133.3%	28	32	-4	-12.5%
HOMI	4	3	1	33.3%	100	102	-2	-2.0%
LIFE	12	9	3	33.3%	429	431	-2	-0.5%
MISC	20	13	7	53.8%	109	107	2	1.9%
PROB	51	71	-20	-28.2%	301	360	-59	-16.4%
ROBB	18	17	1	5.9%	263	277	-14	-5.1%
SEX	22	17	5	29.4%	259	263	-4	-1.5%
THEF	6	7	-1	-14.3%	67	68	-1	-1.5%
TRAF	1	0	1	n/a	7	7	0	0.0%
WEAP	7	4	3	75.0%	45	37	8	21.6%
Totals	292	273	19	7.0%	2795	2966	-171	-5.8%
Sent	This Qt	1991-92			Note: Prison Sentence and LOS DO NOT include LIFEer data			
LOS	44.6	50.4	-5.8	-11.5%				
	28.3	29.0	-0.7	-2.4%				