

**Problem Solving and Partnerships in Prosecution:  
A Process Evaluation of Community Prosecution in Two Maryland  
State's Attorney's Offices**

**Final Report  
March 2009**

Prepared by

Laura Wyckoff  
Heather Fogg  
Megan McCloskey

Institute for Governmental Service and Research  
University of Maryland  
4321 Hartwick Road, Suite 208  
College Park, Maryland 20742  
301-405-4905

**Funded by the Governor's Office of Crime Control and Prevention  
under Grant Number BJAG-2005-1077**

## **Acknowledgements**

The Governor's Office of Crime Control and Prevention funded this project under grant number BJAG-2005-1077. All points of view in this document are those of the authors and do not necessarily represent the official position of any State or Federal agency.

This project would not have been possible without the support provided by GOCCP and the two State's Attorney's Offices involved in the research. The authors would also like to thank the partners of these two State's Attorney's Offices who patiently completed the survey or took part in an in-depth interview. The leaders and staff of these agencies demonstrated an impressive commitment to improving prosecution practices in their own and other State's Attorneys Offices.

## **Abstract**

The University of Maryland's Institute for Governmental Service and Research has been reviewing the processes of community and traditional prosecution in two Maryland counties. Through individual interviews and survey responses from State's Attorney's Office staff, local police departments and community organizations, the researchers have gathered data on the daily operations, goals, and collaborative relationships created by both community prosecution and traditional prosecution units, with special focus on cases of gun violence. The research found that problem solving is highly regarded by both traditional and community prosecutors. However, the offices are only beginning to achieve a problem-solving focus. Prosecutors have formed useful partnerships that may help lead to further problem-solving strategies as community prosecution units continue to develop and gain experience. The report concludes with recommendations for further areas of development and future outcome evaluations of community prosecution.



## **Executive Summary**

The University of Maryland's Institute for Governmental Service and Research reviewed the processes of community and traditional prosecution in two Maryland counties. While both prosecutorial models share the same goals of promoting fairness in the pursuit of justice, protecting the public safety, and promoting the legitimacy of both the prosecutorial role as well as role of the criminal justice system in general, they achieve these goals using very different strategies. This report compares and contrasts these two models by describing the experiences of one urban and one suburban State's Attorney's Office with these two approaches to meeting prosecutorial goals.

Traditional prosecutors tend to have a well defined case processing approach that involves detailed attention to individual cases. Traditional prosecutors meet the goal of promoting fairness in the pursuit of justice by working to achieve the most appropriate and just outcome in each individual case. They protect the public safety by securing convictions of guilty defendants and seeking appropriate charges and recommended sentences, often with the hope of sending a deterrent message to other would-be offenders. And finally, they promote legitimacy in their role in the criminal justice system by conducting their daily business with integrity and treating each case in a fair and equitable way. While traditional prosecutors recognize that crime is a product of complex social and economic forces, they view their individual role in curbing crime narrowly as enforcing the criminal law by prosecuting individuals who have allegedly violated criminal law statutes (Thompson, 2002, 330). Traditional prosecutors frequently interact with law enforcement officers and defense attorneys. Their interactions with individuals outside the criminal justice system may be limited to complainants and

witnesses that contribute to the prosecution's case against the defendant (Thompson, 2002, 332-333).

In contrast, community prosecutors tend to take a broader and more collaborative approach to achieving the three goals of prosecution. Community prosecutors meet the goal of promoting fairness in the pursuit of justice by working collaboratively with other agencies and community members to address crime issues of greatest concern to the general public. They protect the public safety by identifying recurring community problems, seeking out their underlying causes and developing solutions to address them. Like traditional prosecutors, community prosecutors promote legitimacy in their role in the criminal justice system by conducting their daily business with integrity and treating each case in a fair and equitable way. Community prosecutors also promote legitimacy in their role in the criminal justice system by encouraging engagement with the public, often working to empower citizens to address minor neighborhood issues before they become larger problems that may lead to criminal activity. Community prosecution has three defining elements: (1) partnerships with a variety of government agencies and community-based groups, (2) use of varied methods, including problem solving, to address crime and public safety issues, and (3) community involvement in problem solving (Nugent-Borakove, 2007, 1-2). Community prosecution units often focus on misdemeanor and other low-level cases that can be diverted from prosecution through alternative problem-solving strategies.

Through individual interviews and surveys of staff in two State's Attorney's Offices, local police departments, and community organizations, the researchers gathered information about the daily operations, goals, and collaborative relationships created by

both community prosecution and traditional prosecution units, with special focus on cases of gun violence. The research team found that problem solving is highly regarded by both traditional and community prosecutors. However, the offices are only beginning to achieve a problem-solving focus. Community and traditional prosecutors have formed useful partnerships with community groups, non-profit service organizations and law enforcement agencies that may help to lead to further problem-solving strategies as community prosecution units continue to develop and grow with experience.

Overall, the two offices studied are traditional prosecution offices, with units that focus on specific types of crimes and a case processing strategy that approaches each case individually. In general, the traditional prosecutors indicated support for a problem-solving process incorporating community elements, including partnerships. However, most of the traditional prosecutors reported rarely being involved in activities that would be defined as problem solving, and the few partnerships that were reported were primarily with the county police rather than with community or other non-law enforcement agencies. The partnership efforts that were reported primarily focused on sharing information on active cases. The findings are similar for partnerships and information sharing in regard to gun crime; although, the courts appear to be more collaborative partners in gun cases, with slightly more partnership efforts.

In contrast, a core component of the community prosecutor units' work is to develop partnerships and focus on community problems, including gun crime. At this time, however, gun crime is not the primary center of attention of these two units. Community prosecutors reported that they have developed relationships with a wide variety of partners from the community and other law enforcement agencies who work

collaboratively with community prosecutors to implement targeted enforcement and problem-solving strategies. These law enforcement partners include members from parole and probation, local law enforcement agencies, community policing, and other local enforcement agencies, such as the local housing authority and animal control. Community level partners include representatives from the Department of Education, the Department of Juvenile Services, the Department of Social Services, Environmental Resources, local Fire Departments and local level groups specific to each targeted area such as council members, homeowners associations, local business organization groups, treatment counseling services, YWCA, and local housing groups.

In-depth interviews revealed that community prosecution may not be fully integrated into the offices and that each State's Attorney's Office is still at the early stages of adoption of community prosecution. Both offices have units devoted to community prosecution, but the overall office structure and culture remains focused on case processing and a case-by-case mentality rather than a broader problem-solving approach. In addition, where community prosecution strategies are less similar to traditional prosecution, traditional prosecutors reported that they are unsure about the approach of community prosecution. Some community prosecutors are also aware of the ambiguity of their position and reported feeling misunderstood by fellow staff as to their place and their role within the overall office structure.

In order to preserve the confidentiality of the research participants, the research team offered a single set of recommendations, although some of the recommendations may apply more directly in one office than the other. The general issues highlighted by the research findings and subsequent recommendations are potential areas of



improvement for many community prosecution initiatives. Based on the findings, the research team made the following recommendations:

- Increase the staff’s understanding of community prosecution and problem solving to help integrate community prosecutors further within their offices.
- Develop defined, reasonable geographic target areas and defined, reasonable problems on which to focus, taking care to maintain this focus to avoid “watering down” the model and decreasing its impact.
- Increase the size of community prosecution units so the offices can expand their partner relationships and become more fully involved in problem solving.
- Engage in the full scope of the problem-solving model, which includes understanding the problem, responding to the problem, and assessing the effectiveness of the response.
- Design and eventually conduct an outcome evaluation to help direct future policy and procedures for prosecution in these offices and in general.

## **Project Introduction**

Traditional prosecutors typically take a case-focused approach, working with other law enforcement agencies to secure convictions and long sentences for offenders. In contrast, community prosecutors adopt a problem-focused approach, forming partnerships with other law enforcement agencies and the community to identify the root causes of crime and quality-of-life problems and strategize together to create effective solutions (Nugent, 2004, p. 1). The community prosecution model has diffused across America's prosecutor's offices. In 2004, the American Prosecutors Research Institute (APRI) reported that 40 percent of prosecutors' offices surveyed practice community prosecution (Nugent, Fanflik, & Bromirski, 2004, p. 4-5). As the model has diffused, prosecutors' offices have expanded its use to address more severe crime problems, including gun crime.

Despite the widespread adoption of community prosecution, there has been a lack of empirical research examining this innovation and testing its effectiveness. As a result, prosecutors' offices are adopting this innovation with little empirical guidance as to its perceived legitimacy among line prosecutors as well as its development as a unique approach to handling criminal cases, especially in the case of more serious crime problems, such as gun violence. Using interview and survey data, the following monograph presents findings from two Maryland State's Attorney's Offices concerning the key elements of community prosecution as compared to traditional prosecution and the overall office support of these community prosecution elements, with special focus on the problem of gun violence.

The report is structured to provide readers first with a review of the current scholarly literature on community prosecution programs, including the definition and origin of the model, the stages of adoption, the theoretical underpinning of the community justice movement and community prosecution, the model compared to traditional prosecution, other prosecutorial models that share community prosecutor elements, jurisdictional examples of community prosecution, and jurisdictional examples focused on the problem of gun violence. The literature review is followed by a description of the study methodology and major findings from surveys and interviews with staff in the State's Attorney's Offices and their partners. The report concludes with recommendations for the research sites to improve their current community prosecution models and suggestions for future evaluation research.

## **Community Prosecution: The Literature**

### *Community Prosecution: Definitions, Origins, and Prevalence*

Community prosecution shifts the primary focus of prosecution from a reactive case-based approach to a proactive, crime reduction and prevention strategy. Community prosecution places prosecutors in a position to aid in solving the underlying problems that create opportunities for criminal activity in their area. There are three general elements that characterize community prosecution as a model: (1) partnerships with a variety of government agencies and community-based groups, (2) use of varied methods, including problem solving, to address crime and public safety issues, and (3) community engagement and involvement in problem solving (Nugent-Borakove, Budlizowicz, & Rainville, 2007, p. 1-2). In this model the prosecutor takes a lead role in developing partnerships among community and law enforcement organizations to collaborate in

identifying the root causes of crime problems, leveraging resources to focus on these problems, and planning and implementing interventions to reduce these problems (also known as problem solving).

The model of community prosecution has diffused rapidly; only a decade ago, fewer than ten prosecutors' offices in the country reported practicing the collection of strategies that is now known as "community prosecution" (Nugent, 2004, p. 4). In contrast, a 2004 survey of 879 prosecutors' offices found that 37.8 percent claimed that they practice community prosecution. This survey, conducted by APRI, also indicated that 54.8 percent of offices participate in community-based initiatives and 69 percent of prosecutors reported that their duties included "implementing crime prevention efforts and addressing quality-of-life concerns that directly affect public safety" (Nugent et al., 2004, p.17). The prosecutors expressed the importance of identifying and addressing lower level crimes in the hopes of preventing more serious future crimes. They also indicated that the best way to prevent low level offenses is through non-traditional case-processing methods. A majority of those who responded that they do not currently practice community prosecution methods nonetheless stated they would be open to trying non-traditional prosecutorial methods. These findings suggest that the number of offices practicing community prosecution is likely greater today and that many offices may be practicing community prosecution without fully realizing it (Nugent et al., 2004, p. 4-5).

Pinpointing the origins of the concept of community prosecution is difficult, since many prosecutors were involved in community issues long before the community prosecution concept gained popularity. The adoption of the community prosecution model parallels and many believe was instigated by the community policing movement

(Thompson, 2002, p. 338-339); however, one of the earliest cited examples of community prosecution took place in Chicago's Cook County State's Attorney's Office in 1973, prior to the implementation of community policing. The popularity and legitimacy of the community justice movement in the late 1980s and 1990s provided police agencies and prosecution offices a catalyst to move toward a more community oriented approach (Goldkamp, Irons-Guynn, & Weiland, 2003, p. 10).

Contemporary community prosecution practices are thought to have originated in Multnomah County, Oregon where in 1990 District Attorney Michael Schrunk chose to focus on quality of life crimes as a means to protect opportunities for business development in a specific target area. In 1991, two other prosecutors' offices became well-know for their community prosecution units: Montgomery County, Maryland and Kings County, New York. These two counties geographically reorganized their offices and focused their efforts on strengthening community partnerships (Goldkamp, Irons-Guynn, & Weiland, 2002). These are only a few examples of models that have served as a foundation for the diffusion of community prosecution in practice.

The community prosecution model involves the community in the 'crime-solving' process, by empowering the community to identify concerns and solutions. Community prosecution models focus on nuisance abatement and quality-of-life crimes, which are of concern to the community. Community prosecutors hope that working with the community to reduce these low-level offenses will assist in implementing long-term crime intervention strategies focused on community needs (Nugent et al., 2004, 2-3). Many initiatives take a multi-agency approach to these problems by incorporating community justice programs, including mediation programs or misdemeanor diversion

programs. As the community prosecution model has become popular and diffused across different offices, in some jurisdictions the problem focus has shifted to more severe crimes, including gun violence and domestic assault. For these crimes, many prosecutors' offices take a strict hard-deterrence approach, seeking 'hard time' and/or Federal prosecution, but still incorporate a community involvement and outreach component.

As one example, the community prosecution unit in Suffolk County, Massachusetts was put in place specifically to combat violent crime. The three main initiatives of the Suffolk County community prosecution unit are the Safe Neighborhood Initiative, the Prosecutors in Police Stations, and the Community Based Justice Task Force. The Safe Neighborhood Initiative, which was implemented as a way to combat the high level of violent crime in Suffolk County, is a collaboration of the District Attorney, the police, the Mayor's Office of Neighborhood Services, and the local residents. This initiative opens the lines of communication between the community and the local government, fostering trust and respect. The Prosecutors in Police Stations initiative opens the lines of communication between the prosecutors and the police. Prosecutors are stationed in police stations, where they interact with the police and the citizens on a daily basis; they go out with the police into the community, provide legal advice, and conduct investigations. Finally, the Community Based Justice Task Force, which was implemented specifically to combat domestic violence, elder abuse, and child abuse, opens the lines of communication between the prosecutor's office and the community. As a part of this task force, information seminars and community programs are implemented to target court-involved at-risk populations. A non-attorney employee,

who works for the District Attorney's Community Affairs Unit, is appointed to interact with the community, the government, and social service agencies in an attempt to find new and creative ways to solve these specific problems (Goldkamp et. al, 2003, p. 49-50). Community prosecution initiatives offer a collaborative approach to the prosecution of violent crimes by opening the lines of communication between the community and the local government.

Due to the swift diffusion of the community prosecution model, offices have implemented the elements of problem solving and partnerships to fit their needs and vision, creating varying structures of community prosecution. In an effort to give structure to the community prosecution model, Goldkamp and his colleagues (Goldkamp et al., 2002, p. 3) identified seven key dimensions: (1) organization of prosecutor's office, (2) targeted problems, (3) geographic target area, (4) case processing adaptations, (5) interagency collaboration, (6) role of the community, and (7) response to community problems. These dimensions also provide a framework for examining community prosecution in practice.

#### *Implementation Stages and Structure of Community Prosecution*

Community prosecution differs drastically by jurisdiction in the way it has been adopted and implemented. Many prosecutors' offices take the lead in adopting this innovation, while others integrate community prosecution to parallel a community policing or community courts program. Community prosecution takes form in each specific jurisdiction based upon the needs of that area and thus it becomes tailored to the specific problems the community prosecutors aim to solve. These differences of adoption and implementation have created divergent programs in practice.

An example of these differences can be seen when comparing Multnomah County, Oregon and Kings County, New York, both of which used community prosecution methods to combat quality-of-life crimes in their counties. In Multnomah County, the community had a more participatory role in the community prosecution process than did the citizens of Kings County; Multnomah County residents played an active role in the problem-solving and implementation process. Also, the methods used to combat the same quality-of-life issues in the two different communities differed. In Multnomah County, drug-free zones were implemented, and the community used problem-solving methods to find solutions to their problems. However, in Kings County, the community prosecution unit primarily used nuisance abatement as well as a program that empowered landlords to monitor their “high crime” buildings to combat the issues in their community. Not only did these two programs differ in community engagement and problem-solving strategy, but also in structure. In Multnomah County, the community prosecutors have field offices, while in Kings County, they are located in one main office. Finally, in Multnomah County, the community prosecutors rarely try cases, but in Kings County, community prosecutors try their own cases. These two units were implemented to combat the same problem, yet almost every aspect of these two programs differs from the other; the methods implemented were tailored to the needs of each individual community (Goldkamp et. al, 2003, p. xvii).

Jurisdictional differences in community prosecution may also be due to an office’s stage in the adoption of the model. Nugent (2004) explains that the community prosecution model has a continuum of implementation, which she breaks into three stages. Summarized from Nugent (2004) these stages include:



- 1) Program infancy Stage: There are limited meetings with community groups or other partners. There is a lack of an overall strategic problem-solving plan and effort.
- 2) Strategy Stage: Line prosecutors are given more authority and work more closely with the community and partners to identify and address problems. There are only minor changes in the office structure, possibly including a specific unit devoted to prosecution, a targeted area, different guidelines and policies for community prosecutors (including accountability and work time).
- 3) Philosophical Stage: The office has had significant changes in the structures, policies, and culture. The community, partners, and the problem-solving process are institutionalized into the prosecutorial system, with a change in the means in which the agency does business. Traditional case processing remains, but as part of the overall problem-solving process.

Nugent (2004) notes that the philosophical stage may take six years or more to achieve and suggest that it is unlikely that the entire office will reach this stage. The continuum of adoption needs further study; however, Eck & Rosenbaum, (1994) note that it parallels work conducted in community policing (as cited in Nugent, 2004)). The continuum gives a means to assess office differences by their stage of adoption.

Nugent (2004) further details how the organizational structure of community prosecution within the prosecutor's office may affect its implementation. From her review of the literature, Nugent highlights three primary organizational structures, 1) individual-based; 2) unit-based; and 3) decentralized. Individual-based community prosecution models are usually headed up by the chief prosecutor and, particularly in smaller jurisdictions, incorporate elements of community prosecution in the work of each of the attorneys on staff. Under the most commonly used unit-based structure, which most prosecutors' offices utilize regardless of whether or not they engage in community prosecution, community prosecution is a specialized unit in the office, "much like the

other units that target specific crimes or specific offender groups such as domestic violence or gangs” (p. 15). Finally, the decentralized structure is the least common and is characterized by minimal structure with each attorney or unit empowered to define their own priorities and handle their own management responsibilities (Nugent, 2004).

Nugent (2004) proposes that the unit-based community prosecution model may be the most commonly used for one of two possible reasons. From one perspective, community prosecution may not be viewed as a dramatic innovation that is structurally distinct from the work of other units that focus on particular crime types or offender characteristics. In contrast, she also suggests that the unit-based structure may reflect the early implementation stages that characterize the majority of community prosecution jurisdictions. Citing evidence from a national survey, Nugent (2004) found that the more mature community prosecution jurisdictions, “appear to be moving toward a more decentralized structure” (p. 16). In this model, there is no longer a “top-to-bottom” organization, like in the unit-based model, but a more “flat” organization with very little structure. Very few offices have matured enough to use this organizational structure, which is more likely to take place in the philosophical stage of adoption (Nugent, 2004, 16).

#### *Theoretical Underpinning of Community Justice and Community Prosecution*

Criminologists hypothesize that crime and disorder problems in many neighborhoods are associated with a breakdown in the bonds between both individuals and organizations that produce informal and formal social controls. These informal control agents (e.g., friends and families) and formal control agents (e.g., churches and schools) serve to deter crime and disorder. When the bonds with these control agents

break down, the deterrent effect of the control agents is diluted (see work testing and elaborating social disorganization theory, Shaw & McKay, 1942; Bursick & Grasmick, 1993; Sampson & Groves, 1989). Theoretical tests of the social control concept have a long history, and more recent works highlight that high crime and disorder communities may suffer from a lack of cohesive mutual trust; individuals within these areas are unwilling to take overt action to control public order, known as collective efficacy (see Sampson, Raudenbush, & Earls, 1997). Citizens in high crime and disorder neighborhoods may experience high levels of fear, causing them to withdraw from the community, further degrading these bonds to the community and social control agents (see Skogan, 1990), diluting formal and informal community regulation.

The community justice movement has given criminal justice organizations a means to share the responsibility of crime prevention and control with the community and thereby instigate the repair of social bonds. It has also allowed the community a voice in the role of the criminal justice system, which creates an opportunity to increase the community's perceived legitimacy of community justice agents. The innovation of community policing is a working example of this process. Beginning in the 1980s, community policing models were implemented on the heels of civil unrest in minority neighborhoods in the 1960s. These programs focused on repairing the gulf between citizens and police by having officers placed in sub-stations, walking beats, working with neighborhood watch groups, taking part in community meetings, interacting with citizens, and working with citizens to solve community problems (see Rosenbaum & Lurigio, 1994). Other criminal justice agencies have since integrated themselves into the community justice movement, including community courts, community corrections, and

community prosecution. These programs all focus to some extent on the goal of increasing social bonds within the community as a means to reduce crime.

### *Traditional Prosecution vs. Community Prosecution*

Since the late 1980s, experts in the field of criminal justice have been convening to discuss and define the roles of the prosecutor. The definition of these roles is shifting towards more proactive and community-based methods of solving crime, with the prosecutor taking a more active role in their district (Nugent et al., 2004, p. 15). Some experts believe that community prosecution is an extension and evolution of the duties of a prosecutor, while others argue that community prosecution and traditional prosecution are fundamentally different (Nugent, 2004, p. 7). Distinguishing between community prosecution and traditional prosecution hinges on how strictly one defines these roles. A study by APRI established that community and traditional prosecutors share the same goals of “promot[ing] the fair, impartial, and expeditious pursuit of justice; ensur[ing] safer communities; and promot[ing] integrity in the prosecution profession and coordination in the criminal justice system”. In terms of which model of prosecution offices choose to employ, the distinction between these two roles falls in the methods used to achieve these goals (as cited in Nugent et al., 2004, p. 17).

The current state of traditional prosecution encourages prosecutors to take an extremely narrow or ‘micro’ focus of their role in the criminal justice system and community (See Thompson, 2002, p. 326.). Traditional prosecutors typically operate in offices within the central court complex, far removed from where crimes take place and victims of crimes live (Thompson, 2002, p. 335). While traditional prosecutors recognize that crime is a product of complex social and economic forces, they view their individual

role in curbing crime on a case-by-case basis, enforcing the criminal law by prosecuting individuals who have allegedly violated criminal law statutes (Thompson, 2002, p. 330). Their interactions with individuals outside the criminal justice system may be limited to complainants and witnesses that contribute to the prosecution's case against the defendant (Thompson, 2002, p. 332-333).

Many of the methods employed by community prosecutors mark a notable change from those of traditional prosecutors (Goldkamp et al., 2003, p. 95). Community prosecution is an effort to construct a broader vision of prosecution by focusing the work of prosecutors on the community and its problems. This model removes the prosecutor from the middle cog of the criminal justice system and places them on the front lines with the community, giving them additional power and responsibility. This role allows prosecutors a means to prevent crime and disorder (which will in essence reduce their workload) by initiating and taking part in strategies to solve and/or reduce the community's crime problems. As compared to traditional prosecutors' methods, community prosecutors' methods put more of an emphasis on preventing crime and helping victims to feel safer in their communities (Nugent et al., 2004, p. 18).

#### Innovative Prosecutorial Models: An Overview

Community prosecution is related to a number of innovative criminal justice models in which prosecutors take a lead role or are part of a law enforcement partnership initiative. Listed in the following chart are five of these recent innovative models, including community oriented prosecution, prosecutor as problem solver, geographic focused prosecution, pulling levers/Boston model, and sanction setter prosecution role. Many of these models involve the community in some way, involve partnerships, focus

on a specific problem, and/or focus on a target area(s), making it difficult to determine which of these numerous innovations may be considered community prosecution. In the chart, each model is associated with related law enforcement innovations, basic research findings, the theoretical foundation of these models, and associated programs. The models and associated information are not exhaustive.

## Prosecutorial Models: Related Innovations, Research Findings, Theoretical Underpinnings, Associated Programs

<b><i>Prosecutorial Model/Innovation: Description</i></b>	<b><i>Related Law Enforcement Innovations</i></b>	<b><i>Research Findings</i></b>	<b><i>Theoretical Underpinning</i></b>	<b><i>Associated Programs</i></b>
<p><b>Community Oriented Prosecution:</b>  <i>Focuses on creating partnerships and collaborations with local law enforcement and other government agencies as well as local community-based groups with the intention of both preventing and responding to crime. Focuses on problem solving often within the context of specific crime and specific target areas (geographic locations) Uses a variety of methods for prevention, intervention and enforcement in dealing with crime.</i></p>	<p>Community Policing, Community Courts, Sentencing Circles</p>	<p>- Cost-benefit analysis and evaluation of U. S. Attorney’s office Nuisance Abatement activities showed an estimated savings of \$39,000 to the city (Nugent-Borakove, 2007).                      - Marion County Prosecuting Attorney’s Office (Indianapolis) is evaluating their efforts using a number of performance measures including: crime rates, rate of gun carrying among juveniles, public safety rating, public nuisance calls for service, and many others (Nugent-Borakove, 2007).</p>	<p>- Social Control – micro level theory that our strong social bonds inhibit us from committing crime (Hirshi, 1969; Laub &amp; Sampson, 2003).                      - Social Disorganization – macro level social control, communities with the ability to mobilize, bring in resources, ability to take overt action to control public order (collective efficacy), maintain a high social capital (social relationships and common goals) will have less crime (Sampson et al., 1997; Bursik &amp; Grasmick, 1993). Supportive findings; however, some recent studies looking at newly immigrated Latino communities find a paradox (Sampson &amp; Bean, 2006)                      - Spiral of decay: Fear due to physical and social disorder in the community may cause individuals to isolate themselves from the community and lead to additional crime, a spiral of decay (Skogan, 1990).</p>	<p>Problem Solving; Community meetings and newsletters, partnerships with the community, reduction of fear (broken windows policing)</p>
<p><b>Prosecutor as Problem Solver:</b>  <i>Focuses on resolving the root causes of problems. Problems may be nested within geographical place, in particular situations, in the office structure, or in the County overall. Prefer to focus in on the context of the problem rather than on instant threats or particular offenders.</i></p>	<p>Problem Oriented Policing; Problem Solving Courts (Drug Courts, Mental Health Courts), Intelligence Led Policing</p>	<p>- Such programs as Operation Ceasefire and Project Exile are good examples of the problem-solving model; yet these are also given as specific models (below).                      - Established steps in problem solving efforts include: identifying and measuring the problem; developing a comprehensive strategy; establishing stakeholder partnerships; setting measurable goals and objectives; identifying</p>	<p>- Routine Activities Theory: Crime is higher when there is a convergence at place of a motivated offender, suitable target, and lack of a capable guardian (Cohen &amp; Felson, 1979). Support at the micro level and macro level looking at specific places (Cohen et al, 1981; Felson, 2002).                      - Rational Choice Perspective: A theory of deterrence that brings in the importance of situation and opportunity. An individual commits a crime if the benefits outweigh the costs. Focuses on a person’s decision making process. Focusing on specific problems and increasing the risk and reducing the benefits of a crime have shown positive empirical support (Clarke &amp; Cornish, 2001).                      - Situational Crime Prevention: Broad set of techniques designed to reduce opportunities of crime 1) increasing the perceived effort of crime 2) increasing the perceived risk 3)</p>	<p>Compstat (computer aided statistics); crime mapping; strategic and tactical crime analysis; community outreach; law enforcement task-forces and partnerships</p>

		<p>appropriate programs and strategies; implementing the comprehensive plan; evaluating the plan; revising the plan based on evaluation results.</p> <ul style="list-style-type: none"> <li>- A number of studies of problem solving approaches have shown promising results, however the models are often difficult to test.</li> <li>-Lojack studies show decreases in car theft without displacement when Lojack is used in areas experiencing high rates of auto theft (Ayers &amp; Levitt, 1998).</li> <li>-One experiment testing a problem oriented focus on drug crime in New Jersey found positive results of reduced disorder for targeted areas (Weisburd &amp; Green, 1995).</li> </ul>	<p>reducing the perceived risks 4) removing excuses for crime. A number of situational crime prevention studies have found support (i.e., placing clubs on cars to reduce car theft, designing out crime in the Metro system) (Clarke &amp; Cornish, 2003).</p>	
<p><b>Geographic Focused Prosecution:</b> <i>Prosecutors are geographically assigned to specific districts or areas of the city.</i></p>	<p>Hot Spots Policing</p>	<ul style="list-style-type: none"> <li>- Studies of displacement of crime have consistently shown minimal displacement from targeted efforts; in fact, most studies have found a diffusion of benefits showing that neighboring areas also experience reductions in criminal activity (Weisburd et al., 2006).</li> <li>- Braga et al. (1999) reported significant reductions in property and violent crime in hot spot areas that are given increased attention.</li> <li>- The Minneapolis Hot Spots</li> </ul>	<ul style="list-style-type: none"> <li>- Place based theory: In Minneapolis, roughly 5% of the addresses generated about 50% of citizen calls for service to the police (Sherman, Buerger, &amp; Gartin, 1989). Due to clustering of crime at specific ‘hot spots’, blocks, or intersections, it is more effective to focus resources on these ‘hot spots’. Hot spots policing has shown a positive short termed deterrent effect. Most research has used problem oriented approaches, focusing on specific problems, such as drug crime or violence, within hot spot geographical areas (National Research Council, 2004).</li> <li>- Pulls in the ideas of Routine Activities Theory, Deterrence, Rational Choice, and Situational Crime Prevention (see additional material above and below).</li> </ul>	<p>Problem-solving in specific areas, community partnerships (community focus), mapping, crime analysis, targeted enforcement, law enforcement task-forces, hot dots – repeat victims who are often found within hot spots</p>



		<p>policing study showed significant reductions in crime rates from focused patrols randomly assigned in 110 Hot Spot areas (Sherman &amp; Weisburd, 1995).</p>		
<p><b>Pulling levers/ Boston Model:</b>  <i>The “Pulling Levers” strategy focuses on direct communication with gang members where specific standards of behavior are established. This model is then enforced by pulling all legal levers possible if behavioral standards are violated.</i></p>		<ul style="list-style-type: none"> <li>- A study of the Boston Ceasefire project, a “Pulling Levers” application” that focused on gang activity and repeat offenders, found a 63% reduction in youth and young adult homicide (Kennedy, Braga, &amp; Piehl, 2001).</li> <li>- Other agencies using the “Pulling Levers” approach have reported process evaluation findings rather than outcome measures.</li> </ul>	<ul style="list-style-type: none"> <li>- Differential Association: People learn to commit crime just like they learn any other behavior. Crime is learned in intimate groups through interactions with others (i.e., through friends or in gangs). We learn techniques of committing the crime but also rationalizing the commission of the crime. Crime is committed when there is an excess of definitions favorable to crime which outweigh those unfavorable to committing crime (Sutherland, 1947).</li> <li>- Social Learning: Built from Differential Association theory, but better specifies the learning process. Unlike Differential Association, Social Learning does not require learning in intimate groups. May learn these definitions and techniques from others or by imitating others one may identify with (i.e., gangs on TV). Social Learning adds in the importance of positive and negative reinforcement and punishment for actions as reasons for future offending (Akers, 1994, 1998). Limited but supportive evidence (Warr &amp; Stafford, 1991).</li> <li>- Subcultural: Wolfgang &amp; Ferracuti (1967) found in a Philadelphia Cohort Study that a large number of homicides occurred due to trivial acts and observed cultural norms, which they termed the ‘Subculture of Violence’. Early empirical work examining if a separate ‘culture’ above and beyond the individual actually exists was mostly negative, except for less ethnographic pieces (Anderson, 1999). More recent work focuses on the interactions between individuals set within the situation and neighborhood structure as the important factors in measuring culture; this work is more promising, but is still in the early stages (see Luckenbill &amp; Doile, 1989; Sampson &amp; Bean, 2006; Stewart &amp; Simons, 2006)</li> <li>- Also see Deterrence and Rational Choice Theories</li> </ul>	<p>Problem-solving in specific areas, community partnerships (community focus), mapping, crime analysis, targeted enforcement, law enforcement task-forces, hot dots – repeat victims which are often found within hot spots</p>

<p><b>Sanction Setter Prosecution Role:</b>  <i>Under this role, prosecutors may focus on establishing sanction levels through plea and charge negotiations, with the expectation that sanctions produce deterrence. High rate offender focused for severe sentences and/or Federal Prosecution/ Richmond Model</i></p>	<p>High rate offender focused  - arrests</p>	<p>- Following Richmond, VA's Project Exile, a program targeting gun crimes through Federal prosecution, the city experienced a 40% reduction in gun homicides from 1997-1998, and several indicators of criminal activity also improved substantially. While some studies suggest the project was the primary factor in this reduction, some argue that other factors may have affected the outcome as well (Raphael &amp; Ludwig, 2003).  - In studies where police officers have increased investigation and arrest of known high rate offenders, police departments in several cities have shown a benefit of fewer resources used to make increased arrests. In other words, focused resources tended to produce more arrests than non-focused resources (Martin &amp; Sherman, 1986; Abrahamse et al., 1991).</p>	<p>- Career Criminals: A study in Philadelphia found that 6% of juveniles accounted for 52% of all juvenile contacts with the police in the city and 70% of all juvenile contacts involving felony offenses (Wolfgang, Figelo, &amp; Sellin, 1972). This finding paired with similar findings led to policies attempting to identify and incapacitate these career criminals, which have shown a lack of empirical support (Zimring &amp; Hawkins, 1995).  - Deterrence: Increasing the swiftness, severity, and certainty of punishment will reduce crime (Beccaria, 1764/1963). (Punishment should also be proportionate to the crime.) There has been some support for objective deterrence (macro level crime decrease due to a policy or program) within the realm of the death penalty, which has also shown a brutalization effect (meaning an increase in crime, see Cochran &amp; Chamlin, 2000). There has been more support for the certainty thesis than the severity thesis, swiftness is under studied (Nagin, 1998). There has also been support for objective deterrence in work looking at hot spots policing, which illustrates a quick deterrent effect followed by a rebound effect. Recent work has focused on the perceptions of deterrence (perceptual deterrence at the individual level) which may be influenced by one's own past behavior (getting away with the crime in the past or being captured in the past), vicarious experiences (learning through others), and one's factors (social networks, impulsive, moral, etc). This work has also focused on the individual's decision making process and the choices they make dependent on the situation and background factors (see rational choice, Clarke &amp; Cornish, 2001). Findings illustrate that there may be some people who are not deterable because they do not consider sanctions, either because they will not commit crime because of moral responsibility or strong social ties or they commit crimes due to impulsivity (Nagin &amp; Paternoster, 1994; Wright et al, 2004).</p>	<p>Problem-solving, crime analysis, law enforcement task-forces, intelligence led interventions</p>
---	--	---	--	---

### Model Programs

To give a better understanding of the community prosecution model and the different strategies in practice, following is a brief overview of two specific offices that have been highlighted in the literature as exemplary community prosecution models.

Multnomah County (Portland), Oregon, District Attorney (DA) Michael Schrunk started the Neighborhood DA program in 1990. In Portland's Lloyd District, local business owners were complaining that quality-of-life crimes were impeding their businesses, including homeless people wandering the streets, littering, and panhandling. These business leaders asked DA Schrunk to assign them a neighborhood prosecutor, for whom they would pay and provide office space. DA Schrunk assigned this area a "Neighborhood DA", and the community prosecution unit in Multnomah County was born. When a local newspaper published a story criticizing DA Schrunk for allowing the rich to buy prosecutorial services from the state, the response of the public came as a shock. Instead of outrage, other neighborhoods in Portland called the District Attorney requesting their own Neighborhood DAs. The Neighborhood DA program in Portland was expanded to include seven Neighborhood DAs who cover the whole county (Goldkamp et al., 2003, p. 41-43).

Although there are some similarities in the ways the Neighborhood DAs handle their specific districts, each Neighborhood DA controls the problem-solving methods of their assigned area, each of which has different problems and needs. The Neighborhood DAs have similar partnerships including the community police, the community courts, the city's attorney office, state and local services, other noncriminal justice agencies, the FBI, and the U.S. Attorney's Office (Goldkamp et al., 2003, p. 41-43).

Residents of Multnomah play a crucial role in the duties of the Neighborhood DA. Residents are regularly asked to assist the Neighborhood DAs in their community's problem-solving efforts. They are given the opportunity to provide information to the Neighborhood DAs, keep watch on problem areas in their neighborhood, and make sure that "solved" problems do not reoccur. The Neighborhood DA is often used to provide the legal knowledge necessary to activate a plan proposed by a resident or by the community police. Neighborhood DAs rarely prosecute cases, using their time to focus on the needs of the community. They do, however, frequently utilize the community court system, which they cite as one of their most important resources (Goldkamp et al., 2003, p. 41-43).

The community court system opened in 1998. It handles the majority of misdemeanor quality-of-life offenses that are reported to the Neighborhood DA from the community. These cases are handled, through plea bargains only, in an expedited manner, in hopes of quickly reducing the quality-of-life crimes occurring throughout the neighborhoods. Offenders agree to plead guilty to their charge in exchange for punishment that does not involve jail time; offenders are most often sentenced to community service in the area where they committed their offense. Neighborhood DAs have used the community court system to address many quality-of-life issues, including curbing drug dealing in certain areas of Portland and holding landlords accountable for code violations (Goldkamp et al., p. 42-43).

Although the Neighborhood DA program is very important to the community, there is some animosity in the prosecutors' office towards the community prosecutors. The attorneys who handle felony trials appear to look down upon those who work in the

community and handle mostly misdemeanor cases. Although the opinions held by the traditional prosecutors of the community prosecutors have improved, real improvements may not take place until more members of management in the office have been a part of the community prosecution program (Wolf & Worrall, 2004, p. 59).

In Marion County (Indianapolis), Indiana, community prosecution efforts started with Jeff Modisett in 1993 and the Street Level Advocacy Program, which has been further expanded with each of his two successors. This program emphasizes partnership, vertical prosecution, and information sharing. The current Marion County Prosecutor, Carl Brizzi, stressed the importance of community prosecution during his election campaign. He is quoted as saying that community prosecution gives “the members of our community a greater voice in solving the problems in their neighborhood... law enforcement can’t solve them by itself,” (Wolf & Worrall, 2004, p. 45).

In this model, Street Level Advocates work out of the police stations in the district that they are assigned, working side by side with the police departments in each of the five Indianapolis districts as well as in the surrounding suburbs (Goldkamp et al., 2003, p. 48). Each district has a team, which includes a prosecutor and a paralegal (Wolf, & Worrall, 2004, p. 45). The team provides legal assistance to the police and serves as a resource to police of changes in criminal law (Goldkamp et al., 2003, p. 48). Each Street Level Advocate carries a police radio, making them quickly and easily accessible to police questions (Wolf & Worrall, 2004, p. 45). They also screen almost all felony-level cases in their districts; but not drug, homicide, or sex crime cases, which are handled by special divisions. The Street Level Advocates have a small case load, which they judge

as important to the community with which they work and they choose to personally prosecute (Goldkamp et al., 2003, p. 48).

Street Level Advocates are very involved in the communities where they work; they regularly attend community meetings of many different types. These lines of communication have fostered better relationships between community members and law enforcement, specifically with the prosecutors' office. County Prosecutor Brizzi is quoted as saying, "We have over 130 prosecutors and most only venture out of the main office or the city-county building where the courts are located, to look at crime scenes or go out and investigate with law enforcement... The community prosecutors are ambassadors. They're interacting with the public and I think generating a very positive image for the office, which translates into better cooperation with law enforcement," (Wolf & Worrall, 2004, p. 46). These relationships are instigated to make the community members feel comfortable talking with the prosecutors as a means to identify and solve the biggest problems in their community.

As a result of community involvement and suggestions, the Street Level Advocates have formed three regular initiatives: the Nuisance Abatement/Narcotics Eviction Program, which works to keep the living arrangements of community members clean, safe, and drug-free; Case Watch, which allows prosecutors to inform the police and community members of cases important to the community; and Curfew Sweeps, which aim to keep unsupervised juveniles off the streets at night (Goldkamp et al., 2003, p. 48-49). The head of the community prosecution unit, Michelle Waymire, is also involved in other initiatives, including the Indianapolis Violence Reduction Partnership and the Indiana Project Safe Neighborhood task force, both of which help to promote

relationships with agencies nationwide (Wolf & Worrall, 2004, p. 46). Community prosecutors also spearhead programs throughout their county, such as the EKG program, “Educating Kids about Gun Violence”, and a mentor program for Indianapolis middle school children (Wolf & Worrall, 2004, p. 46-47).

Not only have the Street Level Advocates had an impact on the relationship with the community, but they’ve also had an impact on the prosecutor-police relationship. Before the start of the Street Level Advocate Program, the relationship between the police and the prosecutors’ office was unstable at best. The Street Level Advocate Program has fostered trust and cooperation between the police and the prosecutors. Relationships have also been formed with the local parole and probation offices. The relationships gained from the Street Level Advocates permeate further than just within Indianapolis; relationships have been built with national agencies such as the U.S. Attorney’s Office, the FBI, and the Bureau of Alcohol, Tobacco, Firearms, and Explosives (Wolf & Worrall, 2004, p. 45-46). The community prosecution unit also spearheaded the Indianapolis Community Justice Center, a community court that deals with low-level offending; convicted offenders are sentenced to community service as opposed to jail time.

#### *Prosecutors and the Problem of Gun Violence*

Gun violence is an extremely important issue for prosecutors and is of intense interest in the sites researched in this study. At its conception community prosecution units focused on misdemeanor and other low-level cases that could be easily diverted from traditional prosecution; however, recent prosecution initiatives, such as the previously mentioned Suffolk County, Massachusetts community prosecution unit

(Goldkamp et. al, 2003, p. 49-50), are targeting more severe crimes, including gun crimes. This interest is due to the focus of gun violence as a severe community problem, a problem that some describe as a severe health epidemic (Wintemute, 1999).

Guns are involved in over 330,000 crimes annually and are responsible for two-thirds of murder victims (APRI, 2002, p. iii). The late 1980s and early 1990s showed a dramatic increase in violent crimes, specifically gun violence among youth. For example, in 1993 it was reported that 53.9 percent of all deaths among black males aged 15-24 years were the result of homicide with a gun (Wintemute, 1999, p. 475). Since the mid-1990s, gun violence has been decreasing, although it is still unacceptably common. The recent decline, though, is said to have resulted, at least in part, from effective partnerships between many different types of law enforcement agencies and the community (Wintemute, 1999, p. 475-478). A few partnership initiatives are consistently highlighted in the literature. These initiatives, which are summarized below, include a number of the seven elements of a community prosecution model, as defined by Goldkamp, Irons-Guynn, and Weiland, (2003, p. 99-101).

#### *Richmond's Project Exile*

Throughout the country, prosecutors' offices have been trying new methods in combating gun violence. An example of this is Project Exile in Richmond, Virginia. Between 1994 and 2001, homicides in Richmond dropped 57 percent. Although other cities nationwide also saw a decline in violent crime, Richmond's was more noticeable. This sizable drop in the violent crime rate in Richmond is attributed to Project Exile, defined as "a partnership between state and local law enforcement, the private sector, and the citizens of Richmond" (APRI, 2002, p. 1).



Law enforcement officials in Richmond designed a three-pronged approach to combating violent crime: federal prosecution, partnership between all law enforcement agencies, and a community outreach initiative. Project Exile used community policing and community prosecution to involve and inform the community about the initiative and gun violence in general. Not only were police and prosecutors out in the streets forming relationships with the citizens of Richmond, but a massive media campaign was launched. In the end, Richmond's violent crime rate dropped drastically. The evaluation research cannot definitely state how much of this decline is due to Project Exile, but it is clear that Project Exile had a positive impact on the community. This approach became an example for Project Safe Neighborhoods programs and communities nationwide (APRI, 2002, p. 1-3).

### *Project Safe Neighborhoods*

Project Safe Neighborhoods is an initiative that was started in 2001 by President Bush. In the 2001-2002 fiscal year, over \$550 million was allocated to this project, which aimed to combat gun violence. One of the key components of Project Safe Neighborhoods has been to enact stronger sentencing for gun offenses; "...persons carrying illegal firearms or committing crimes with guns will face swift, certain and severe punishment," (APRI, 2002, p. 5). The five core elements of Project Safe Neighborhoods are "partnerships, strategic planning, training, community outreach, and accountability," (APRI, 2002, p. 6). These elements mirror those of Project Exile, which was used as an example in the formation of Project Safe Neighborhoods. Other examples of success with Project Safe Neighborhoods are "Colorado Exile", King County, Washington's "Firearms Coalition Enforcement", and Baltimore, Maryland's "Project

Disarm” (APRI, 2002, p. 34-37). Many of these programs implemented and successfully used community-involvement strategies, such as community prosecution and community policing.

### *Boston Gun Project*

Similar to many other cities, Boston, Massachusetts saw an increase in violent crimes between the late 1980s and early 1990s, especially among youths. In January 1995, the Boston Gun Project Working Group (GPWG) started meeting to try and find a solution to the violence problem in Boston. The GPWG was formed to try to “assemble an interagency working group of largely line-level criminal justice and other practitioners, apply quantitative and qualitative research techniques to assess the nature and dynamics driving youth violence in Boston, develop an intervention designed to have a substantial near-term impact on youth homicide, implement and adapt the intervention, and evaluate the intervention’s impact,” (Kennedy, Braga, Piehl, & Waring, 2001, p. 1).

By early 1996, implementation of their solution, titled Project Ceasefire, began. There were two main objectives of Operation Ceasefire. The first was to increase law enforcement efforts in investigating and apprehending illicit firearm traffickers who were supplying firearms to youths. The second effort was to generate a strong deterrent to gang violence, which became known as the “pulling levers” strategy (Kennedy, Braga, & Piehl, 2001, p. 1). The “pulling levers” strategy was used to target gang violence by “pulling every lever possible,” in applying many and varied sanctions to deter violence. The community also became involved in Operation Ceasefire; the Streetworkers (a coalition of Boston social service workers), parole and probation officers, churches, and

other community groups offered gang members assistance (Kennedy, Braga, & Piehl, 2001, p. 2-3).

The GPWG also held meetings with gang members in an effort to deter them from violence; the first meeting was held on May 15, 1996. Following this meeting, Boston saw a dramatic drop in gang violence. Youth homicides dropped considerably in 1996 and, to this day, remain low. Studies have shown that, "...the implementation of Operation Ceasefire is associated with a 63 percent decrease in youth homicides per month, a 32 percent decrease in shots-fired calls for service per month, a 25 percent decrease in gun assaults per month, and a 44 percent decrease in the number of youth gun assaults per month in the highest risk district," (Kennedy, Braga, Piehl, & Waring, 2001, p. 3).

#### *How Can Community Prosecution Be Measured?*

As discussed, offices vary in the strategies they employ for community prosecution, how they structure their program, and the degree to which community prosecution is integrated into the office. This makes evaluating community prosecution challenging. Relative to other criminal justice agencies, prosecution is understudied generally. There appears to be only one evaluation focused specifically on community prosecution, a review of community prosecution efforts in Washington, D.C. in the 1990s, which were directed at quality of life complaints (Boland, 2001, p. iv). In that report, Boland (2001, p. 32) notes that establishing outcome evaluation methods for prosecution is difficult and especially so for community prosecution.

As discussed earlier, Goldkamp and his colleagues (2003) suggest a method of evaluating community prosecution that addresses seven different dimensions: (1)

organization of prosecutor's office, (2) targeted problems, (3) geographic target area, (4) case processing adaptations, (5) interagency collaboration, (6) role of the community, and (7) response to community problems (Goldkamp et al., 2003, p. 99-101). They also mention the importance of identifying the roles of the prosecutor and the community, using these identified dimensions to organize the evaluation questions, and distinguishing between implementation and outcome questions (Goldkamp et al., 2003, p. 98).

Although it is difficult to identify the roles of both the prosecutor and the community in a community prosecution model, identifying these roles will help measure impact and determine the questions to ask as part of the evaluation research. The model also divides the evaluation into two categories: implementation and impact. It is important to distinguish between these two categories for two reasons: (1) the success and impact of an initiative cannot be measured before the program is implemented, and (2) many community prosecution programs are new and evaluating in this manner will give consideration to the maturity of the program (Goldkamp et al., 2003, p. 98-99).

Another structure for prosecutorial evaluation was developed in 2003 by APRI. Their Prosecution for the 21<sup>st</sup> Century performance measurement framework is based upon a set of goals and objectives that outline the daily duties of a prosecutor. This system uses three comprehensive goals to evaluate the performance of the prosecutor (Nugent-Borakove, 2007, p. 1). These goals are "(1) to promote the fair, impartial, and expeditious pursuit of justice, (2) to ensure safer communities, and (3) to promote integrity in the prosecution profession and coordination in the criminal justice system" (Nugent-Borakove et al., 2007, p. 1-2). These three goals apply equally to evaluation of both traditional and community prosecution strategies. Under each of the three goals are

specific objectives. For example, “To ensure safer communities,” includes two objectives: “Reduced crime” and “Reduced fear of crime”. For each of the objectives, there are performance measures, which are used in the final evaluation process. For example, measuring the objective “Reduced fear of crime” requires knowledge of “Community attitudes about crime and safety” (Nugent-Borakove et al., 2007, p. 2). The framework was structured in this manner so it may be tailored to each unique prosecutor’s office, as well as unique situations within the prosecutors’ offices. It is also meant to be broad enough to serve large-scale prosecutorial evaluations and research.

After conducting a study on the effectiveness of this evaluation process, the APRI concluded that evaluation of the goals, “To promote fair, impartial, and expeditious pursuit of justice” and “To ensure safe communities,” were possible using this framework. However, further research is necessary to determine how to best analyze the third goal, “to promote integrity in the prosecution profession and coordination in the criminal justice system.” Although this evaluation framework is not yet perfected, it is important to note that evaluation is necessary in prosecution, as a means to improve prosecutorial practice and the evaluation methods.

## **Research Methods**

### *Research Focus*

This research study was conducted to gain a better understanding of the partnerships, problem-solving strategies, goals, and processes of community and traditional prosecution in two Maryland counties, with a special focus on gun crimes. As a means to conduct a thorough process evaluation of the present systems within these two agencies, the research methods in this study included interviews and surveys of office

staff, law enforcement partners, and community based service partners. The findings from this research are presented to (1) provide a practical understanding of the way in which these models and their primary elements are employed within these counties and (2) offer recommendations to improve practice in these and other prosecutorial offices. These findings will also be used to suggest the structure of a subsequent outcome evaluation.

The research was conducted in two Maryland counties, one primarily urban and the other primarily suburban. The development, density, population, criminal justice network, and political landscape of these two counties are quite different. Compared to the suburban county, the urban county has a greater number of prosecutors and a higher crime rate, most notably a higher gun crime rate. The theoretical basis of the community prosecution models is similar in both counties, and prosecutors in each jurisdiction seek ultimately to reduce crime and gun violence. Nonetheless, their approaches are structured differently and they attack the problem in their own unique way. These office differences allow for findings to be more applicable to a greater number of other jurisdictions.

### Research Questions

As noted in the literature review, Goldkamp and his colleagues (2002) explain that activities comprising community prosecution in a particular jurisdiction can be characterized along seven dimensions: (1) organization of prosecutor's office, (2) targeted problems, (3) geographic target area, (4) case processing adaptations, (5) interagency collaboration, (6) role of the community, and (7) response to community problems (Goldkamp et al., 2002, p. 98). The research team used these dimensions to

structure the core research questions, which are provided below. In practice, many of these dimensions overlap. Therefore, to avoid repetition, the researchers grouped the dimensions into four categories: (1) office organization, (2) targeted focus, (3) case processing adaptation, and (4) collaboration. The research questions address each of the seven key dimensions by asking respondents about their understanding and endorsement of community prosecution strategies and about the activities that they engage in that may be considered to be a part of community prosecution. This allows for an understanding of general office perception of the dimensions, which may be used as context for the more specific discussion of process and activities associated with community and traditional prosecution. In addition to these seven key dimensions, information was also collected on the current tracking systems used by the offices and recommendations from staff for evaluating outcomes and success in prosecution. This information will assist the research team in developing suggestions for future prosecutorial evaluation. The research questions are as follows:

(1.) Organization of prosecutor's office. How are community and traditional prosecutors organized within the State's Attorney's Office? Do units collaborate and are they satisfied with the quality of this collaboration? How integrated is the community prosecution unit within the office? How do community prosecutors and traditional prosecutors view each other? Are staff satisfied with their leadership support and communication? What resources are devoted to community prosecution versus traditional prosecution generally and for gun-related offenses? Are staff satisfied with their jobs?

(2-3.) Targeted focus: including problems and geographic areas. In general, what are staff perceptions of a problem solving approach and geographic focus as compared to other approaches? Do staff integrate these approaches into their work? Have staff had training for these approaches and related approaches? In the case of the problem of gun violence, what are staff views in regard to gun crimes? Do these views differ as compared to drug crime or crime more generally? How many cases are handled by traditional prosecutors versus community prosecutors? How many gun-related cases are handled by community prosecutors and how many by traditional prosecutors? Do community prosecutors focus on specific problems? Within what geographic area(s) do community and traditional

prosecutors operate? Do the types of cases handled by traditional and community prosecutors differ and, if so, how?

(4.) Case processing adaptations. How do community and traditional prosecutors spend their time? How does community prosecution of cases differ from traditional prosecution? Are similar cases handled in similar manners by community prosecutors and traditional prosecutors?

(5-7.) Collaboration including: Interagency collaboration, the role of community, and response to community problems. In general, what is the nature and extent of interactions with law enforcement agencies? What is the nature and extent of interaction with community groups and community based services? What is the nature and extent of these interactions focusing on the problem of gun crime? In what ways do community and traditional prosecutors engage the public? In what ways do community and traditional prosecutors address community problems?

(8.) Measuring success. In addition to the above research questions focused on the community prosecution dimensions, the researchers collected data about measuring success in prosecution. Are there specific measures captured by the office to evaluate office success? Are there measures captured by individual staff or supervisors to track cases by individual? Do staff have ideas on how to measure prosecutorial success, for both traditional and community prosecution?

#### Data Collection, Sample, and Caveats

To gain an intimate knowledge of the processes of traditional and community prosecution models in these two offices, research staff conducted a number of confidential self administered surveys and in-depth interviews. The surveys were structured primarily to collect quantitative data on both the use of community prosecution strategies as well as attitudes towards community prosecution strategies. The surveys were tightly structured and allowed respondents to elaborate only in an additional comments section.

In contrast, the interviews were conducted on site with up to three people at a time. They were loosely structured in order to allow for greater information gathering by the researchers, were on average two hours long, and were held in locations convenient to the respondents. Interview participants were encouraged to elaborate on issues relevant



to the research and to the nature of their work. Copies of the State's Attorney's Office interview and survey instruments are provided in Appendix A and B.

In order to thoroughly understand the partnership network of the office staff, the researchers requested that each staff member participant provide a list of names and contact information for partners from their office, other law enforcement agencies, and community based services. Subsequently, the researchers sent all of these individuals a survey and/or contacted them to participate in an interview, which focused on their experience and perceptions of the community prosecution domains and related activities (see Appendix A).

The data collection process ran relatively smoothly in the two State's Attorney's Offices, due largely to the leadership staff in these offices, who offered a great deal of assistance in planning the data collection process. In total there were 74 usable surveys collected from the two State's Attorney's Offices, for a total response rate of approximately 26% (27% in the suburban county and 25% in the urban county).<sup>1</sup> Although a higher response rate would have been preferable, the researchers judged the actual response rate as adequate for the process evaluation.<sup>2</sup>

The researchers do not feel the low response rate was due to a lack of researcher effort or from lack of support by leadership; although participation in the research was completely voluntary. Instead, the researchers believe that the low response rate may have been due to a lack of staff time to devote to the study, unwillingness of individuals already interviewed to also complete a survey, unfamiliarity of staff with the aims of the

---

<sup>1</sup> Usable refers to a survey that is 'mostly' complete and includes a signed informed consent form. For a copy of the consent forms used in the study see Appendix C and D.

<sup>2</sup> Efforts were taken to raise the response rate, especially in the urban county where research staff sent a number of emails and called individuals to encourage them to complete the survey and to answer any questions they may have.

research study, and staff concerns with the effect of participation on their work. A number of people expressed concern about how the findings would be used, fearing it would affect them personally, their unit, and/or the office.

The survey samples for the two sites are considered appropriate for process evaluation comparison due to the similarities in the current sample, including the similar proportions of responses from individuals with the same title positions and level of education in each of the counties. The largest group of respondents was Assistant State's Attorneys (45%), and the most common degree was a J.D. (55%). The average length of time with the State's Attorney's Office was slightly different when comparing these two sites, with the average length of service of 9.7 years in the suburban office and 7.1 years in the urban office (range was approximately 30 years in both offices and the standard deviation was 8.4 in the suburban jurisdiction and 6.9 in the urban jurisdiction).

These survey responses are expanded upon using the in-depth interviews conducted in the two offices. The research staff interviewed 30 State's Attorney's Office personnel, 16 in the suburban office and 14 in the urban office. These interviews included staff across varying positions and units, including those who are involved in community prosecution and/or cases involving guns. Each of the staff members interviewed was genuinely engaged, welcoming, and insightful.

The interview and survey process for the law enforcement and community partners, who were referred by the State's Attorney's Office staff, did not run smoothly. In total research staff confirmed contact information and sent surveys to 98 partners (43 in the suburban county and 56 in the urban county). It is interesting to note that the vast majority of the community and law enforcement contacts that were offered to the

researchers came from the traditional prosecutors, not the community prosecution units. In comparison to traditional prosecutors, there are far fewer community prosecutors in each office, so it is not altogether surprising that the traditional prosecutors would supply the majority of individual partner contacts. After repeated phone calls and emailing/ mailing of additional surveys by the researchers, only seven partner surveys were returned to the research staff, a return rate of roughly seven percent.

Partners were also reluctant to agree to interviews. Research staff made repeated attempts to reach out to partners for interviews; but partners were difficult to reach, rarely returning calls. Those who were reached were reluctant to agree and often refused, most often telling the researchers they did not have time in their schedule to devote to the interview, that they did not feel the research area of community prosecution was relevant to their work, or that they did not specifically participate in work that involved gun cases. Research staff succeeded in interviewing two partners within each county, one community partner and one law enforcement partner (four partner agencies and five individual partners in total). Due to the poor response rate from the partners, the results of these surveys and interviews are not prominent in the findings section. The research team is unsure of the reason for the difficulty in recruiting these partners into the research. However, the partners who did agree to participate were either told in advance by those who referred them that they might be called and invited to participate, or were familiar with the community prosecution concept through initiatives such as C-SAFE and were genuinely interested in offering their views. Overall, the finding that traditional prosecutors were more likely to make referrals to partners and that those partners were

often unaware of or less interested in community prosecution reinforces the need for more research in this topic area.

The findings related to each of the research questions are presented in the following section. When presenting these findings, the researchers have taken care to protect the identity of those individuals who chose to take part in the research by using broad terminology to categorize participants (e.g., title, unit name, or office location). The community prosecution units in both jurisdictions are quite small; yet they are the focus of the study, so the protection of the identity of the individuals within these units is difficult. For this reason the community prosecution units' responses are not differentiated within the survey findings. Therefore, the survey findings are used primarily to provide context in regard to office perceptions of community prosecution dimensions. In the case of the interview information, views from community prosecutors and their support staff are lumped together, and whenever possible, the unit offices are not identified. However, in order to improve the process and to note operational differences associated with office structure and characteristics, some office specificity is needed. In these cases we also protect the identity of the respondents by summarizing responses from the unit as a whole, including all prosecutors, supervisors and support staff.

The researchers analyzed the survey and interview data via descriptive statistics and content analysis, respectively. For each of the research questions, organized around the seven community prosecution dimensions, the presentation of findings begins with an examination of the general office attitudes, primarily gained through an examination of the survey responses. These general office findings are followed by more specific

comparisons of community and traditional prosecution models, gained primarily through content analysis of the in-depth interviews. The ‘problem’ or ‘issue’ of gun crimes receives special attention within the relevant community prosecution dimensions discussed.

## **Findings**

1. Organization of prosecutor’s office. How are community and traditional prosecutors organized within the State’s Attorney’s Office? Do units collaborate and are they satisfied with the quality of this collaboration? How integrated is the community prosecution unit within the office? How do community prosecutors and traditional prosecutors view each other? Are staff satisfied with their leadership support and communication? What resources are devoted to community prosecution versus traditional prosecution generally and for gun-related offenses? Are staff satisfied with their jobs?

### Organizational Structure

Both State’s Attorney’s Offices have assigned their caseloads into specialized units by general crime type and have structured their community prosecution program into a separate unit as well. In terms of the hierarchical structure of the units, in both offices prosecutors begin their term with the State’s Attorney’s Office in the District Court unit before progressing to the Circuit Court level. Once they move to the Circuit Court, usually after a year-long term, the prosecutors are routinely assigned to the Property or Juvenile Crime Units, which typically handle less severe cases than the other units. In both jurisdictions, after gaining more trial experience, each of the prosecutors may then be assigned to one of the following units: Violent Crime, Sex Offenses, Narcotics/Drugs, White Collar/Economic Crimes, Felony, Domestic Violence, and Community. The community prosecution units in both counties are smaller than the other units, and the majority of the current positions are supported through grant funding.

Units and Staff Collaboration

In total, staff rated collaboration within and between units highly. Respondents agreed that individuals within their unit work well together and do their jobs properly and efficiently without getting in each other’s way, with a mean of 4.34 on a scale from one to five. In comparison, respondents agreed, with a slightly lower total mean of 3.87, that staff from different units do their jobs properly and efficiently without getting in each other’s way, help in ways that keep things running smoothly, and work together to solve problems involving prosecution of cases as they arise.

Table 1

	Office Location: Suburban or Urban County State’s Attorney’s Office Agreement with Collaboration: Scale 1-5		
	Suburban County	Urban County	Total
	Mean (N) (Std. Deviation)	Mean (N) (Std. Deviation)	Mean (N) (Std. Deviation)
Collaboration: Across units (question 16 items a, b, e, f)	4.00 (30) (0.60)	3.78 (40) (0.63)	3.87 (70) (0.62)
Collaboration: Within unit (question 16 items c, d)	4.43 (30) (0.62)	4.27 (40) (0.51)	4.34 (70) (0.56)

Overall, interviews in both offices revealed a high level of respect for colleagues within and across units, with individuals working more closely with colleagues within their unit than with other units in their offices. Survey results reveal that the suburban office ranked slightly higher on staff agreement of collaboration within units and across units. In staff interviews, it appeared that individuals within the suburban county were more likely to collaborate and work on cases jointly, taking a more team-oriented approach, especially on homicides and gun cases. However, it is important to note that a

number of interviewees in the urban county said the close bonds with their colleagues carried them through the tough aspects and high demands of their jobs. One respondent described lunches and other social times with co-workers that provided strong support both for case questions and emotional strain brought on by the heavy workload. This same respondent described round table meetings with unit staff, where cases and barriers could be openly discussed as a means to improve practice, increase collaboration, share innovative strategies, and generate new ideas. The slight office dissimilarity in assessment of collaboration within and between units may be due to the difference in the style and culture of the two offices, based on the variation in office size and case load when comparing these two offices. Interviews and surveys revealed that all staff positions in the urban county had much higher case loads than those in the suburban county, probably allowing less time for a collaborative team approach.

#### *Integration of Community Prosecution*

The current community prosecution units in both offices are small, with a total of between two and four people including support staff. Both of these units were initiated through grant funding. One agency transitioned the community prosecutor to their own permanent payroll after completing the grant cycle, illustrating the agency's commitment to the community prosecution unit. This agency subsequently hired an additional prosecutor to focus specifically on gun violence cases through a separate grant. The other agency re-initiated community prosecution several years after the initial program ended due to a lack of financial resources in the form of continued grant funding and/or available funds in the State's Attorney's operating budget. The current community prosecution unit is entirely grant funded. Interviews with individuals in the units and

leadership staff revealed that the reasons for starting and maintaining the units were multi-facilitated, including: the availability of grant funding for a prosecutorial position, the overwhelming support and popularity of the community prosecution model as an innovation (reinforced by education and funding availability through state and federal initiatives), and a belief that the model may assist in reducing crime and improving community relations (increasing or maintaining the publicly perceived legitimacy of the agency).

Individuals in the offices are aware of the innovation of community prosecution and the vast majority (93%) of survey participants responded that they are aware of the community prosecution unit in their office. However, a minority of respondents (43% of those who work on cases involving guns and 40% of those who do not work on gun cases) have actually worked together with the community prosecution unit in some capacity.



Table 2

		Office Location: Suburban or Urban County State's Attorney's Office Awareness of Community Prosecution Unit: (question 10)		
		Suburban County	Urban County	Total
Yes	N	26	41	67
	%	86.7%	97.6%	93.1%
No	N	4	1	5
	%	13.3%	2.4%	6.9%
Total	N	30	42	72
	%	100.0%	100.0%	100.0%

Table 3

		Office Location: Suburban or Urban County State's Attorney's Office Worked with Community Prosecution Unit: (question 11)		
		Suburban County	Urban County	Total
Yes	N	10	17	27
	%	38.5%	42.5%	40.9%
No	N	16	23	39
	%	61.5%	57.5%	59.1%
Total	N	26	40	66
	%	100.0%	100.0%	100.0%

There were staff in both sites who appeared knowledgeable of community prosecutions' role in the office, describing how community prosecutors were working to build partnerships with community organizations. Many prosecutors spoke of the importance of the community prosecution unit, although, some traditional prosecutors remain unclear about the role and

work of community prosecutors within their own offices and would like to see the community prosecution unit better integrated into the office structure.

The transparency of the community prosecution unit's work and role to other staff appeared to differ by site. In one county, a greater number of traditional prosecutors indicated that they were unsure of how community prosecution differs from traditional prosecution. One respondent expressed the desire to see a definition of community prosecution in order to better understand the model. One respondent from the community prosecution unit stated that some traditional prosecutors view community prosecution as an "old dog with a new trick," undermining the support for the model within the office. The respondent felt the community prosecution unit was looked down upon by other units in the office in which staff did not necessarily understand the role of community prosecution. It is important to note that, of the two offices, this community prosecution unit engages in work that is further removed from the traditional case processing focus of traditional prosecutors. Community prosecutors in this unit often work directly with community members to resolve issues through community action rather than criminal charges and court trials. This may in part explain why traditional prosecutors have been less accepting of or more resistant to the role of the community prosecution unit within their office.

In contrast, the other research site demonstrated a stronger understanding of the community prosecution unit's role within their office. In this county, traditional prosecutors spoke with confidence about the nature of the work of the community prosecution unit, clearly and eagerly explaining how cases may be assigned to the community prosecution unit rather than other applicable units. Traditional prosecutors

demonstrated knowledge of not only the specific geographic location targeted by the community prosecution unit, but also the screening system used by the community prosecutors and the specific case tracking required by their grant. Again, these site differences may be related to role of the community prosecution unit within the office. In this county, the community prosecution unit is relatively new and focuses primarily on targeted enforcement approaches through case processing and information sharing, including targeting “hot spots” of criminal activity through traditional case processing and increased information sharing among law enforcement partners, rather than more general community level problem-solving.

*Leadership Support and Communication*

Overall, staff gave positive feedback about leadership in each office and spoke to the integrity and dedication of the leadership staff in establishing a mission and providing effective direction for the office. In both counties, unit meetings are frequent and are used to maintain open communication and collaboration. In addition, supervisors provide on-site training to keep attorneys up to date on current practice and upcoming changes to the trial system, such as changes to the handling of discovery documentation for the defense. Staff surveyed answered between ambivalence and agreement that managers are supportive, have good communication, are open to ideas, focus on performance, and focus on improving performance (averages were just above 3 on a 5 point scale, where 3 is neither agree or disagree). This finding differed slightly between the two offices; the suburban office had a slightly higher mean on these measures, although this difference is small (see table 4).

Table 4

	Office Location: Suburban or Urban County State's Attorney's Office: Support in the Office: Scale 1-5		
	Suburban County	Urban County	Total
	Mean (N) (Std. Deviation)	Mean (N) (Std. Deviation)	Mean (N) (Std. Deviation)
Management focuses on performance (question 16 b, d, e)	3.48 (30) (0.87)	3.10 (40) (0.87)	3.26 (70) (0.89)
Communication, formal and informal works well, employees are kept well informed (question 15 f, h, i)	3.54 (30) (0.84)	3.18 (40) (0.87)	3.33 (70) (0.87)
Support for staff development (question 15 c, g, j)	3.73 (30) (0.66)	3.39 (40) (0.88)	3.54 (70) (0.80)
Support and Communication from State's Attorney and Deputies (question 16 g, h)	3.89 (29) (0.90)	3.33 (40) (1.05)	3.57 (69) (1.02)
Management is open to idea, innovations, and concerns (question 15 a, k, l)	3.90 (30) (0.70)	3.36 (40) (0.92)	3.59 (70) (0.87)

Again, the slight difference in office means is expected due to the differences in these two offices. It is important to note that the urban office staff had just learned of a recent budget policy which would directly affect their pay checks, which may also have affected their assessment of management. These findings are neutral, establishing that these offices have room to improve but that staff are not dissatisfied. This finding is encouraging considering the high stress nature of State's Attorney's Offices.

Individuals from the community prosecution unit were very positive about the communication and support from leadership in their office. In both offices community prosecution staff expressed that the unit would neither exist nor remain without the constant support from supervisors, managers and executive leaders, including the State's Attorney. Support from leadership may serve a critical role in the successful adoption of

community prosecution within the office; according to survey findings support from leadership is influential for staff to decide to integrate a new innovation. As illustrated in table 5, input from an authority had the highest score of 2.85 (in a 1-4 scale) as influencing staff reasoning for adopting a new program/idea. As an example of leadership support, one unit described how the unit reports directly to, and thus works closely with, the State’s Attorney. The State’s Attorney assists in screening certain types of cases to assign to community prosecutors and also attends various partnership meetings in conjunction with the community prosecution unit.

Table 5

	Office Location: Suburban or Urban County State’s Attorney’s Office Level of Influence on Decision to Adopt a New Program/Idea: Scale 1-4 (question 19 items a-f)		
	Suburban County Mean (N) (Std. Deviation)	Urban County Mean (N) (Std. Deviation)	Total Mean (N) (Std. Deviation)
Research evidence showing that the program/idea works.	2.73 (26) (0.91)	2.51 (37) (1.07)	2.60 (63) (1.00)
Contact with other agencies who had success with the program/idea.	2.73 (26) (1.04)	2.64 (37) (1.15)	2.68 (63) (1.10)
Professional publications illustrating successes with the program/idea	2.46 (26) (0.85)	2.11 (36) (0.97)	2.25 (62) (0.93)
Conferences showing the success of the program/idea.	2.53 (26) (0.94)	2.59 (37) (1.09)	2.57 (63) (1.02)
Input from an authority.	3.00 (26) (0.93)	2.76 (38) (1.12)	2.85 (64) (1.05)
Input from the community.	2.61 (26) (0.94)	2.43 (37) (1.04)	2.50 (63) (0.99)

Leadership staff also showed their support of these units through the resources provided to them. Respondents reported that they are given the flexibility, autonomy, and support to do their work differently from traditional prosecution, in addition to the same support staff, equipment, and resources given to other prosecutors. In one office, the unit includes staff who are not attorneys, but have a long history working with partnerships in the county. The community prosecutors claimed that these staff members represent an example of an additional resource provided to the unit as a commitment to its success. In this office, the community prosecution unit also recently worked with leadership staff to apply for a grant to focus on a gang initiative. These are only a few examples of leadership support and resources given to the community prosecution unit. Others include technology resources devoted to scanning police report databases to identify cases within targeted enforcement geographic areas, dedicated support staff for community prosecution units rather than sharing staff across multiple units in the office, and press conferences devoted to highlighting the work of community prosecution.

### Job Satisfaction

Effective management communication and support, fluid collaboration between and within units, and even a clear office structure may all assist in creating satisfied employees. An index measure of job satisfaction illustrates that in general staff members in both offices are satisfied with their jobs (overall mean 4.07, where 4 is satisfied).<sup>3</sup> Individuals in the suburban jurisdiction are slightly more satisfied with their jobs (mean is 4.27, where 4 is satisfied and 5 is very satisfied), than those in the urban jurisdiction (mean = 3.94).

---

<sup>3</sup> The job satisfaction index was measured by averaging four items, each of which were measured on a 1-5 satisfaction scale, with 1 being very dissatisfied and 5 being very satisfied (alpha level of .920). See question number 13 in the State's Attorney's Office questionnaire for the specific items.

Table 6

	Office Location: Suburban or Urban County State's Attorney's Office Job Satisfaction: Scale of 1-5 (question 13 items a-d)		
	Suburban County	Urban County	Total
Mean	4.2667	3.9375	4.0786
N	30	40	70
Std. Deviation	.87822	.91769	.90943

Staff members are satisfied with their jobs regardless of their position in the office; however, leadership staff and support staff (mean approximately 4.5, with 4 being satisfied and 5 being very satisfied) are slightly more satisfied with their jobs compared to staff in other positions.

Table 7

	Respondent's Title Job Satisfaction: Scale 1-5 (question 13 items a-d)					
	Leadership within the State's Attorney's Office (Unit Chief, Deputy State's Attorney)	Assistant State's Attorney	Investigator or Detective	Specialized Support Units Leadership and Staff (i.e., Victim Witness)	Support Staff (i.e., Legal Assistant, Administrative Assistant)	Total
Mean	4.5000	3.7891	4.0714	4.1875	4.4821	4.0870
N	8	32	7	8	14	69
Std. Deviation	.58248	1.04940	.93223	.65124	.65387	.91337

Staff appeared to be clearly aware of the stresses and demands of the job, even when they started in their positions. In fact, 81% of respondents in the suburban

jurisdiction and 72.5% of those in the urban county responded that they were satisfied with the job when considering the expectations they had when they took the job. When asked in the interviews about what keeps them going given the demanding work that they do, the majority of the respondents said that either a simple thank you from a victim or witness at the conclusion of a trial or knowing that they have done their best to provide justice in a case make the work worthwhile. They spoke highly of colleagues who assisted them in dealing with these demands and leadership staff who they could draw upon as a resource. Areas of concern for prosecutors predominantly focused on financial resources in the office budget and the need for more staff, information sharing barriers with outside agencies, availability of resources and funding for targeted and specialized initiatives, and efficient use of time and resources through more streamlined procedures both in the office, such as providing canned forms for paperwork required by defense attorneys, as well as in the courtroom, such as assigning all violation of parole hearings to the original trial prosecutor. Most importantly, the interviewees expressed a high level of compassion for the community they are seeking to improve and the victims for whom they are seeking justice. The researchers were impressed with staff integrity and dedication, especially their ability to stay positive in the reality of such high caseloads and difficult jobs.

Staff in the community prosecution units also expressed satisfaction with their jobs. Most striking was the commitment we detected when listening to the individual stories from community prosecution unit staff. They appeared to enjoy their work because it gave them the means to engage fully with the community. Traditional prosecutors have this ability only on a case-by-case basis, while community prosecution



staff interact with the full spectrum of the public and are able to directly address a problem in the community and actively assist in forming a solution to reduce crime. Community prosecution staff described the frustration of system changes or other law enforcement agencies that create barriers in their work, but they seemed to take this in stride as part of the job. These staff members enjoy flexibility in their jobs and are not as tied to a 9 to 5 schedule, a daily desk routine, or an over-taxing caseload. However, this flexibility also appears to bring large demands of time at irregular hours, and through frequent meetings with community members or organizations. It was apparent that staff in the community prosecution units fit their positions. The job satisfaction they expressed may not transcend to a traditional prosecution role, especially since they have become adept at working with a different style in the community prosecution unit. In turn, it is unlikely that all traditional prosecutors would be appropriate for this role, nor be satisfied with such a position. For example, one member of a community prosecution unit emphasized the need for self-motivation as a community prosecutor and the need for creative innovators who are willing and able to think outside of the box in terms of active problem solving. This respondent argued that “how to” manuals and trainings may only provide community prosecutors with generic guidelines, goals and principles of community prosecution, but that the majority of the work relies on one’s own ability to think critically about solving specific problems through well conceived, practical and realistic action plans.

(2-3.) Targeted focus: including problems and geographic areas. In general, what are staff perceptions of a problem solving approach and geographic focus as compared to other approaches? Do staff integrate these approaches into their work? Have staff had training for these approaches and related approaches? In the case of the problem of gun violence, what are staff views in regard to gun crimes? Do these views differ as compared to drug crime or crime more generally? How many cases are handled by traditional prosecutors

versus community prosecutors? How many gun-related cases are handled by community prosecutors and how many by traditional prosecutors? Do community prosecutors focus on specific problems? Within what geographic area(s) do community and traditional prosecutors operate? Do the types of cases handled by traditional and community prosecutors differ and, if so, how?

*Staff Perceptions of Focusing on Problems and Places*

The problem focus and geographic focus are interrelated in many ways. For instance, when focusing on gun violence, this problem may occur in specific geographic hot-spots. As such, these hot-spots then become the focus of the resources of an initiative. Alternatively, through increased attention on specific geographic hot-spots, identified by their unusually high crime problem, prosecutors may gain a better understanding of this hot-spot area and identify specific problem(s) to target within those areas. For example, there may be a long-term problem of prostitution within local hotels/motels, which may turn a focus to prosecution within specific hotels/motels that are spread across a larger geographic area. In this case the approach is problem oriented, which may have some geographic focus. A problem focus may also target specific gangs due to high levels of violence, even though the gangs may be geographically located or they may have a larger geographic area in which they travel. Since focusing on problems and geographic areas often overlap, these concepts should be discussed together.

It is important to note that the idea of geographic focus is just that: prosecutors focusing on crime in an area. For example, an office may have prosecutors geographically assigned, but these prosecutors may not be conducting problem-solving or community prosecution within that targeted area. A problem focus in an office may also just mean that: prosecutors are assigned to units by crime problems. This does not qualify as a prosecutor's office that follows the model of "prosecutor as problem solver." As explained in the literature review, a standard community prosecution model would take

on a problem-oriented focus on a specific crime problem, a community oriented approach focusing on a specific geographic area, or many times both, as these concepts are so interrelated. It is evident that that community prosecution and prosecutor as problem solver have many overlapping concepts, so the discussion of these concepts in practice is not always clear cut. These concepts are often difficult to differentiate.

Survey results illustrate that staff are supportive of elements of a problem-solving approach integrating a focus on the community for a crime-reduction strategy in their county. An index of a problem solving approach involving community elements showed little variation in responses across the two offices, with a mean rank of 4.22 on a 5 point importance scale. The items included in this index are: (1) taking a multi-agency partnership approach to responding to crime problems, (2) involving the community in identifying and understanding crime problems, (3) providing more treatment, jobs, and educational programs to address problems that often contribute to crime, and (4) involving the community members in crime reduction and prevention strategies (see Appendix E table for question 17 for the distribution on these individual items).<sup>4</sup>

Table 8

	Office Location: Suburban or Urban County State's Attorney's Office Importance of Problem Solving Elements: Scale 1-5 (question 17 items c, h, i, m)		
	Suburban County	Urban County	Total
Mean	4.2250	4.2286	4.2271
N	30	39	69
Std. Deviation	.41704	.74135	.61750

<sup>4</sup> The alpha level for this scale was a respectable .857.

Although respondents support the problem-oriented approach with community elements, respondents indicated that they rarely participate in activities that take a problem-oriented approach. An index measuring the frequency of activities of the problem solving approach illustrates that respondents are never to rarely involved in these activities during their job duties (total mean of 1.81, where 1 is never and 2 is rarely). The index includes: (1) identify community problems and community problem areas, (2) identify resources to solve problems in the community, (3) review or analyze crime-related trends or patterns, such as repeat offenders and problem areas, and (4) make contact and solicit assistance from community leaders, such as local business owners or political leaders, to address particular crime-related problems. The response to these items is not surprising, since most respondents serve as traditional prosecutors, leadership to traditional prosecutors, or support staff.

Table 9

	Office Location: Suburban or Urban County State's Attorney's Office Frequency of Involvement in Problem Solving Elements: Scale 1-5 (question 12 items b, g, h, j)		
	Suburban County Mean (N) (Std. Deviation)	Urban County Mean (N) (Std. Deviation)	Total Mean (N) (Std. Deviation)
Focusing on Solving Problems	1.68 (28) (0.75)	1.90 (40) (1.18)	1.81 (68) (1.03)

In fact, as illustrated in the table below, leadership staff within the office and specialized support units (i.e., victim witness) and their leadership staff were more likely to report involvement in these problem-solving elements, reporting involvement in these duties between rarely and occasionally. It is obvious that leadership has a more macro

view of the cases entering into the office and are more active in initiatives to affect these problems.

Table 10

	<b>Respondent's Title</b> <b>Frequency of Involvement of Problem Solving Elements:</b> <b>Scale 1-5</b> <b>(question 12 items b, g, h, j)</b>					
	Leadership within the State's Attorney's Office (Unit Chief, Deputy State's Attorney)	Assistant State's Attorney	Investigator or Detective	Specialized Support Units Leadership and Staff (i.e., Victim Witness)	Support Staff (i.e., Legal Assistant, Administrative Assistant)	Total
Mean	2.4688	1.5313	2.0714	2.7857	1.3462	1.7948
N	8	32	7	7	13	67
Std. Deviation	1.12152	.87701	.88641	.79620	1.03349	1.02887

The researchers also examined respondents' awareness, training, and adoption of the problem-solving approach, approaches that may be termed as problem-solving (focus on high rate offenders, focus on groups/gangs), a geographic focus, and an element that may be supportive to these approaches, known as strategic crime analysis (see table 11 below for the distribution of the answers). The awareness of these ideas or programs varied, with overall awareness highest for the geographic focus (total of 58.6% of respondents). The awareness of the geographic focus was highest in the urban office. In the suburban office the highest respondent awareness was of the high rate offenders. This difference may be due to the specific initiatives within these offices. For example, although both of the offices focus on targeted enforcement areas, the suburban office is also a member of a collaborative initiative focused on repeat offenses and probation and parole violations. In addition, in the suburban office, one of the goals mentioned by the

community prosecution unit is to educate the bench on the importance of addressing high rate low-level offenders, before their criminal offending escalates to more serious crimes. Finally, in the smaller suburban office, it may be easier to detect high rate offenders, and courts may be more aware of these offenders, due to fewer judges and cases in the county overall.

Most notably, there are respondents who report that they formally or informally integrate a number of these ideas/programs into their work; however, a minority of respondents report having received training on these approaches. The most notable instance of this is for the problem-solving approach, with approximately 23% of respondents informally integrating the problem-solving approach into their work and 14% of respondents formally integrating this approach into their work. (Approximately 31% of respondents formally or informally integrated this approach into their work). Yet, only 6% of respondents have had training for this approach. The disparity for the problem-solving approach presents an opportunity for the offices to create a more formal process for this approach, including training. The other approaches examined also have adoption and training disparities, but these disparities are not as severe. In addition, since the problem-solving approach may be viewed as an umbrella under which the other approaches may fall, focusing on a problem-solving model and training may assist the office in unifying some of these ideas.

Table 11

	Office Location: Suburban or Urban County State's Attorney's Office				
	Importance of Problem Solving Elements: % responded YES to knowledge/adoption of programs/ideas (question 18) (N=70)				
	Aware of this idea/Program	I have had training	I <u>informally</u> integrate into my work	<u>Formally</u> integrated into my work	Unaware of this idea/program
Community oriented approach (i.e. community prosecution)					
Suburban	69.0%	6.9%	10.3%	13.8%	17.2%
Urban	78.0%	12.2%	12.2%	9.8%	9.8%
Total	74.3%	10.0%	11.4%	11.4%	12.9%
A problem solving approach (i.e., prosecutor as problem solver)					
Suburban	31.0%	3.4%	24.1%	10.3%	44.8%
Urban	34.1%	7.3%	22.0%	17.1%	31.7%
Total	32.9%	5.7%	22.9%	14.3%	37.1%
High rate offender focus (focus on specific high rate offender for an increase rate of arrest or federal prosecution)					
Suburban	62.1%	3.4%	10.3%	13.8%	24.1%
Urban	46.3%	9.8%	14.6%	12.2%	29.3%
Total	52.9%	7.1%	12.9%	12.9%	27.1%
Group/gang focused also known as a pulling levers approach or the Boston Gun Strategy					
Suburban	31.0%	3.4%	6.9%	13.8%	62.1%
Urban	41.5%	2.4%	7.3%	9.8%	41.5%
Total	47.1%	2.9%	7.1%	11.4%	50.0%
Geographic focus (i.e., prosecution that is geographically focused)					
Suburban	55.2%	3.4%	3.4%	13.8%	27.6%
Urban	61.0%	9.8%	14.6%	9.8%	19.5%
Total	58.6%	7.1%	10.0%	11.4%	22.9%
Strategic crime analysis (the study of crime problems and other criminal justice issues to determine long-term patterns of activity and evaluate organizational responses and procedures)					
Suburban	48.3%	3.4%	10.3%	6.9%	44.8%
Urban	51.2%	4.9%	9.8%	4.9%	26.8%
Total	50.0%	4.3%	10.0%	5.7%	34.3%

*Handling Specific Crime Problems: Respondents' Views*

Individuals in both offices take the crime of gun violence very seriously and indicated it was an important priority for the office. Survey results illustrate that 94% of respondents feel that it is important or very important to the county's crime reduction approach to show that people who commit crimes with guns will be punished severely. This is further reflected in the organizational structure of both offices, where specialized units and/or attorneys are dedicated to the strict enforcement of charges that carry mandatory minimums for gun possession. In an effort to both reduce the number of guns in circulation as well as send a strong message to others that gun possession will not be tolerated, these targeted enforcement strategies are designed to prevent the use of guns in more serious crimes. Interestingly, respondents indicated that incapacitation for cases in which individuals are arrested for carrying guns (mean 4.3) is more important to a crime reduction effort than incapacitation for drug users (mean 3.5). In fact, 74% of respondents indicated that it was important or very important to the county's crime reduction strategy to divert drug users from jail/prison and place them into treatment programs. These findings illustrate that respondents feel that offenders should reap consequences tailored to the type of crime, but also plan consequences (or rehabilitation) that may actually reduce the underlying problem contributing to the crime.



Table 12

	Office Location: Suburban or Urban County State's Attorney's Office Importance of Keeping Different Types of Offenders in Jail/Prison: Scale 1-5 (question 17 items d,j,k)		
	Suburban County Mean	Urban County Mean	Total Mean
	(N)	(N)	(N)
	(Std. Deviation)	(Std. Deviation)	(Std. Deviation)
Keeping drug users in prison/jail and off the streets	3.5667	3.4103	3.4783
	30	39	69
	0.97143	0.88013	0.9173
Keeping individuals who are arrested for using or carrying guns in prison/jail and off the streets	4.4828	4.1026	4.2647
	29	39	68
	0.50855	0.718	0.66057

Problem-solving strategies and targeted geographic enforcement are two elements that focus on targeted problems and targeted locations in crime reduction efforts. In general, the staff reported that these two elements, problem-solving strategies and targeted geographic enforcement, are important for prosecution; however, traditional prosecutors are clearly limited by the organization of their current work structure to put these ideas entirely into action. In contrast, community prosecutors devote much of their time to addressing targeted crime problems and targeted geographic areas of crime activity.

*Crimes in Context (Problems and Places): Community Prosecution versus Tradition*

Survey respondents within the urban county reported having a notably higher case load than those in the suburban county (urban average 63.9 and suburban average 47.4), especially cases involving guns (urban average of 18.9 and suburban average of 3.5). As described earlier, traditional prosecutors are unit based, meaning the types of crimes they

work on are normally consistent. Furthermore, within these units cases are not assigned to particular attorneys based on geography, but are assigned to preserve balance on the attorneys' present caseload. In contrast, the focus, whether on targeted problems or places, determines the types of cases community prosecutors bring to court. In-depth interviews revealed that community prosecutors try fewer cases than traditional prosecutors in their offices and spend much of their time collaborating with others, working to resolve problems and creating information sharing partnerships, especially within the community.

In both of the initiatives, the community prosecution units studied have been organized primarily around targeted areas, including areas that have been designated as "hot spots" of criminal activity, and to a lesser extent, to targeted crime problems, such as gang activity or gun violence. For example, the suburban community prosecution unit targets specific geographic areas by trying cases that fall within these areas, including all types of crimes, such as violent crimes and homicides. This unit handles fewer cases than traditional prosecution but still maintains a large caseload. The unit prioritizes which cases to take in the target areas by the type of case or by a specific offender. This priority is different from community to community depending on the problems or concerns of that community. For instance, one community had a large number of problems with repeat arrests for alcohol violations around the school, so the unit focused on these cases by working to consistently bring criminal charges to ensure that the cases reached the courts. Another community had a problem with trespassing, so this issue was the focus of greater enforcement via charges. At the time of this interview the unit had only one case involving a gun, because only one gun case thus far had occurred within

the unit's assigned target areas. There have been gun cases in the targeted areas in the past, before the community prosecution unit began to focus on these areas, so the unit expects to handle additional gun cases in the future.

In the urban county, the initiative grew out of a focus on targeted community nuisance concerns that happened to occur in a relatively narrow geographic area and now includes a focus on other targeted community problems, including gun violence. Here, the community prosecution unit has focused on more broad problems that may take on a geographic focus. The unit began through a grant which focused on geographic areas within one district, primarily focusing on nuisance abatement. After completing the grant funding, the office took over the cost of the unit. The unit continues to focus on nuisance abatement issues but has taken a more broad geographic area and additional community problems, focusing on community solicitations and problems within this area. In addition, a new grant was obtained for the unit to specifically focus on cases involving guns. Currently, the unit focuses on specific geographic locations but does receive some gun cases outside of these locations. Thus, at this time the unit utilizes multiple strategies including (1) assigning one community prosecutor to each targeted geographic area and/or targeted problem which allows the prosecutor to become more familiar with the needs of the community in association with the targeted focus; (2) a primary problem focus on gun cases within targeted areas; and (3) a focus on more general community needs and problems within distinct geographic areas.

Finally, with respect to gun cases, one of the sites also utilizes a focused strategy for handling gun cases through traditional prosecution. In this county, one traditional prosecutor is assigned to *all* gun possession cases, and will charge cases to the full extent

of the law with the goal of achieving at least the mandatory minimum five year sentence if convicted. The intention is to send a clear and consistent message to county residents that the State's Attorney's Office is tough on gun possession cases and will always prosecute to the full extent of the law. Although this strategy falls within the traditional spectrum of the case processing role of prosecutors, it may also be argued that this strategy represents a problem-solving focus (reducing the number of guns in public circulation) on a particular targeted problem (gun crime and future gun violence) within the community, and thus contains elements of a community prosecution model.

4. Case processing adaptations. How do community and traditional prosecutors spend their time? How does community prosecution of cases differ from traditional prosecution? Are similar cases handled in similar manners by community prosecutors and traditional prosecutors?

#### Work Time: Traditional and Community Prosecution

In both jurisdictions, traditional prosecutors spend the majority of their time preparing and trying cases. Typical activities for traditional prosecutors include screening cases to determine their strength as well as the most appropriate charges to bring into the court. Prosecutors then “work up” the case by talking with the arresting officer, detectives, and in-house investigators, talking with and preparing witnesses and victims, seeking out evidence and ballistics testing where necessary, responding to motions from defense attorneys, attending hearings, and finally, trying the case in court.

In both sites the community prosecution units focus a good portion of their time on building partnerships and reaching out to the community although the methods used for these activities vary between the sites. In the urban county, the community prosecutors spend a great deal of time actually *in* the community, from walking through

neighborhoods and talking to business owners and private citizens to attending C-SAFE interagency, community organization and homeowner's association meetings. In this county, community prosecutors typically carry a lower caseload than traditional prosecutors, due in part to the targeted geographic and targeted problem orientation as well as the need to devote time to attend community meetings. However, community prosecutors in this office also devote their own non-work hours to evening meetings when available or necessary.

Community prosecutors in the urban county also use their role in the community to leverage and encourage problem solving efforts by community members and business owners without constantly bringing charges into the courts. For example, in one business area where there were crime problems, community prosecutors work to engage business owners and suggest alternative strategies to reduce criminal activity in those areas. Community prosecutors also encourage citizens to be more accountable within their neighborhoods by speaking up when issues arise, by maintaining their property and by keeping areas well lit. As a respondent in one unit explained, "You can't complain about problems if you're not willing to solve them. Don't expect a police officer who doesn't live in your community to care more about your community than you." In addition, the respondent noted that by staying in close communication and maintaining direct interaction with community members, "the anonymity is gone." Developing a personal relationship in this way helps these community prosecutors build stronger relationships with law-abiding citizens while also preventing known offenders from relying on anonymity to continue criminal activity.

In the suburban location, the community prosecutors spend much of their time prosecuting cases originating within a particular targeted geographic area, while also attending community group and interagency collaborative meetings. One of the primary goals of the source grant for community prosecution in this jurisdiction is to increase communication among law enforcement partners including local and state police agencies, parole and probation agents and the State's Attorney's Office. This collaborative effort helps to keep all interested parties informed of the status of current cases, the criminal activities of known offenders, the need for targeted enforcement, the presence of recurring problems, and the most pressing needs and concerns of the community. In this jurisdiction, the community prosecutors spend more time in direct contact with citizens predominantly through planned meetings of community groups, non-profit organizations and homeowner's association meetings.

*Prosecution of Cases: Community and Traditional Prosecution*

In the urban county, the community prosecution unit follows a problem-solving strategy designed to resolve more minor neighborhood problems without bringing charges into the court. In addition, they work to increase the overall community sense of accountability for neighborhood problems and empower community members to eradicate criminal activity from their own area by discouraging negative behaviors. However, the unit also focuses on targeted enforcement in particularly problematic areas by bringing criminal charges into the courts and sharing information in collaboration with other law enforcement agencies. As such, fewer cases are brought to court by community prosecutors; however, those that are brought have a specific purpose within the overall focus of the community prosecution effort. When community prosecutors bring cases to court the actual case processing does not differ greatly from traditional prosecution,

although the lighter case load of the community prosecutors and the importance of the cases within their focus may mean the cases receive additional attention.

In the suburban county, the primary focus of the community prosecution unit is targeted enforcement in specific geographic locations. Here, community prosecutors target both repeat offenders as well as minor criminal offenses, such as trespassing, in an effort to prevent more serious crimes from occurring in the same areas. Consistent enforcement is key and relationships with other law enforcement partners are essential. Community prosecutors follow a case-processing strategy in order to send a deterrent message to the community, with the goal of preventing future criminal activity through strict enforcement of the law.

In both counties, traditional prosecutors are located within crime specific units in which they take on a case by case approach. They have an overarching view of the problems from the cases they handle. Although these prosecutors may be focused on an overall goal to reduce crime; their cases are not part of a focused initiative on a specific problem or in a specific geographic area. Much of the collaborative effort with other law enforcement agencies is coordinated through administrative staff in the office, such as case managers, while victim witness specialists and advocates coordinate meetings with victims and witnesses associated with specific cases. For traditional prosecutors, meetings and consultations with victims and witnesses are the primary source of contact with community members. In one office, each Assistant State's Attorney is required to participate in a rotation of "duty day," when he or she is responsible for responding to citizen concerns or questions of the State's Attorney's Office for the assigned day or days.

(5-7.) Collaboration including: Interagency collaboration, the role of community, and response to community problems. In general, what is the nature and extent of interactions with law enforcement agencies? What is the nature and extent of interaction with community groups and community based services? What is the nature and extent of these interactions focusing on the problem of gun crime? In what ways do community and traditional prosecutors engage the public? In what ways do community and traditional prosecutors address community problems?

*Collaboration and Partnerships: General Crime*

Overall, an index of a number of activities conducted between partners illustrates that there is relatively little collaboration with partners. For example, among the seven collaborative items included in the survey, office staff reported on average collaborating on less than one item with community based services and less than 1.5 items with the other community and law enforcement partners; county police had the most collaboration with an average of 3.58 items. In the urban county, responses to this index illustrate that respondents were more likely to conduct these collaboration activities with other law enforcement entities as compared to community based services or community groups. Surprisingly, urban county respondents reported conducting a greater number of these activities with individuals from the county police than with individuals in other units of the office. In contrast, staff from the suburban office reported conducting these activities the most with county police, individuals from other units in the office, local public agencies, and community groups. Since the suburban county is smaller with fewer crimes, a smaller caseload, and fewer partners, it is not surprising that in general, staff report a greater number of activities being conducted with community groups.



Table 13

	Office Location: Suburban or Urban County State's Attorney's Office Collaboration with Other Agencies on All Types of Crime Cases: Scale 0-10 (question 5 items a-n)		
	Suburban County Mean (N) (Std. Deviation)	Urban County Mean (N) (Std. Deviation)	Total Mean (N) (Std. Deviation)
Courts	1.24 (26) (1.78)	1.41 (41) (2.12)	1.34 (67) (1.98)
County Police Department	4.37 (26) (2.79)	3.08 (41) (2.93)	3.58 (67) (2.92)
County Sheriff's Office	1.10 (26) 1.49	1.12 (41) (1.66)	1.11 (67) (1.58)
US Attorney's Office	0.66 (26) (1.09)	1.41 (41) (2.43)	1.12 (67) (2.04)
Local Public Agencies	1.62 (26) (1.78)	0.84 (41) (1.81)	1.14 (67) (1.82)
Community Groups	1.59 (26) (1.93)	0.84 (41) (1.51)	1.13 (67) (1.71)
Community Based Services	0.93 (26) (1.32)	0.75 (41) (1.39)	0.82 (67) (1.36)
With Other Units in Your Office	4.29 (26) (3.17)	2.74 (41) (3.19)	3.34 (67) (3.25)

In both counties, on average, staff reported they met with different community groups and local public agencies less than once a month.

Table 14

	Office Location: Suburban or Urban County State's Attorney's Office Frequency of Contact with Other Agencies/Groups: Scale 1-4 (question 9)		
	Suburban County Mean (N) (Std. Deviation)	Urban County Mean (N) (Std. Deviation)	Total Mean (N) (Std. Deviation)
Advocacy Groups	1.47 (23) (0.73)	1.50 (38) (7.62)	1.49 (61) (0.74)
Business Groups	1.29 (24) (0.55)	1.27 (37) (0.65)	1.27 (61) (0.60)
Domestic Violence Groups	1.60 (23) 0.98	1.41 (39) (0.71)	1.48 (62) (0.82)
Local Public Agencies	1.14 (21) (0.35)	1.28 (38) (0.73)	1.23 (59) (0.62)
Religious Groups	1.22 (22) (0.42)	1.31 (38) (0.57)	1.28 (60) (0.52)
School Groups	1.31 (22) (0.56)	1.34 (38) (0.66)	1.33 (60) (0.62)
Tenant's Associations	1.08 (23) (0.28)	1.38 (39) (0.78)	1.27 (62) (0.65)
Youth Service Organizations	1.18 (22) (0.66)	1.24 (37) (0.54)	1.22 (59) (0.58)
Senior Citizen Groups	1.14 (21) (0.35)	1.21 (37) (0.58)	1.18 (58) (0.51)

Respondents were asked to indicate if they were involved in specific types of activities with seven specific partners. Using these responses, the researchers determined that collaboration in both counties is low and the distribution of the types of activities that make up these collaborations is not extremely varied. With the possibility of 0 to 7 agency/group partnerships, most activities were conducted with between 0 and 2 agencies/groups. The most common types of activities are the sharing of information on

specific cases (average of 1.9 agencies/groups), engaging in community outreach efforts to specifically reduce the crime problem (average of 1.9 agencies/groups), and working together to address direct citizens' complaints and concerns in regard to crime (average of 1.8 agencies/groups). The respondents reporting these activities normally indicated these were conducted with the county police department.

Table 15

	Office Location: Suburban or Urban County State's Attorney's Office Presence of Type of Collaboration with Other Agencies/Groups on All Types of Crime Cases: Scale 0-7 (question 5 items agencies/groups)		
	Suburban County Mean (N) (Std. Deviation)	Urban County Mean (N) (Std. Deviation)	Total Mean (N) (Std. Deviation)
We share information on active cases.	3.2308 26 2.14117	2.0488 41 1.54841	2.5075 67 1.87789
We hold joint planning meetings in regard to cases.	1.0385 26 1.39945	.8293 41 1.39468	.9104 67 1.38970
We have developed joint policy and procedure manuals for cases.	.3846 26 .89786	.3171 41 .64958	.3433 67 .74979
We have pooled funding for joint programs for cases.	.2308 26 .71036	.2195 41 .61287	.2239 67 .64716
Our organizations cross-train staff on procedures for cases.	.5385 26 .76057	.6341 41 1.04298	.5970 67 .93840
We have written protocols for sharing case information.	.5769 26 1.36156	.4390 41 .86743	.4925 67 1.07834

We engage in community outreach efforts specifically with the goal to reduce crime.	1.3846 26 1.67516	1.0976 41 2.02244	1.2090 67 1.88726
We analyze crime data and/or case files to identify repeat crime patterns and crime problems in the community.	.7692 26 1.42289	.4390 41 .92328	.5672 67 1.1447
We share resources to solve problems in the community.	.9231 26 1.41204	1.0244 41 1.71008	.9851 67 1.59062
We discuss crime-related trends or patterns, such as repeat offenders and problem areas.	1.0000 26 1.1220	1.1220 41 1.64613	1.0746 67 1.47004
We share information on ongoing crime problems, such as gang activity.	2.1154 26 1.81828	1.3659 41 1.74293	1.6567 67 1.79690
We work together to address direct citizen complaints and concerns in regard to crime.	1.4615 26 1.63048	1.3415 41 1.91846	1.3881 67 1.80030
We participate in regularly scheduled meetings to discuss appropriate responses to crime patterns or problem areas.	1.0385 26 1.28002	1.0732 41 1.80818	1.0597 67 1.61321
We work together to plan and execute responses to specific problems.	1.4231 26 1.55366	1.2683 41 1.94967	1.3284 67 1.79552

With regard to specific activities to engage and activate the public, overall respondents reported never to rarely being involved in specific activities that engage or activate the public (organize community meetings that are open and advertized to the public, coordinating meetings including important stakeholders in the community, attend community meetings that being together important stakeholders in the community, engage in school visits, engage in neighborhood watch meetings, counsel citizen groups

or individuals on crime prevention strategies and tactics, and respond to crime problems and/or concerns in their community).

Table 16

	Office Location: Suburban or Urban County State's Attorney's Office Frequency of Involvement in Activities that Engage and Involve the Community: Scale 1-5 (question 12 items a, c, d, e, i, k)		
	Suburban County Mean (N) (Std. Deviation)	Urban County Mean (N) (Std. Deviation)	Total Mean (N) (Std. Deviation)
Engaging and Involving the Community	1.50 (28) (0.63)	1.81 (40) (1.07)	1.68 (68) (0.92)

Overall, staff in the offices reported few collaborative relationships with outside groups/agencies. The activities that were in these limited collaborations did have some community outreach and efforts to reduce crime problems, but again this was still relatively low. However, these findings are somewhat surprising because, although community prosecution units specifically focus on creating partner relationships within the community, content analysis of the interviews revealed that traditional prosecutors also regularly collaborate with a number of agencies, including state and local-level law enforcement, probation and parole agents, and non-profit community service organizations. These partner relationships between traditional prosecutors, law enforcement agencies and community organizations are beneficial to both case processing as well as to the goal of serving justice. Most of these collaborative relationships are built primarily around information sharing and tend to be very case specific. For example, law enforcement agencies provide information that is critical to

prosecutors as they “work up” their cases, while parole and probation agents provide information on violations of parole conditions and the status of repeat offenders.

The majority of the traditional prosecutors interviewed indicated that they do not engage directly with the public through contact with private citizens, but that they attempt to stay in touch with public sentiment through letters to the office and letters to the editor found in newspapers. However, it is interesting to note that many of the traditional prosecutors also referred to several community organizations as their primary partners in their work. This was especially true of other specialized units within the prosecutor’s office focusing on specific crime problems, such as domestic violence or gang related crime. For example, in the suburban county, traditional prosecutors in the domestic violence unit have formed a partnership with a local community service provision agency, so the agency now has full time legal staff with offices within the courthouse. The agency serves as a first point of contact for domestic violence victims and assists victims in filing protective orders. The agency conducts investigations and collects evidence, such as photographs of abuser-inflicted injuries and medical records indicating the extent of victim injury, to provide grounds for serving protective orders. The agency then shares this information with prosecutors if the case is brought to Circuit Court. Through this partnership, both prosecutors and the community based organization benefit. Prosecutors are able to build a stronger criminal case for victims with the benefit of the extensive legal leg-work provided by the community-based organization. The community-based organization sees abusers tried and convicted on the weight of evidence collected by the agency. Thus, although interagency collaboration and engagement with community groups is a hallmark of community prosecution, traditional

prosecution units also frequently engage in partnerships that actively benefit their case processing and crime reduction goals.

Collaboration and Partnerships: Gun Crime

Similar to the findings for crimes in general, collaboration for gun crimes appears to be quite low, when measured using seven important items (including measures of traditional and proactive activities). As was the case for crimes in general, collaboration activities for gun crimes are highest with the county police department and between units in the office.

Table 17

	Office Location: Suburban or Urban County State's Attorney's Office Collaboration with Other Agencies on Gun Crime Cases: Scale 0-10 (question 2 items a-n)		
	Suburban County Mean (N) (Std. Deviation)	Urban County Mean (N) (Std. Deviation)	Total Mean (N) (Std. Deviation)
Courts	0.9821 16 1.89656	1.1472 33 1.92277	1.0933 49 1.89601
County Police Department	2.1875 16 2.12643	1.9264 33 2.42545	2.0117 49 2.31305
County Sheriff's Office	0.8482 16 1.20144	0.7143 33 1.04124	0.758 49 1.08531
United States Attorney's Office	0.7143 16 1.13689	1.5152 33 2.62298	1.2536 49 2.26596
Local Public Agencies	0.3571 16 0.78246	0.1515 33 0.4642	0.2187 49 0.58692
Community Groups	0.5804 16 1.33551	0.2381 33 0.5552	0.3499 49 0.88835

	0.3125	0.2597	0.277
Community Based Services	16	33	49
	1.0744	0.6638	0.80939
With Other Units in Your Office	2.4107	2.1429	2.2303
	16	33	49
	2.61959	2.69637	2.64717

Six of the seven collaboration activities are rarely conducted. The one activity in which agencies/groups collaborate most is sharing information on active gun cases.

Table 18

	Office Location: Suburban or Urban County State's Attorney's Office Presence of Type of Collaboration with Other Agencies/Groups on Gun Crime Cases: Scale 0-7 (question 2 items agencies/groups)		
	Suburban County Mean (N) (Std. Deviation)	Urban County Mean (N) (Std. Deviation)	Total Mean (N) (Std. Deviation)
We share information on active gun cases.	2.75 16 1.18	2.09 33 1.49	2.31 49 1.42
We hold join planning meetings in regard to gun cases.	0.31 16 0.70	0.61 33 1.00	0.51 49 0.92
We have developed joint policy and procedure manuals for gun cases.	0.25 16 0.58	0.27 33 0.72	0.27 49 0.67
We have pooled funding for joint programs for gun cases.	0.19 16 0.75	0.24 33 0.79	0.22 49 0.77
Our organizations cross-train staff on procedures for gun cases.	0.44 16 0.89	0.27 33 0.57	0.33 49 0.69
We have written protocols for sharing gun case information.	0.19 16 0.75	0.15 33 0.44	0.16 49 0.55



We engage in community outreach efforts specifically with the goal to reduce gun violence.	0.63	0.64	0.63
	16	33	49
	1.45	1.62	1.55
We analyze gun related crime data and/or gun related case files to identify repeat gun crime patterns and gun crime problems in the community.	0.19	0.42	0.35
	16	33	49
	0.54	0.94	0.83
We share resources to solve gun related problems in the community.	0.88	0.67	0.73
	16	33	49
	1.75	1.11	1.34
We discuss gun crime-related trends or patterns, such as repeat offenders and problem areas.	0.56	0.64	0.61
	16	33	49
	0.81	1.22	1.10
We share information on ongoing gun crime problems, such as gang activity.	0.63	0.64	0.63
	16	33	49
	0.96	1.08	1.03
We work together to address direct citizen complaints and concerns in regard to gun violence.	0.81	0.61	0.67
	16	33	49
	1.38	1.20	1.25
We participate in regularly scheduled meetings to discuss appropriate responses to gun crime patterns or problem areas.	0.13	0.52	0.39
	16	33	49
	0.34	0.91	0.79
We work together to plan and execute responses to specific gun-related problems.	0.44	0.58	0.53
	16	33	49
	0.96	1.00	0.98

Respondents who work on gun cases indicated that they have contact most frequently with individuals from the courts (average 2.32 on a 4 point scale), the county police department (2.37), and individuals within other units in the office (2.28). The frequency of contact with other agencies/groups was lower, less than once a month.

Table 19

	Office Location: Suburban or Urban County State's Attorney's Office Frequency of Contact (all types) with Partners for Gun Crime Cases: Scale 1-4 (question 3)		
	Suburban County Mean (N) (Std. Deviation)	Urban County Mean (N) (Std. Deviation)	Total Mean (N) (Std. Deviation)
Courts	2.33 (12) (1.30)	2.32 (25) (1.03)	2.32 (37) (1.01)
County Sheriff's Office	1.56 (9) (1.13)	1.45 (22) (0.67)	1.48 (31) (0.81)
County Police Department	2.17 (12) (0.83)	2.46 (28) (1.07)	2.37 (40) (1.00)
Other Local Police Agencies (other than your county PD)	1.91 (11) (0.83)	1.75 (24) (0.94)	1.80 (35) (0.90)
United States Attorney's Office	1.10 (10) (0.31)	1.36 (22) (0.79)	1.28 (32) (0.68)
Local Public Agencies	1.22 (9) (0.66)	1.00 (17) (0.00)	1.08 (26) (0.39)
Community Groups	1.00 (9) (0.00)	1.11 (18) (0.47)	1.07 (27) (0.38)
Community Based Services	1.00 (9) (0.00)	1.06 (18) (0.23)	1.04 (27) (0.19)
Media	1.30 (10) (0.67)	1.18 (17) (0.72)	1.22 (27) (0.69)
Individuals within other units in your office/agency	2.50 (10) (1.26)	2.18 (22) (0.95)	2.28 (32) (1.05)

The individuals working gun violence cases also rated the quality of the relationships with agencies or groups for which they have relationships. On average, they rated the quality of all these relationships between neutral and favorable. They ranked their

relationship quality as highest with the County Police Department, other local police departments, and individuals from other units in their office.

Table 20

	Office Location: Suburban or Urban County State's Attorney's Office Quality of Relationships with Agencies/Groups for Gun Crime Cases: Scale 1-5 (question 4)		
	Suburban County	Urban County	Total
	Mean (N) (Std. Deviation)	Mean (N) (Std. Deviation)	Mean (N) (Std. Deviation)
Courts	3.85 (14) (0.77)	3.74 (31) (1.18)	3.77 (45) (1.06)
County Sheriff's Office	3.90 (10) (0.87)	3.79 (24) (0.93)	3.82 (34) (0.90)
County Police Department	4.26 (15) (0.88)	4.12 (32) (0.94)	4.17 (47) (0.91)
Other Local Police Agencies (other than your county PD)	4.14 (14) (0.94)	4.06 (29) (0.96)	4.09 (43) (0.94)
United States Attorney's Office	3.80 (10) (0.78)	3.79 (24) (1.06)	3.79 (34) (0.97)
Local Public Agencies	3.28 (7) (0.49)	3.31 (13) (0.63)	3.30 (20) (0.57)
Community Groups	3.29 (7) (0.48)	3.42 (14) (0.64)	3.38 (21) (0.58)
Community Based Services	3.28 (7) (0.48)	3.37 (8) (0.51)	3.33 (15) (0.48)
Media	3.55 (9) (0.72)	3.25 (12) (0.62)	3.38 (21) (0.66)
Individuals within other units in your office/agency	4.75 (12) (0.62)	4.37 (27) (0.92)	4.48 (39) (0.85)

Content analysis from the interviews revealed similar patterns of collaboration between prosecutors and other law enforcement partners with regard to gun cases. Prosecutors rely on law enforcement agents to collect evidence, track the history of ownership of recovered guns, and run ballistics tests on fired weapons. Information sharing among the agencies is most useful to prosecutors in building a strong case against defendants charged with acts of violence that involve the use of guns.

#### *Community Prosecution: Partnerships and Problems*

Increased communication and collaboration among law enforcement and community partners are among the primary goals of community prosecution in both research sites. Both community prosecution units are part the Collaborative Supervision and Focused Enforcement Violence Prevention Initiative (CSAFE-VPI), a grant-sponsored program that, according to the Governor's Office of Crime Control and Prevention (GOCCP), "identifies areas demonstrating the most significant violent crime then promotes strategies and collaborative efforts between State and local agencies to reduce crime and ensure public safety" (GOCCP, 2008, para. 1). Through this initiative, community prosecutors are part of a dedicated team of law enforcement professionals and community groups that meet regularly to share information and discuss strategies to alleviate crime problems. In addition, each site has formed Heightened Enforcement Accountability and Treatment (HEAT) teams that include members from parole and probation, local law enforcement agencies, community policing, and other local enforcement agencies, such as the local housing authority and animal control. According to GOCCP, "the HEAT Team is responsible for implementing public safety elements of the [CSAFE-VPI] strategic plan" (GOCCP, 2008, para. 9). The prosecution units

indicated that their CSAFE-VPI partners include representatives from local police departments, parole and probation, the Department of Education, the Department of Juvenile Services, the Department of Social Services, Environmental Resources, local Fire Departments and local level groups specific to each targeted area such as councilmen, home-owners association groups, local business organization groups, treatment counseling services, YWCA, and local housing authority groups.

Each of the units indicated that they engage the general public through not only the CSAFE-VPI program, but also regular attendance at community group meetings, such as home-owners association meetings, where they may either present information about a particular topic of interest or respond to community members' questions. Community prosecutors in one of the sites take community interaction a step further by walking police beats through neighborhoods and business areas. Community prosecutors in this area also directly approach business and home owners, usually in the company of other law enforcement agents involved in the initiative, based on citizen complaints they have received. These community prosecutors stated that they frequently distribute business cards to community groups and encourage direct phone contact in an effort to empower community members to work toward resolving issues on their own and to hold the community accountable for discouraging activities it finds to be disruptive. For example, the community prosecutors in this area encouraged citizens to avoid shopping at (and thus supporting) local business establishments that carry items that may be considered drug paraphernalia. Community prosecutors empowered citizens by reminding them that if they do not approve of the type of activity that local business practices may draw, they should send a message by avoiding doing business with those establishments and

choosing to offer their patronage to other businesses that do not support negative activity through their business practice.

Through their engagement with the community in this way, community prosecutors are able to respond to citizen concerns directly through active engagement in problem-solving strategies, rather than offering only the traditional prosecution approach of targeting enforcement of criminal statutes over which they believe citizens are most concerned. For example, one community prosecutor explained how the unit was able to suggest target hardening solutions to local business owners that changed the environment and discouraged criminal activity. In one instance, community prosecutors recommended that hotel owners who were experiencing a problem with rampant prostitution on their property come together to meet regularly to discuss strategies to discourage this activity on their premises. The hotel owners came up with business practices such as requiring identification and credit card information at check-in that helped to reduce the problem on their properties. In another instance, community prosecutors recommended that local business owners provide better lighting and less obstruction to sightlines in their parking lots abutting wooded areas to cut down on drug activity in these areas. These simple, efficient and effective solutions helped to reduce unwanted criminal activity in community areas without the cost in time and money of pulling the issues into the criminal justice system for case processing.

Bringing these types of changes into effect requires a network of connections between community members, prosecutors and service and enforcement providers, such as local licensing agencies, in order provide citizens with the resources they need to tackle community problems without bringing criminal charges into the courts. In this

network, community prosecutors work well as an intermediary hub that can direct citizens to the agencies that may best assist them with their needs. Community prosecutors indicated that when citizens bring issues to their attention, they actively seek out agencies that may help citizens address community needs. Community prosecutors also stated that they think of themselves as liaisons both between organizations as well as between organizations and community members. Police department partners suggested that the collaboration among all of these organizations works best when community prosecutors reach out to a variety of organizations and take on the primary leadership role. From the perspective of some community-based non-profit service providers, some community organizations view community prosecution as an ideal means to provide a liaison for victims of crime in criminal case proceedings, thereby preventing a sense of further victimization by a system that is largely designed to function without input from the immediate victims of criminal offenses. However, community organizations have also stressed the importance of making collaboration and relationships the routine rather than the exception. Community organizations want to be included regularly in the problem-solving process, rather than having community prosecutors turn to them only when they find they are out of other options and have no where else to turn.

(8.) Measuring success. In addition to the above research questions focused on the community prosecution dimensions, the researchers collected data about measuring success in prosecution. Are there specific measures captured by the office to evaluate office success? Are there measures captured by individual staff or supervisors to track cases by individual? Do staff have ideas on how to measure prosecutorial success, for both traditional and community prosecution?

*Measuring the Effect of Prosecution Models*

Each of the State's Attorney's Offices uses their own system and software to track information about their cases. The urban county uses a disposition reporting system for the overall caseload. For every case closed, the Assistant State's Attorneys provide disposition sheets to their superiors that track the defendant's name, the disposition of the case, the sentence, whether or not gun charges were sentenced to the mandatory five years, the guideline sentence based on the conviction charges and criminal record, the presiding judge and any comments from the prosecuting attorney. This information is then entered into the reporting system that allows supervisors to review case statistics by unit as a means to document the number of cases that go to trial, that are pled out, or that are null processed. Although the individual attorneys do not have direct access to the system, most reported that if they wanted the information, they likely could receive it, however, the majority were not interested in doing so.

In addition, the prosecutors may also track their cases using their own individualized tracking system. For example, one traditional prosecutor reported using a personal trial log and database to monitor personal trial progress. Keeping records in this way allows prosecutors to document their work and provide evidence of their level of trial experience, which may be useful when seeking a promotion or transfer to another trial unit. With regard to case tracking with an eye toward recurring crime problems, patterns, and trends, many prosecutors agreed that most of the significant trends are apparent to them through their direct experience with repeat offenders or repeat offenses, rather than through more quantitative tracking and reporting practices.

In the suburban county, the same general office statistics for case disposition previously described for the urban county are also collected by supervisory staff. Case



managers are responsible for reporting this information into the office's internal computer filing system, and the information is available to prosecutors at their request. In addition, the court filing system may be used to generate reports on case processing and disposition. Finally, the prosecutors also reported using information on crime trends provided by crime analysts in local police agencies to document and discuss ways to address troubling crime trends.

For community prosecutors in both agencies, individual case tracking and reporting is a direct responsibility of community prosecutors and follows a more streamlined process as compared to case tracking by traditional prosecutors. Case tracking is handled differently for community prosecutors partially because they are supported by grant funding from external agencies and must report on their work-related activities as a condition of further funding. One community prosecutor reported routinely tracking and reporting on the number and types of cases tried in the targeted enforcement area during a particular time period. In addition to case disposition, however, one community prosecutor also suggested that tracking the criminal activity of repeat offenders could be useful for identifying the effects of community prosecution on crime trends as well as for providing evidence to the judiciary concerning the need to target these particular individuals with stronger penalties and longer sentences. And finally, community prosecutors also expressed the need for case tracking to identify crime patterns and trends in their local areas.

With regard to measuring successful prosecution, the researchers directly asked prosecutors how they define success in prosecution. The majority of respondents indicated that successful prosecution means doing justice and due diligence. They

suggested that quantifying success by measuring the disposition of cases, conviction rates, crime rates and average sentences provides a lop-sided view of prosecution. Both traditional and community prosecutors agreed that the goals of doing justice, reducing crime and increasing public safety are more complicated than these simplistic measures often capture. For example, prosecutors explained how in some cases nolle prosequi is an example of successful prosecution. Some criminal charges that are brought before the prosecutors simply have no grounds to proceed, and doing justice means dropping the case. Thus, using a frequency of nolle prosequi to determine how often a prosecutor is *unsuccessful* in prosecuting a case actually blurs the complicated line of doing justice. In other cases, longer sentences handed down by judges do not translate into more justice when a shorter sentence or an alternative sanction will equally deter future crime.

Adding collaboration and engagement with outside agencies into the goals of prosecution further complicates the picture of successful prosecution. As one community prosecution unit pointed out, “if you want to measure whether or not community prosecution efforts have been successful, ask individual community members and partner organization agency representatives if they know who we are, know how they can reach us, and can ask for or identify each of us by name.” Where success may be anything from preventing the sale of drugs in a dark parking area by adding additional lights to securing a conviction of a known drug seller, measurement needs to reflect the full range of nuances in both traditional and community prosecution.

## **Conclusions and Recommendations**

This research has allowed a practical understanding of the community prosecution models in two different jurisdictions. Through comparing and contrasting community

prosecution and traditional prosecution within these two jurisdictions, the researchers learned the strengths and challenges of these models. In addition, review of the data collected has provided an understanding of how these models differ in their approach to handling gun crimes. This section provides an overview of the key findings described in the report, followed by a more detailed description of findings and related recommendations for the two State' Attorney's offices as they move forward with community prosecution in their jurisdictions. These findings and recommendations are reported to assist these agencies in improving these processes and to provide guidance to other agencies to learn from their example. The researchers applaud these offices in their acceptance of research as a means to challenge and improve their current practice and hope the results will lead other prosecutors to recognize the potential value of research to their offices.

### Summary of Findings

Overall, the two State's Attorney's Offices studied are traditional prosecution offices, with units that focus on specific types of crimes and a case processing strategy that approaches each case individually. Staff members in both offices are satisfied with their jobs and report having a good support system and strong sense of collaboration among co-workers. The two offices are committed to reaching out to the community and are passionate about reducing crime in their jurisdictions. Staff overall are supportive of a problem-solving process incorporating community elements, including partnerships. In fact, approximately 30% of staff reported integrating a problem solving approach into their work, either formally or informally; however, only 6% reported that they have had training on this approach. Most staff reported rarely being involved in activities that

would be defined as problem-solving, and the few partnerships that were reported were primarily with the county police rather than with community or other non-law enforcement agencies. The partnership efforts that were reported primarily focused on sharing information on active cases. These findings were similar for partnerships and information sharing in regard to gun crime; although, the courts appear to be more collaborative partners in these cases, with slightly more partnership efforts.

In contrast, a core component of the community prosecution units' work is to develop partnerships and focus on community problems, including gun crime, although at this time gun crime is not the primary center of attention of these two units. Staff reported community and law enforcement partnerships focused on implementing strategies that targeted defined problems and places. Staff in community prosecution in both offices spoke highly of their work and appeared to be well suited to the unique aspects of the work of the community prosecution unit. In fact, staff appeared to be genuinely passionate for the work and the possible impact their work may have on the community.

In-depth interviews revealed that community prosecution may not be fully integrated into the offices. In fact, considering the models described, the researchers believe both offices are still at the early stages of adoption of community prosecution. Using Nugent's (2004) categorization of the continuum of implementation, the researchers would place these offices in the strategy stage of implementation. Both offices have units devoted to community prosecution, but the overall office structure and culture remains focused on case processing and a case-by-case mentality. This in no-way reflects a weakness of these sites, but rather positions the offices within the most

appropriate stage of implementation of their community prosecution processes for the purposes of describing and evaluating the development of their programs along a continuum of strategies.

Recommendations:

Following is a list of key findings and considerations linked with recommendations, which are designed to assist these agencies in improving office functions in regard to community prosecution and cases involving gun crime. Recommendations are focused on improving the office models and responses; as such some may view the following as pointing out model weaknesses. In order to preserve the confidentiality of the research participants, recommendations are discussed in a general sense, although some of the recommendations may apply more directly in one office than the other. The general issues highlighted by the research findings and subsequent recommendations are potential areas of improvement for many community prosecution initiatives outside of the two research counties as well. The recommendations are presented as suggestions for growth with the understanding that some recommendations, such as for increased staff, may be unrealistic considering the present economic landscape. Although the recommendations may be challenging to implement, the research findings suggest that they would produce positive outcomes.

- Increasing Staff Understanding of Problem Solving, Community Involvement, and Community Prosecution. Approximately 30% of staff reported formally or informally integrating problem solving into their work; yet, few reported receiving training for problem solving. In addition, staff infrequently participates in activities that would be defined as problem solving. This is not surprising, considering that the majority of the staff primarily focuses on specific cases, rather than looking at problems. However, in-depth interviews also revealed that not all staff members were aware of the role of community prosecutors and the units were not fully integrated into the office. The research team recommends that offices educate staff in general of the community prosecuting units' role in the office, and to their role as problem solvers

in particular. Education will not only assist in the integration of the unit within the office, but also assist prosecutors in implementing a problem-solving approach when needed. This education should include:

- Publicized Focused Plan: A focused plan including the goals, problem focus, and geographic focus of each community prosecution unit, which is disseminated to other staff. This plan should include how the community prosecution unit may collaborate and assist other units and how other units may assist the community prosecution unit. Individuals in other units have a special expertise from their experience with specific cases, which can assist community prosecution in understanding these problems and planning interventions. Collaboration between community prosecution and other units in the office would assist in the integration of this model into the office structure.
  - Training: Training of staff on community prosecution's role in the office, in the community, and with regard to targeted efforts in crime reduction. This training should also include specific instruction on the problem solving model, including engaging the community and incorporating partnerships. The training should also educate assistant attorneys in how their work can incorporate elements of problem solving and may be used to help support the community prosecution unit through information sharing.
  - Leadership Commitment and Support: Most importantly, leadership should continue to express support for the community prosecution model. The researchers found that staff rated input from an authority as most influential in their adoption of innovation. Thus, support for a new idea among senior level staff may be critical to the successful adoption and implementation of new programs in the office, including community prosecution.
- Community Prosecution: Defining Focus in a World of Chaos. It is evident that these communities have many problems that need attention and community members that are reaching out for assistance. The research team recommends that the community prosecution units develop defined, reasonable geographic target areas and defined reasonable problems to focus their attention. Taking on too many small problems, such as continued citizen calls from across the county, or problems focused over too large a geographic area, such as a mass amount of gun crimes across two large districts, decreases the power of the focused approach. Of course citizen calls and other cases that may cause this 'watering' down of the model are also important; however, the model will have a decreased impact or no impact if the problem-solving process is not respected. The research team recommends that strategies be put in place that protect against such degradation of the model. For instance, adding additional special assistants to the community prosecution unit that focus on more routine citizen complaints would help to free up time for community prosecutors to

focus on more substantial issues that may make a larger impact through problem solving strategies that affect the greater community.

- Some Resources are Better than None, But More Water in the Bucket may Help it Tip. These offices should be applauded for their continued commitment to the community prosecution models. Studies of the problem solving approach in policing have shown it to be effective (National Research Council, 2004). If the same effects are to be seen in the prosecution realm, more resources, including additional staff, may be needed to produce a noticeable impact. For example, in a large jurisdiction one community prosecutor per district would provide for increased efforts focused on the unique problems of each area and increase the potential for more frequent collaboration with other agencies. Additional support staff would also provide this unit with better resources to plan responses and create partnerships. Incorporating dedicated case and/or crime analysts within the community prosecution unit, either directly through the State's Attorney's Office or in partnership with law enforcement agencies, would provide the unit needed information about the focused problems; this would be particularly advantageous with analysts directly working with prosecutors and their case data as it would provide information from the prosecutorial perspective. This unit may even be given the role of taking on other problem-solving tasks that may assist the office more generally, such as taking the lead in cross agency trainings focused on specific problems or geographic areas. An increase in personnel would allow the community prosecution unit to collaborate more effectively with other units that also work within their targeted areas, which may in turn help to integrate the problem solving process throughout the office.
- Community Prosecution: The Full Problem Solving Process. The problem solving process is built upon a model of understanding the problem, responding to the problem, and assessing this response.
  - Understanding the problem: Community prosecutors rely predominantly on the community and police crime analysis to understand the problems on which they focus. The research team recommends that offices begin to move towards a model in which they are also able to provide their own detailed understandings of these problems from the prosecutorial point of view. This would include not only the number of cases, null processes, guilty verdicts, sentencing lengths, federal prosecutions, repeat offenders/recidivists, information already gathered by the prosecutors, but also other key factors that are directly relevant to the specific problems addressed. This perspective would also include prosecutor's unique understanding of case processing barriers that prevent the prosecutors from strategically handling these cases in a way that promotes prevention and intervention. This understanding would not only assist the community prosecutor with their own work, but also assist in improving processes for case handling within the office and with other law enforcement processes overall.

- Responses to problems: The offices differed slightly in their responses to problems. One office used primarily traditional prosecutorial responses focused within a collaboration model with other agencies and the community. The other office has a similar response system, but was also deeply involved in changing community and stakeholder behaviors, changing environmental designs to reduce criminal opportunities, and other responses, such as altering the practices among small business owners, aimed at reducing criminal opportunity in prevention of future crimes. The research team recommends that non-traditional prosecutorial strategies be tracked and documented, so they may be held as models for future responses and other jurisdictions, as well as allow for assessment of these responses by the prosecutor's office.
  
- Evaluation of responses: Under the present models, community prosecutors have not yet reached the stage of evaluating their responses. Evaluation should be focused on the exact mechanisms that each community prosecution strategy is planned upon. For instance, a reduction in gun violence project in three hot spots in a district may have a prevention and intervention component including community outreach, focused police presence and swift/successful/harsh penalties through prosecution, all focused on incapacitation and deterrence. In this case, each of these components should include specific outcome measures to assess the individual impact and combined total impact of the program as a whole on the more distant measure of change in crime.
  - Accurately understanding the problem, planning responses, and evaluating the responses are made difficult by the lack of an automated case tracking system directly available to line prosecutors in both offices. Each of the three steps above is more complete and successful with collaboration and sharing between partners. The researchers often hear that police agencies do not share appropriate levels of information with prosecutors' offices and more importantly that prosecutor's offices rely on police organizations for this information. However, prosecutors should also have information about problems from their own perspective. It may be the case that police agencies are the gate keepers of the criminal justice system and have a larger view of the problems; however, the prosecutorial stage within the system also holds a great wealth of power and information. Without a means to understand problems from their perspective, prosecution offices are left blind to their part of the picture and are left dependent on police information, which is operationally focused on police business. It is difficult for prosecution to accurately plan a prosecutorial focused response without a true understanding, from their point of view, of the problem.



- The research team recommends that both offices move towards implementing an effective case tracking system that is available to community prosecutors. This system will assist the community prosecution unit and will be crucial to the office as prosecution offices become more technologically driven. With the understanding such a system is expensive and takes time to implement, the research team recommends that the offices begin focusing on a plan to achieve such a system as it will be necessary in the future to support community prosecution efforts and financial support. Considering how such a system may be integrated should occur sooner rather than later.
  - The integration of an analyst within the office working with the community prosecution unit may assist in each stage of the problem-solving process by facilitating analysis on key research questions and topics within the community prosecution model.
- Outcome Evaluation: To perform a sound outcome evaluation it is important that the program examined be in a secure implementation stage and of large enough scope to assure that there is actually ‘enough’ program treatment to examine for the evaluation. In addition, when conducting an outcome evaluation program treatment effects have to be differentiated from other rival causal factors, such as other law enforcement interventions in the area and/or seasonal effects. In the case of the sites reviewed in this report outcome evaluations would be challenging due to 1) the small size of the community prosecution units, limiting the actual amount of treatment they can provide the community, 2) the early stages of the offices’ in their implementation of community prosecution, limiting the level of treatment they may provide the community, and 3) the lack of an accessible and comprehensive standard case-tracking system within these offices, which would mean an outcome evaluation would require a great deal of data collection and possible technological effort in establishing measurement and tracking systems. These three limitations may be overcome, especially if these community prosecution units eventually expand. As these community prosecution units continue to grow and develop, the research team recommends the following methodology to conduct an outcome evaluation:
- Research Goals for an Outcome Evaluation: Nugent-Borakove (2007, p.1) recommends three comprehensive goals to evaluate the performance of the prosecutor. These goals are “(1) to promote the fair, impartial, and expeditious pursuit of justice, (2) to ensure safer communities, and (3) to promote integrity in the prosecution profession and coordination in the criminal justice system” (Nugent-Borakove et al., 2007, p. 1-2).<sup>5</sup> These are the goals of prosecutors, in both community and traditional

---

<sup>5</sup> Please refer to Nugent-Borakove (2007) for a helpful overview of outcome evaluation methods.

prosecution units. As such, in order to evaluate community as compared to traditional prosecution the researchers ask the question, which prosecutorial strategy more effectively accomplishes these three goals? These goals define the research questions that apply equally to both community and traditional prosecution; the data collected in response to these questions provide a framework for evaluating both prosecutorial strategies in comparison to one another.

- Matched Comparison Problems/Places: In order to evaluate community prosecution approaches in comparison to traditional prosecution approaches, a matched comparison group design would provide a robust test of the case-processing approaches of these two prosecutorial models. As described in the report, both community prosecution units are focused on targeted geographic locations and targeted crime problems. However, even when focused on targeted problems, these problems are often concentrated within particular geographic areas. As such, data should be collected within the targeted areas of community prosecutors as well as within matched comparison areas that are handled by traditional prosecution. These areas may be chosen based on the frequency of the targeted crimes, population density, types of businesses, homes, and other attributes of the area. This model creates a similar context in which to compare traditional prosecution to community prosecution, offering the benefit of a greater degree of confidence that the outcome findings would be due to the differences in the strategies of community and traditional prosecution rather than to possible differences in the context of the places from which the data is collected.<sup>6</sup>
  
- Research Measures and Data Collection Evaluation Outcomes: In the intervention problem/place and the comparison problem/place, the research team recommends the following measures be collected within each of the following data sources.<sup>7</sup> These measures should be collected at a pre-intervention point and at a post intervention point.<sup>8</sup> These are centered within the three research goals suggested by Nugent-Borakove et al, (2007).
  - Goal 1 “to promote the fair, impartial, and expeditious pursuit of justice”:

---

<sup>6</sup> Ideally, a randomized experimental approach would best test these two models; however, this design would not be appropriate or realistic for these offices at this time.

<sup>7</sup> The suggested measures would be operationalized and adapted for the chosen interventions.

<sup>8</sup> The length of data collection will be dependent on the length and goals of the community prosecution units’ work in these problems/places, which would be determined as part of the planning for the study.

- Citizen Perceptions: Citizen perceptions that prosecution of individuals from their community is conducted in a fair, impartial, and expeditious manner<sup>9</sup>
- Case Processing: Case disposition time
- Case Outcomes: Case charging and outcomes (disposition and charge) on comparable cases

---

<sup>9</sup> It would be preferable to gain an understanding of citizen perceptions, which would include those individuals who may be likely to commit these crimes, such as those on probation or those at high risk of committing crimes, to accurately examine perception of deterrence due to these interventions.

- Goal 2 “to ensure safer communities”
      - Crime-incident data: Crime reduction in problems/places for the direct problems and associated crimes
      - Re-arrest data: Recidivism rates for selected problems taken from offenders who are rearrested within the areas/problems
      - Calls for service to police and prosecution: reductions within the specific problem and associated problems<sup>10</sup>
      - Citizen perceptions: Reduction in fear
      - Case Outcomes: Incarceration rates and sentence lengths (incapacitation rates)
    - Goal 3 “to promote integrity in the prosecution profession and collaboration in the criminal justice system”
      - Citizen, citizen groups, community organizations, and other law enforcement agency perceptions: Integrity of the prosecutors and other law enforcement offices, rating of the prosecutors and other law enforcement as collaborators
- Research Measures of the Treatment Interventions: The actual interventions in the targeted site and comparison site would be tracked. There may be a number of strategies planned by both community and traditional prosecution units to reach the three overarching goals. Each of these strategies should be tracked and measured. This tracking and evaluation should include the strategies conducted by other agencies that may be partnering with community prosecutors to reduce crime in the targeted areas. By tracking and measuring all strategies conducted by criminal justice agents in these areas the effects of team planned strategies versus strategies conducted only by prosecutors may be disentangled. This will reveal what really causes any changes in the outcome variables. It will also specify the true differences between community and traditional prosecution within the matched comparison areas/problems. The following are some of the key items that would be tracked and eventually include in the analysis:
  - The nature of the interventions and collaboration, including the individuals agencies involved in the collaborations
  - Goals for the specific interventions planned within collaborations and outcome measures specific to these goals, including those discussed in the outcome section above.

---

<sup>10</sup> Note that calls for assistance from citizens may increase if citizens are encouraged to take an active role in reporting problems to the prosecutors or police. The interpretation of this measure should be interpreted based on the source of the data and its relationship to the intervention.

- For instance if one of the goals is to have outreach to citizens about the intervention, there should be an outcome measure which determines if citizens are actually aware of the intervention.
- The amount of time and type of role prosecutors, citizens, and other agencies devote to the interventions.

Through a rigorous evaluation design using a matched comparison sample and comprehensive measures of the goals of prosecution as well as the goals of tailored prosecutorial programs, interventions and partnership strategies, the effects of both traditional and community prosecutorial models may be evaluated. Future research should focus on outcome evaluations of both models in order to demonstrate what is working well in prosecution and what areas are in need of improvement and to provide evidence of the effects of prosecutorial programs and interventions to help direct future policy and procedures for prosecution in general.

## References

- Abrahamse, A.F., Ebener, P.A., Greenwood, P.W., Fitzgerald, N., & Kosin, T.E. (1991). An experimental evaluation of the Phoenix repeat offender program. *Justice Quarterly*, 8 (2):141-168.
- Akers, R.L. (1994). A social learning theory of crime. In F.T. Cullen & R. Agnew (Eds.) *Criminological Theory: Past to Present*. Los Angeles: Roxbury Publishing Company.
- Akers R.L. (1998). *Social learning and social structure: A general theory of crime and deviance*. Boston: Northeastern University Press.
- American Prosecutors Research Institute. (2002). *Combating gun violence: Promising practices for America's prosecutors*. Alexandria, VA.
- Anderson, E. (1999). *The code of the street: Decency, violence and the moral life of the inner city*. N.Y: W.W. Norton & Co.
- Ayers, I. & Levitt, S. D. (1998). Measuring positive externalities from unobservable victim precaution: An empirical analysis of LoJack. *The Quarterly Journal of Economics*, Vol.108. No. 1:43-77
- Beccaria, C. (1963). *On crimes and punishment (H. Paolucci, Trans.)*. New York: Macmillan. (Original work published 1764).
- Boland, B. (2001). *Community prosecution in Washington, D.C.: The U.S. Attorney's fifth district pilot project*. Washington, DC: National Institute of Justice.
- Braga, A., Weisburd, D., Waring, E., Mazerolle, L.G., Spelman, W. & Gajewski, F. (1999). Problem-oriented policing in violent crime places: A randomized controlled experiment. *Criminology*, 37 (3): 541- 580.
- Bursik, R.J. & Grasmick, H.G. (1993). Economic deprivation and neighborhood crime rates. *Law and Society Review*, 27, 263-283.
- Clarke, R., & Cornish, D. (2001). Rational choice. In R. Paternoster & R. Bachman (Eds.), *Explaining crime and criminals: Essays in contemporary criminological theory* (pp.23-42). Los Angeles, CA: Roxbury Publishing Company.
- Clarke, R. & Cornish, D. (2003) Opportunities, precipitators and criminal decisions: A reply to Wortley's critique of situational crime prevention. In: M. Smith & D.B. Cornish (Eds.), *Theory for situational crime prevention*. Crime Prevention Studies, Vol. 16. Monsey, NY: Criminal Justice Press. 2003.

- Cochran, J.K. & Chamlin, M.B. (2000) Deterrence and brutalization: The dual effects of executions. *Justice Quarterly* 17 (4): 685–706.
- Cohen, L. E. & Felson, M. (1979). Social change and crime rate trends: A routine activity approach. *American Sociological Review*. 44:588-605.
- Cohen, L. E., Kluegel, J. R., & Land, K. C. (1981). Social inequality and criminal victimization. *American Sociological Review*, 46: 505-524
- Eck, J. & Rosenbaum, D. (1994), The new police order: effectiveness, equity, and efficiency in community policing, in Rosenbaum, D (Eds), *The Challenge of Community Policing: Testing the Promises*, Sage, Thousand Oaks, CA.
- Felson, M. (2002). *Crime and everyday life*. 3<sup>rd</sup> Edition. Sage Publications.
- Goldkamp, J. S., Irons-Guynn, C., & Weiland, D. (2002, November). Community prosecution strategies: Measuring impact. *Bureau of Justice Assistance Bulletin*.
- Goldkamp, J. S., Irons-Guynn, C., & Weiland, D. (2003). *Community prosecution strategies: Measuring impact*. Washington, DC: Crime and Justice Research Institute.
- Governor's Office of Crime Control and Prevention. (2008). *Collaborative Supervision & Focused Enforcement Violence Prevention Initiative (CSAFE-VPI)*. Retrieved March 13, 2009, from <http://www.goccp.maryland.gov/grants/programs/csafe.php>
- Hirschi, T. (1969). *The causes of delinquency*. Berkeley: The University of California Press.
- Kennedy, D. M., Braga, A. A., & Piehl, A. M. (2001). Developing and implementing operation ceasefire. In *Reducing gun violence: The Boston gun project's operation ceasefire*. Washington, DC: U.S. Department of Justice, National Institute of Justice.
- Kennedy, D. M., Braga, A. A., Piehl, A. M., & Waring, E. J. (2001). *Reducing gun violence: The Boston gun project's operation ceasefire*. Washington, DC: National Institute of Justice.
- Laub, J.H., & Sampson, R. J. (2003). *Shared beginnings, divergent lives: Delinquent boys to age 70*. Cambridge: Harvard University Press.
- Luckenbill, D. & Doyle, D. P. (1989). Structural position and violence: Developing a cultural explanation. *Criminology*, 27: 419-36.
- Martin, S., & Sherman, L. (1986). *Catching career criminals: The Washington-D.C. repeat offender project*. Report No.3. Washington, DC: Police Foundation.

- McGarrell, E. F. (2008). *Focused deterrence strategies for reducing gun violence*. East Lansing, MI: Michigan State University. Retrieved March 12, 2009, from <http://www.psnchicago.org/PDFs/national-psn-study.pdf>
- Nagin, D. S. (1998). Criminal deterrence research at the outset of the twenty-first century. In M. Tonry (Ed.), *Crime and justice: A review of research*. Vol. 23. Chicago: University of Chicago Press.
- Nagin, D. S. & Paternoster, R. (1994). Personal capital and social control: The deterrence implications of individual differences in criminal offending. *Criminology*, 32:581-606.
- National Academy of Sciences. (2001). *What's changing in prosecution?: Report of a workshop*. Washington, DC: National Academy Press.
- National Research Council (2004). *Fairness and effectiveness in policing: The evidence*. Washington, D.C.: National Academy Press.
- Nugent, M.E. (2004) *The changing nature of prosecution: Community prosecution vs. traditional prosecution approaches* (Alexandria, VA: American Prosecutors Research Institute).
- Nugent, M. E. (2004). *What does it mean to practice community prosecution?: Organizational, functional, and philosophical changes*. Alexandria, VA: American Prosecutors Research Institute.
- Nugent, M. E., Fanflik, P., & Bromirski, D. (2004). *The changing nature of prosecution: Community prosecution vs. traditional prosecution approaches*. Alexandria, VA: American Prosecutors Research Institute.
- Nugent-Borakove, M.E. (2007). *Just look what you've done: Determining the effectiveness of community prosecution*. Alexandria, VA: American Prosecutors Research Institute.
- Nugent-Borakove, M. E., Budlizowicz, L. M., & Rainville, G. (2007). *Performance measures for prosecutors: Findings from the application of performance measures in two prosecutors' offices*. Alexandria, VA: American Prosecutors Research Institute.
- Raphael, S. & Ludwig, J. (2003). Do prison sentence enhancements reduce gun crime? The case of Project Exile. In J. Ludwig & P.J. Cook (Eds.) *Evaluating gun policy* (pp. 251-286). Washington, DC: Brookings Institution Press.
- Rosenbaum, D. P. & Lurigio, A. J. (1994). An inside look at community policing reform:



- definitions, organizational changes, and evaluation findings. *Crime & Delinquency*, 40 (3), 299-314.
- Sampson, R. J. & Bean, L. 2006. Cultural mechanisms and killing fields: A revised theory of community-level racial inequality. In R. Peterson, L. Krivo, & J. Hagan (Eds.), *The many colors of crime: Inequalities of race, ethnicity and crime in America* (pp.8-36). New York: New York University Press.
- Sampson, R. J. & Groves, W. B. (1989). Community structure and crime: Testing social disorganization theory. *American Journal of Sociology*, 94: 774-802.
- Sampson, R. J., Raudenbush, S., & Earls F. (1997). Neighborhoods and violent crime: A multilevel study of collective efficacy. *Science*, 277: 918-924.
- Shaw, C. R., & McKay, H. (1942). *Juvenile delinquency and urban areas*. Chicago: University of Chicago Press.
- Sherman, L., Buerger, M. and Gartin, P. (1989). *Repeat call address policing: the Minneapolis RECAP experiment*. Washington, DC: Crime Control Institute.
- Sherman, L. & Weisburd, D. (1995). General deterrent effects of police patrol in crime hot spots: A randomized controlled trial. *Justice Quarterly*, 12: 625-648.
- Skogan, W.G. (1990). *Disorder and Decline: Crime and the Spiral of Decay in American Cities*. Free Press, New York, NY.
- Stewart, E. & Simons, R.L. (2006). Structure and culture in African-American adolescent violence: A partial test of the code of the street thesis. *Justice Quarterly*, 23, 1-33.
- Sutherland, E.H. 1947. *Principles of Criminology*. 4<sup>th</sup> ed. Philadelphia: J.B. Lippincott Company.
- Thompson, A. C. (2002). It takes a community to prosecute. *Notre Dame Law Review*. 77 (2): 321-372.
- Warr, M. & Stafford, M. C. (1991). The influence of delinquent peers: What they think or what they do? *Criminology*, Vol. 29 (November): 851-66.
- Weisburd, D. & Green, L. (1995). Policing Drug Hot Spots: The Jersey City Drug Market Analysis Experiment. *Justice Quarterly*, 12 (4): 711.
- Weisburd, D., S., Mastrofski, J. W., & Greenspan, R. (2006). Changing everything so that everything can stay the same: Compstat and American policing. In D.L. Weisburd & A. Braga (Eds.), *Police Innovation: Contrasting Perspectives*. New York: Cambridge University Press.

- Wintemute, G. J. (1999). The future of firearm violence prevention: Building on success. *JAMA*, 281(5), 475-477. doi:10.1001/jama.282.5.475
- Wolf, R. V., & Worrall, J. L. (2004). *Lessons from the field: Ten community prosecution leadership profiles*. Alexandria, VA: American Prosecutors Research Institute.
- Wolfgang, M.E. & Ferracuti, F. (1967). *The subculture of violence*. London: Social Science Paperbacks
- Wolfgang, M.E., Figlio, R.M., & Sellin, T. (1972). *Delinquency in a birth cohort*. Chicago: University of Chicago Press.
- Wright, B. R. E., Caspi, A., Moffitt, T.E., & Paternoster, R. (2004). Does the perceived risk of punishment deter criminally-prone individuals? Rational choice, self-control, and crime. *Journal of Research in Crime and Delinquency*, 41:180–213.
- Zimring, F.E., & Hawkins, G. (1995). *Incapacitation: Penal Confinement and the Restraint of Crime*. New York: Oxford University Press.

## **Appendix A: Survey Instruments**



## Prosecution Partnership & Organizational Network State's Attorney's Office Questionnaire

University of Maryland, College Park

☞ **Purpose:** The purpose of this questionnaire is to gather information about the network of people and organizations that work on the prosecution of gun cases in your county. We are seeking to learn 'who' is involved in this network, the 'types' of information individuals share in this network, and 'how' this network is structured. This will allow us to learn how a network of individuals and agencies works together to address gun violence in the county. You have received this questionnaire because we have learned that you play a role in this network.



☞ **Completeness and candidness:** This questionnaire is designed for people who hold many different positions, and results will be most useful if people respond honestly and if the perspectives of all office personnel are included. We ask you to be careful to answer each of the questions; however, you may choose to not answer questions if you so wish.



☞ **Informed consent:** Please read and complete the informed consent form located at the beginning of the survey. To ensure the confidentiality of your answers, once you have returned the survey to research staff, this consent form will be separated and stored separately from the completed survey.



☞ **Funding:** The Governor's Office of Crime Control and Prevention (GOCCP) funded this project under grant number BJAG -2005-1077. The contents of this survey represent the points of view of the authors and do not necessarily reflect the official position of any State or Federal agency.



☞ **Questions:** If you have any questions or comments about the questionnaire, please contact Heather Fogg – (301)405-4207 – [hfogg@umd.edu](mailto:hfogg@umd.edu) or Laura Wyckoff – (301)405-2970 - [lwycckoff@crim.umd.edu](mailto:lwycckoff@crim.umd.edu)

The following questions refer to specific organizations and the individuals who represent these organizations. When answering these questions please refer to the following organization descriptions:

- **Courts:** District and circuit courts in the county.
- **US Attorney’s Office:** The US Attorney’s Office in Maryland.
- **Local Public Agencies:** Agencies that provide direct resources and services to the public that are under the government structure, not including mental health or treatment type services. These organizations may include, but are not limited to, parks and recreation, sanitation department, housing department, and utilities.
- **Community Groups:** Community groups in your county, including neighborhood organizations, business leaders, home owner’s associations, and church groups.
- **Community Based Services:** Service organizations and providers, such as treatment services, mental health services, and victim’s services located in your county.
- **Media:** Television, radio, internet, newspapers, or newsletter services that report on local news and events to the community of your county.

**1. Do you currently work on cases that involve guns/gun violence? (Even if you work on these cases infrequently )**

- 1  Yes, please continue with the survey to the end.
- 0  No, please skip to question number 5 and continue the survey to the end.

**GUN VIOLENCE PARTNERSHIPS**

**2. Below is a list of common activities conducted between and within organizations. Please check all activities that apply to your working relationships with other organizations and with others in your office in regard to cases involving guns and the topic of gun violence. (Check  all that apply for each row.)**

	Courts	County Police Department	County Sheriff’s Office	US Attorney’s Office	Local Public Agencies	Community Groups	Community Based Services	With Other Units in Your Office
a. We share information on active gun cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
b. We hold joint planning meetings in regard to gun cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
c. We have developed joint policy and procedure manuals for gun cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
d. We have pooled funding for joint programs for gun cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
e. Our organizations cross-train staff on procedures for gun cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>

	Courts	County Police Department	County Sheriff's Office	US Attorney's Office	Local Public Agencies	Community Groups	Community Based Services	With Other Units in Your Office
f. We have written protocols for sharing gun case information.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
g. We engage in community outreach efforts specifically with the goal to reduce gun violence.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
h. We analyze gun related crime data and/or gun related case files to identify repeat gun crime patterns and gun crime problems in the community.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
i. We share resources to solve gun related problems in the community.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
j. We discuss gun crime-related trends or patterns, such as repeat offenders and problem areas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
k. We share information on ongoing gun crime problems, such as gang activity.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
l. We work together to address direct citizen complaints and concerns in regard to gun violence.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
m. We participate in regularly scheduled meetings to discuss appropriate responses to gun crime patterns or problem areas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
n. We work together to plan and execute responses to specific gun related problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>

3. In your work on gun violence cases, how often do you typically have contact with someone in each of the following agencies/organization/groups/units? Contact here refers to all means of communication for cases involving gun violence, including written correspondence and memoranda, emails, telephone calls, and face-to-face meetings with people in this organization. If you have weekly or more communication with any agency not listed here, please specify in the last rows. (Check  one for each row)

	Less than once a month	At least once monthly (but less than weekly)	At least once weekly (but less than daily)	At least once daily
a. Courts	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
b. County Sheriff's Office	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
c. County Police Department	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
d. Other local Police Agencies (other than your County PD)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
e. United States Attorney's Office	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
f. Local Public Agencies	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
g. Community Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
h. Community Based Services	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
i. Media	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
j. Local Coordinating Council (LCC) /Local Management Board (LMB)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
k. Individuals within other units in your office/agency	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
l. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
m. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
n. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
o. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
p. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
q. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

4. In regard to your work on gun violence cases, please rate the quality of your relationship with the following agencies/organization/groups. (Check  one for each row)

	Quality of Relationship					
	Very unfavorable	Unfavorable	Neutral / Unsure	Favorable	Very favorable	No Relationship
a. Courts	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
b. County Sheriff's Office	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
c. County Police Department	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
d. Other Local Police Agencies (other than your county PD)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
e. United States Attorney's Office	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
f. Local Public Agencies	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
g. Community Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
h. Community Based Services	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
i. Media	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
j. Local Coordinating Council (LCC) /Local Management Board (LMB)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
k. Individuals within other units in your office/agency	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
l. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
m. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
n. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
o. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
p. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
q. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>



**PARTNERSHIPS IN GENERAL**

5. Below is a list of common activities conducted between and within organizations. Please check all activities that apply to your working relationships with other organizations and with others in your office in regard to all types of cases you work on. (Check  all that apply for each row.)

	Courts	County Police Department	County Sheriff's Office	US Attorney's Office	Local Public Agencies	Community Groups	Community Based Services	With Other Units in Your Office
a. We share information on active cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
b. We hold joint planning meetings in regard to cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
c. We have developed joint policy and procedure manuals for cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
d. We have pooled funding for joint programs for cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
e. Our organizations cross-train staff on procedures for cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
f. We have written protocols for sharing case information.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
g. We engage in community outreach efforts specifically with the goal to reduce crime.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
h. We analyze crime data and/or case files to identify repeat crime patterns and crime problems in the community.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
i. We share resources to solve problems in the community.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
j. We discuss crime-related trends or patterns, such as repeat offenders and problem areas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>

	Courts	County Police Department	County Sheriff's Office	US Attorney's Office	Local Public Agencies	Community Groups	Community Based Services	With Other Units in Your Office
k. We share information on ongoing crime problems, such as gang activity.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
l. We work together to address direct citizen complaints and concerns in regard to crime.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
m. We participate in regularly scheduled meetings to discuss appropriate responses to crime patterns or problem areas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
n. We work together to plan and execute responses to specific problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>

6. We are interested in learning more about the network of other people in your office (State's Attorney's Office) involved in the work you do. In the table below, please provide up to five names of individuals in your office that you work with the MOST. Please print clearly, as we would like to contact these individuals to send them a survey (your name will not be mentioned when we contact them). For each individual in the table, please indicate generally the types of cases you work on, the frequency of contact with this individual, and the helpfulness/usefulness of your contact with this individual.

PLEASE USE THE SPACE BELOW TO PROVIDE YOUR PARTNERS IN YOUR OFFICE			
Contact Information:	Type of Cases: (Please check <input checked="" type="checkbox"/> all that apply):	Frequency of Contact: (Please check <input checked="" type="checkbox"/> only one):	Helpfulness/Usefulness of Contact: (Please check <input checked="" type="checkbox"/> only one):
1. Name: _____ Position: _____ Unit: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
2. Name: _____ Position: _____ Unit: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
3. Name: _____ Position: _____ Unit: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
4. Name: _____ Position: _____ Unit: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
5. Name: _____ Position: _____ Unit: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work

7. We are interested in learning more about the network of people in other law enforcement organizations involved in the work you do. In the tables below, please provide up to ten names of individuals in other law enforcement agencies/organizations that you work with the **MOST**, including but not limited to police officers, judges, sheriff's officers, parole and probation, code enforcement etc. Please print clearly, as we would like to contact these individuals to send them a survey (your name will not be mentioned when we contact them). For each individual in the table, please indicate generally the types of cases you work on, the frequency of contact with this individual, and the helpfulness/usefulness of your contact with this individual.

PLEASE USE THE SPACE BELOW TO PROVIDE YOUR LAW ENFORCEMENT PARTNERS			
Contact Information:	Type of Cases: (Please check <input checked="" type="checkbox"/> all that apply):	Frequency of Contact: (Please check <input checked="" type="checkbox"/> only one):	Helpfulness/Usefulness of Contact: (Please check <input checked="" type="checkbox"/> only one):
1. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
2. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
3. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
4. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
5. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work

**PLEASE USE THE SPACE BELOW TO PROVIDE YOUR LAW ENFORCEMENT PARTNERS**

<b>Contact Information:</b>	<b>Type of Cases:</b> (Please check <input checked="" type="checkbox"/> all that apply):	<b>Frequency of Contact:</b> (Please check <input checked="" type="checkbox"/> only one):	<b>Helpfulness/Usefulness of Contact:</b> (Please check <input checked="" type="checkbox"/> only one):
6. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
7. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
8. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
9. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
10. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work

8. We are interested in learning more about the network of people in local public agencies, community based services, and community groups involved in the work you do. In the tables below, please provide up to ten names of individuals in non-law enforcement organizations that you work with the MOST, including but not limited to sanitation services, parks and recreational services, community-based treatment services, neighborhood organizations, etc. Please print clearly, as we would like to contact these individuals to send them a survey (your name will not be mentioned when we contact them). For each individual in the table, please indicate generally the types of cases you work on, the frequency of contact with this individual, and the helpfulness/usefulness of your contact with this individual.

PLEASE USE THE SPACE BELOW TO PROVIDE YOUR COMMUNITY BASED SERVICES PARTNERS			
Contact Information:	Type of Cases: (Please check <input checked="" type="checkbox"/> all that apply):	Frequency of Contact: (Please check <input checked="" type="checkbox"/> only one):	Helpfulness/Usefulness of Contact: (Please check <input checked="" type="checkbox"/> only one):
1. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
2. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
3. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
4. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
5. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work

**PLEASE USE THE SPACE BELOW TO PROVIDE YOUR *COMMUNITY BASED SERVICES PARTNERS CONTINUED***

<b>Contact Information:</b>	<b>Type of Cases:</b> (Please check <input checked="" type="checkbox"/> all that apply):	<b>Frequency of Contact:</b> (Please check <input checked="" type="checkbox"/> only one):	<b>Helpfulness/Usefulness of Contact:</b> (Please check <input checked="" type="checkbox"/> only one):
6. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
7. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
8. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
9. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
10. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work

9. During the 12-month period ending August 31, 2008, how frequently did you meet with each of the following groups to address crime-related problems? Please check  one for each row.

	Never	Less than once a month	At least once monthly (but less than weekly)	At least once weekly (but less than daily)
a. Advocacy Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
b. Business Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
c. Domestic Violence Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
d. Local Public Agencies (e.g. sanitation, parks)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
e. Religious Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
f. School Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
g. Tenant's Associations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
h. Youth Service Organizations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
i. Senior Citizen Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
j. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
k. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
l. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
m. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
n. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
o. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
p. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

**ABOUT YOUR JOB & ORGANIZATION**

10. Are you aware that the State's Attorney's Office has a community prosecution unit?

- 1  Yes, please continue with the survey to the end.
- 0  No, please skip to question number 12 and continue the survey to the end.

11. Have you worked with the community prosecution unit?

- 1  Yes
- 0  No



**12. In your present job duties, please indicate the frequency with which you are involved in each of the following activities. (Check  one for each row)**

	Never	Rarely	Occasionally	Frequently	Very Frequently
a. Organize community meetings that are open and advertised to the general public.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
b. Identify community problems and community problem areas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
c. Coordinate meetings including important stakeholders in the community, such as political leaders, business owners, community organizations, etc.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
d. Attend community meetings that bring together important stakeholders in the community, such as political leaders, business owners, community organizations, etc.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
e. Engage in school visits.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
f. Engage in neighborhood watch meetings.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
g. Identify resources to solve problems in the community.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
h. Review or analyze crime-related trends or patterns, such as repeat offenders and problem areas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
i. Counsel citizen groups or individuals on crime prevention strategies and tactics.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
j. Make contact and solicit assistance from community leaders, such as local business owners or political leaders, to address particular crime-related problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
k. Respond to citizen calls about crime problems and/or concerns in their community.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

**13. Please indicate the level of satisfaction you have about your current job in each of the following areas. (Check  one for each row)**

	Very Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Satisfied	Very Satisfied
a. Your present job when you compare it to others in the organization	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
b. The progress you are making toward the goals you set for yourself in your present position	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
c. Your present job when you consider the expectations you had when you took this job	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
d. Your present job in light of your career expectations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

**14. Please indicate how much you agree or disagree with each of the following statements about the need for additional guidance or training in your office. (Check  one for each row)**

My office needs additional guidance or training in...	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a. Working with outside community groups to identify and address community problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
b. Assessing community problems and needs.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
c. Increasing the participation of community groups and community based services in solving community problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
d. Monitoring efforts to address community problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
e. Improving rapport with the community.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

**15. Please indicate how much you agree or disagree with each of the following statements about the conditions in and the functioning of your office. (Check  one for each row)**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a. Ideas and suggestions from employees get fair consideration by management.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
b. Managers and staff periodically meet and talk about what is working well and what isn't to improve our performance.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
c. Learning and using new knowledge and skills in your job is highly valued by supervisors and managers.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
d. We systematically measure important outcomes that assess our performance.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
e. In our unit, we have well-defined performance outcomes and specific plans in place for how to achieve them.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
f. The formal communication channels here work very well.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
g. Opportunities are provided for staff to attend training or other developmental opportunities.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
h. The informal communication channels here work very well.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
i. Employees are always kept well informed.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
j. Information on new or best practices is made available to staff to use in their work.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
k. Managers are open and willing to try new ideas or ways of doing things.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
l. Employees always feel free to ask questions and express concerns.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

**16. Please indicate the extent to which you agree or disagree with the following statements about staff in the office and coordination between different units within this agency. (Check  one for each row)**

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. People from <i>different units</i> who have to work together do their jobs properly and efficiently without getting in each other's way.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
b. Staff from <i>different units</i> in this agency work well together.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
c. People from <i>my unit</i> who have to work together do their jobs properly and efficiently without getting in each other's way.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
d. Staff in <i>my unit</i> in this agency work well together.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
e. Staff from <i>other units</i> help out <i>my unit's</i> staff in ways that keep things running smoothly.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
f. Staff from <i>different units</i> work together to solve problems involving prosecution of cases as they arise.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
g. Staff in the office feel supported by the State's Attorney and Deputies.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
h. The State's Attorney and Deputy State's Attorneys communicate well with staff in the office.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

**ABOUT YOU**

**17. For each of the following approaches rate how important they would be for a crime reduction strategy in your county? (Check  one for each row)**

	Very Unimportant	Unimportant	Neither Important nor Unimportant	Important	Very Important
a. Showing people who use guns they will be punished severely if they don't stop	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
b. Making sure criminals get effective treatment for addictions and other problems while they're in prison/jail, or on supervision in the community	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
c. Taking a multi-agency partnership approach to responding to crime problems	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
d. Keeping criminals in prison/jail and off the streets	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
e. Using the "eye for an eye, tooth for a tooth" principle	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
f. Deterring future offenders by severely punishing criminals who are caught and convicted	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

	Very Unimportant	Unimportant	Neither Important nor Unimportant	Important	Very Important
g. Providing criminals with treatment to address addiction, mental health problems, or other problems	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
h. Involving the community in identifying and understanding crime problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
i. Providing more treatment, jobs, and educational programs to address problems that often contribute to crime	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
j. Keeping drug users in prison/jail and off the streets	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
k. Keeping individuals who are arrested for using or carrying guns in prison/jail and off the streets	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
l. Deterring future criminals by severely punishing those who are caught and convicted for using or carrying a weapon	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
m. Involving the community members in crime reduction and prevention strategies	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
n. Diverting drug users from jail/prison and placing them into treatment programs	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
o. Increasing the use of mediation programs for misdemeanor crimes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
p. Increasing the use of restitution programs	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

**18. There are a number of programs/ideas that criminal justice institutions are increasingly adopting. Some of these programs or ideas you may or may not have heard of. Please check your knowledge/adoption of each of the following programs/ideas. For each program/idea please check  all that apply.**

	Aware of this idea/program	I have had training	I informally integrate into my work	Formally integrated into my work	Unaware of this idea/program
a. Community oriented approach (i.e., community prosecution)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
b. A problem solving approach (i.e., prosecutor as problem solver)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
c. Geographic focus (i.e., prosecution that is geographically focused)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
d. High rate offender focus (focus on specific high rate offender for an increase rate of arrest or federal prosecution)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
e. Group/gang focused also known as a pulling levers approach or the Boston Gun Strategy	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
f. Strategic crime analysis (The study of crime problems and other criminal justice issues to determine long-term patterns of activity and evaluate organizational responses and procedures.)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

**19. Please rate the following items on the level of influence they had in your decision to adopt a new program/idea into your work. (Check  one for each row)**

	No Influence	Minor Influence	Moderate Influence	Major Influence
a. Research evidence showing that the program/idea works.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
b. Contact with other agencies who had success with the program/idea	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
c. Professional publications (i.e. an APRI report) illustrating successes with the program/idea	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
d. Conferences showing the success of the program/idea	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
e. Input from an authority, such as your boss, mayor, or city council	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
f. Input from the community	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

20. What is your job title? \_\_\_\_\_

21. How many hours per week do you work in this position? \_\_\_\_\_

22. What unit do you work in? \_\_\_\_\_

23. How many cases do you currently have on your case load? \_\_\_\_\_

24. How many cases do you currently have on your caseload that would be considered a gun case? \_\_\_\_\_

25. How long have you worked for the State's Attorney's Office? \_\_\_\_\_ years \_\_\_\_\_ months

26. What is the highest academic degree you hold? (Check  one)

- High School diploma
- Associates
- Bachelors
- Masters
- J.D.
- Ph.D.
- Other (Specify) \_\_\_\_\_

27. Do you have any additional comments about your job, your unit, or your professional network that you would like to share? (please print clearly)

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

<i>Official use only</i>	<i>ID:</i> _____
--------------------------	------------------



## Prosecution Partnership & Organizational Network Partnership Questionnaire

University of Maryland, College Park

☞ **Purpose:** The purpose of this questionnaire is to gather information about the network of people and organizations that work on the prosecution of gun cases in your county. We are seeking to learn ‘who’ is involved in this network, the ‘types’ of information individuals share in this network, and ‘how’ this network is structured. This will allow us to learn how a network of individuals and agencies works together to address gun violence in the county. You have received this questionnaire because we have learned that you play a role in this network.



☞ **Completeness and candidness:** This questionnaire is designed for people who hold many different positions, and results will be most useful if people respond honestly and if the perspectives of all office personnel are included. We ask you to be careful to answer each of the questions; however, you may choose to not answer questions if you so wish.



☞ **Informed consent:** Please read and complete the informed consent form located at the beginning of the survey. To ensure the confidentiality of your answers, once you have returned the survey to research staff, this consent form will be separated and stored separately from the completed survey.



☞ **Funding:** The Governor’s Office of Crime Control and Prevention (GOCCP) funded this project under grant number BJAG -2005-1077. The contents of this survey represent the points of view of the authors and do not necessarily reflect the official position of any State or Federal agency.



☞ **Questions:** If you have any questions or comments about the questionnaire, please contact Heather Fogg – (301)405-4207 – [hfogg@umd.edu](mailto:hfogg@umd.edu) or Laura Wyckoff – (301)405-2970 - [lwycckoff@crim.umd.edu](mailto:lwycckoff@crim.umd.edu)

The following questions refer to specific organizations and the individuals who represent these organizations. When answering these questions please refer to the following organization descriptions:

- **Courts:** District and circuit courts in the county.
- **US Attorney’s Office:** The US Attorney’s Office in Maryland.
- **Local Public Agencies:** Agencies that provide direct resources and services to the public that are under the government structure, not including mental health or treatment type services. These organizations may include, but are not limited to, parks and recreation, sanitation department, housing department, and utilities.
- **Community Groups:** Community groups in your county, including neighborhood organizations, business leaders, home owner’s associations, and church groups.
- **Community Based Services:** Service organizations and providers, such as treatment services, mental health services, and victim’s services located in your county.
- **Media:** Television, radio, internet, newspapers, or newsletter services that report on local news and events to the community of your county.

1. Do you currently work on cases or community issues that involve guns/gun violence? (Even if you work on these cases infrequently )

- 1  Yes, please continue with the survey to the end.
- 0  No, please skip to question number 5 and continue the survey to the end.

**GUN VIOLENCE PARTNERSHIPS**

2. Below is a list of common activities conducted between and within organizations. Please check all activities that apply to your working relationships with other organizations in regard to cases involving guns and the topic of gun violence. If your own office is in the list, please answer in reference to the working relationship you have with others in your office in regard to cases involving guns and the topic of gun violence. (Check  all that apply for each row.)

	Courts	County Police Department	County Sheriff’s Office	US Attorney’s Office	State’s Attorney’s Office	Local Public Agencies	Community Groups	Community Based Services
a. We share information on active gun cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
b. We hold joint planning meetings in regard to gun cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
c. We have developed joint policy and procedure manuals for gun cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
d. We have pooled funding for joint programs for gun cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
e. Our organizations cross-train staff on procedures for gun cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>



	Courts	County Police Department	County Sheriff's Office	US Attorney's Office	State's Attorney's Office	Local Public Agencies	Community Groups	Community Based Services
f. We have written protocols for sharing gun case information.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
g. We engage in community outreach efforts specifically with the goal to reduce gun violence.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
h. We analyze gun related crime data and/or gun related case files to identify repeat gun crime patterns and gun crime problems in the community.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
i. We share resources to solve gun related problems in the community.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
j. We discuss gun crime-related trends or patterns, such as repeat offenders and problem areas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
k. We share information on ongoing gun crime problems, such as gang activity.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
l. We work together to address direct citizen complaints and concerns in regard to gun violence.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
m. We participate in regularly scheduled meetings to discuss appropriate responses to gun crime patterns or problem areas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
n. We work together to plan and execute responses to specific gun related problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>

3. In your work on gun violence cases or on community issues involving gun violence, how often do you typically have contact with someone in each of the following agencies/organization/groups? If your own office is in the list, please consider the contact with others within your office. Contact here refers to all means of communication for cases involving gun violence, including written correspondence and memoranda, emails, telephone calls, and face-to-face meetings with people in this organization. If you have weekly or more communication with any agency not listed here, please specify in the last rows. (Check  one for each row)

	Less than once a month	At least once monthly (but less than weekly)	At least once weekly (but less than daily)	At least once daily
a. Courts	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
b. County Sheriff's Office	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
c. County Police Department	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
d. Other local Police Agencies (other than your County PD)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
e. United States Attorney's Office	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
f. State's Attorney's Office	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
g. Local Public Agencies	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
h. Community Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
i. Community Based Services	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
j. Media	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
k. Local Coordinating Council (LCC) /Local Management Board (LMB)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
l. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
m. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
n. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
o. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
p. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
q. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

4. In regard to your work on **gun violence cases or on community issues involving gun violence**, please rate the quality of your relationship with the following agencies/organization/groups. If your own office is in the list, please consider the relationship you have with others within your office. (Check  one for each row)

	Quality of Relationship					
	Very unfavorable	Unfavorable	Neutral / Unsure	Favorable	Very favorable	No Relationship
a. Courts	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
b. County Sheriff's Office	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
c. County Police Department	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
d. Other local Police Agencies (other than your County PD)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
e. United States Attorney's Office	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
f. State's Attorney's Office	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
g. Local Public Agencies	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
h. Community Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
i. Community Based Services	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
j. Media	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
k. Local Coordinating Council (LCC) /Local Management Board (LMB)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
l. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
m. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
n. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
o. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
p. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>
q. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	0 <input type="checkbox"/>

## PARTNERSHIPS IN GENERAL

5. Below is a list of common activities conducted between and within organizations in regard to crime issues, problems, and specific cases. Please check all activities that apply to your working relationships with other organizations in regard to all types of crime issues, problems, and cases you work on. If your own office is in the list, please answer in reference to the working relationship you have with others in your office in regard to all types of crime issues, problems, and cases you work on. (Check  all that apply for each row.)

	Courts	County Police Department	County Sheriff's Office	US Attorney's Office	State's Attorney's Office	Local Public Agencies	Community Groups	Community Based Services
a. We share information on active cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
b. We hold joint planning meetings in regard to cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
c. We have developed joint policy and procedure manuals for cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
d. We have pooled funding for joint programs for cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
e. Our organizations cross-train staff on procedures for cases.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
f. We have written protocols for sharing case information.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
g. We engage in community outreach efforts specifically with the goal to reduce crime.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
h. We analyze crime data and/or case files to identify repeat crime patterns and crime problems in the community.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
i. We share resources to solve problems in the community.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
j. We discuss crime-related trends or patterns, such as repeat offenders and problem areas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>

	Courts	County Police Department	County Sheriff's Office	US Attorney's Office	State's Attorney's Office	Local Public Agencies	Community Groups	Community Based Services
k. We share information on ongoing crime problems, such as gang activity.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
l. We work together to address direct citizen complaints and concerns in regard to crime.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
m. We participate in regularly scheduled meetings to discuss appropriate responses to crime patterns or problem areas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>
n. We work together to plan and execute responses to specific problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	6 <input type="checkbox"/>	7 <input type="checkbox"/>	8 <input type="checkbox"/>

6. We are interested in learning more about the network of people in the State's Attorney's Office involved in the work you do. In the tables below, please provide up to five names of individuals in the State's Attorney's Office that you work with the MOST, including but not limited to attorneys, administrative positions, and victim witness specialists, etc. Please print clearly, as we would like to contact these individuals to send them a survey (your name will not be mentioned when we contact them). For each individual in the table, please indicate generally the types of cases you work on, the frequency of contact with this individual, and the helpfulness/usefulness of your contact with this individual.

PLEASE USE THE SPACE BELOW TO PROVIDE YOUR STATE'S ATTORNEY'S OFFICE PARTNERS			
Contact Information: (Please print clearly)	Type of Cases: (Please check <input checked="" type="checkbox"/> all that apply):	Frequency of Contact: (Please check <input checked="" type="checkbox"/> only one):	Helpfulness/Usefulness of Contact: (Please check <input checked="" type="checkbox"/> only one):
1. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
2. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
3. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
4. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
5. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work

7. We are interested in learning more about the network of people in your office involved in the work you do. In the table below, please provide up to five names of individuals in your office that you work with the **MOST**. Please print clearly, as we would like to contact these individuals to send them a survey (your name will not be mentioned when we contact them). For each individual in the table, please indicate generally the types of cases you work on, the frequency of contact with this individual, and the helpfulness/usefulness of your contact with this individual.

PLEASE USE THE SPACE BELOW TO PROVIDE YOUR PARTNERS IN YOUR OFFICE			
Contact Information:	Type of Cases: (Please check <input checked="" type="checkbox"/> all that apply):	Frequency of Contact: (Please check <input checked="" type="checkbox"/> only one):	Helpfulness/Usefulness of Contact: (Please check <input checked="" type="checkbox"/> only one):
1. Name: _____ Position: _____ Unit: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
2. Name: _____ Position: _____ Unit: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
3. Name: _____ Position: _____ Unit: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
4. Name: _____ Position: _____ Unit: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
5. Name: _____ Position: _____ Unit: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work

8. We are interested in learning more about the network of people in law enforcement offices (not your own organization) involved in the work you do. In the table below, please provide up to five names of individuals in other law enforcement offices that you work with the MOST, including but not limited to police officers, judges, sheriff's officers, parole and probation, code enforcement, etc. Please print clearly, as we would like to contact these individuals to send them a survey (your name will not be mentioned when we contact them). For each individual in the table, please indicate generally the types of cases you work on, the frequency of contact with this individual, and the helpfulness/usefulness of your contact with this individual.

PLEASE USE THE SPACE BELOW TO PROVIDE YOUR PARTNERS IN LAW ENFORCEMENT OFFICES			
Contact Information:	Type of Cases: (Please check <input checked="" type="checkbox"/> all that apply):	Frequency of Contact: (Please check <input checked="" type="checkbox"/> only one):	Helpfulness/Usefulness of Contact: (Please check <input checked="" type="checkbox"/> only one):
1. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
2. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
3. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
4. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
5. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work



9. We are interested in learning more about the network of people in local public agencies, community based services, and community groups (not your own organization) involved in the work you do. In the tables below, please provide up to ten names of individuals in non-law enforcement organizations that you work with the **MOST**, including but not limited to sanitation services, parks and recreational services, community-based treatment services, neighborhood organizations, etc. Please print clearly, as we would like to contact these individuals to send them a survey (your name will not be mentioned when we contact them). For each individual in the table, please indicate generally the types of cases you work on, the frequency of contact with this individual, and the helpfulness/usefulness of your contact with this individual.

PLEASE USE THE SPACE BELOW TO PROVIDE YOUR COMMUNITY BASED SERVICES PARTNERS			
Contact Information:	Type of Cases: (Please check <input checked="" type="checkbox"/> all that apply):	Frequency of Contact: (Please check <input checked="" type="checkbox"/> only one):	Helpfulness/Usefulness of Contact: (Please check <input checked="" type="checkbox"/> only one):
1. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
2. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
3. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
4. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work
5. Name: _____ Position: _____ Agency: _____ Phone: _____ Email: _____	<input type="checkbox"/> Gun cases <input type="checkbox"/> Drug Cases <input type="checkbox"/> Nuisance Abatement <input type="checkbox"/> Other, please specify: _____ _____	<input type="checkbox"/> Less than once a month <input type="checkbox"/> At least once monthly (but less than once a week) <input type="checkbox"/> At least once weekly (but less than once a day) <input type="checkbox"/> About once a day <input type="checkbox"/> More than once a day	<input type="checkbox"/> Very helpful/useful to my work <input type="checkbox"/> Somewhat helpful/useful to my work <input type="checkbox"/> Not helpful or useful to my work <input type="checkbox"/> Hinders my work

**10. During the 12-month period ending August 31, 2008, how frequently did you meet with each of the following groups to address crime-related problems? Please check  one for each row.**

	Never	Less than once a month	At least once monthly (but less than weekly)	At least once weekly (but less than daily)
a. Advocacy Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
b. Business Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
c. Domestic Violence Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
d. Local Public Agencies (e.g. sanitation, parks)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
e. Religious Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
f. School Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
g. Tenant's Associations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
h. Youth Service Organizations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
i. Senior Citizen Groups	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
j. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
k. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
l. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
m. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
n. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
o. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
p. Other, specify: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

**ABOUT THE STATE’S ATTORNEY’S OFFICE**

---

**11. Are you aware that the State’s Attorney’s Office has a community prosecution unit?**

- Yes, please continue with the survey to the end.
- No, please skip to question number 13 and continue the survey to the end.

**12. Have you worked with the community prosecution unit?**

- Yes
- No

**13. Please indicate how much you agree or disagree with each of the following statements about the need for additional guidance or training in the State’s Attorney’s Office. (Check  one for each row)**

The State’s Attorney’s Office needs additional guidance or training in...	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
a. Working with outside community groups to identify and address community problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
b. Assessing community problems and needs.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
c. Increasing the participation of community groups and community based services in solving community problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
d. Monitoring efforts to address community problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
e. Improving rapport with the community.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

**14. There are a number of programs/ideas that criminal justice institutions are increasingly adopting. Some of these programs or ideas you may or may not have heard of. Please indicate your support of the integration of these programs/ideas into the work conducted by the State's Attorney's Office. If you are unaware of a program please check the box that states unaware of this idea/program. (Check  one for each row)**

	Supportive	Not Supportive	Unaware of this idea/program
a. Community oriented approach (i.e., community prosecution)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
b. A problem solving approach (i.e., prosecutor as problem solver)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
c. Geographic focus (i.e., prosecution that is geographically focused)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
d. High rate offender focus (focus on specific high rate offender for an increase rate of arrest or federal prosecution)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
e. Group/gang focused, also known as a pulling levers approach or the Boston Gun Strategy	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
f. Strategic crime analysis (The study of crime problems and other criminal justice issues to determine long-term patterns of activity and evaluate organizational responses and procedures.)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>

**15. Please rate the following items on the level of influence they had in your decision to support a new program/idea into the work conducted by the State's Attorney's Office. (Check  one for each row)**

	No Influence	Minor Influence	Moderate Influence	Major Influence
a. Research evidence showing that the program/idea works.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
b. Contact with law enforcement agencies who had success with the program/idea	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
c. Professional publications (i.e. an APRI report) illustrating successes with the program/idea	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
d. Conferences showing the success of the program/idea	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
e. Input from an authority, such as your boss, mayor, or city council	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>
f. Input from the community	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>

## ABOUT YOU & YOUR JOB

16. For each of the following approaches rate how important they would be for a crime reduction strategy in your county? (Check  one for each row)

	Very Unimportant	Unimportant	Neither Important nor Unimportant	Important	Very Important
a. Showing people who use guns they will be punished severely if they don't stop	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
b. Making sure criminals get effective treatment for addictions and other problems while they're in prison/jail, or on supervision in the community	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
c. Taking a multi-agency partnership approach to responding to crime problems	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
d. Keeping criminals in prison/jail and off the streets	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
e. Using the "eye for an eye, tooth for a tooth" principle	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
f. Deterring future offenders by severely punishing criminals who are caught and convicted	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
g. Providing criminals with treatment to address addiction, mental health problems, or other problems	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
h. Involving the community in identifying and understanding crime problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
i. Providing more treatment, jobs, and educational programs to address problems that often contribute to crime	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
j. Keeping drug users in prison/jail and off the streets	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
k. Keeping individuals who are arrested with a gun or using a gun in prison/jail and off the streets	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
l. Deterring future criminals by severely punishing those who are caught and convicted for using or carrying a weapon	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
m. Involving the community and influential members in the community in crime reduction and prevention strategies	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
n. Diverting drug users from jail/prison and placing them into treatment programs	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
o. Increasing the use of mediation programs for misdemeanor crimes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
p. Increasing the use of restitution programs	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

**17. In your present job duties, please indicate the frequency with which you are involved in each of the following activities. (Check  one for each row)**

	Never	Rarely	Occasionally	Frequently	Very Frequently
a. Organize community meetings that are open and advertised to the general public.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
b. Identify community problems and community problem areas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
c. Coordinate meetings including important stakeholders in the community, such as political leaders, business owners, community organizations, etc.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
d. Attend community meetings that bring together important stakeholders in the community, such as political leaders, business owners, community organizations, etc.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
e. Engage in school visits.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
f. Engage in neighborhood watch meetings.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
g. Identify resources to solve problems in the community.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
h. Review or analyze crime-related trends or patterns, such as repeat offenders and problem areas.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
i. Counsel citizen groups or individuals on crime prevention strategies and tactics.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
j. Make contact and solicit assistance from community leaders, such as local business owners or political leaders, to address particular crime-related problems.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
k. Respond to citizen calls about crime problems and/or concerns in their community.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

**18. Please indicate the level of satisfaction you have about your current job in each of the following areas. (Check  one for each row)**

	Very Dissatisfied	Dissatisfied	Neither Dissatisfied nor Satisfied	Satisfied	Very Satisfied
a. Your present job when you compare it to others in the organization	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
b. The progress you are making toward the goals you set for yourself in your present position	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
c. Your present job when you consider the expectations you had when you took this job	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
d. Your present job in light of your career expectations	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

19. What agency/organization do you work for? \_\_\_\_\_

20. What is your job title? \_\_\_\_\_

21. How many hours per week do you work in this position? \_\_\_\_\_

22. What unit do you work in? \_\_\_\_\_

23. How many cases do you currently have on your case load? \_\_\_\_\_

24. How many cases do you currently have on your caseload that would be considered a gun case? \_\_\_\_\_

25. How long have you worked for this agency/organization? \_\_\_\_ years \_\_\_\_ months

26. What is the highest academic degree you hold? (*Check  one*)

High School diploma  Associates

Bachelors  Masters

J.D.  Ph.D.

Other (Specify) \_\_\_\_\_

27. Do you have any additional comments about your work with the State’s Attorney’s Office, your job, your unit, or your professional network that you would like to share? (please print clearly)

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

<i>Official use only</i>	<i>ID:</i> _____
--------------------------	------------------

## **Appendix B: Interview Instruments**



PROSECUTION OF GUN CASES INTERVIEW INSTRUMENT  
PROSECUTOR'S OFFICE

The following instrument will be used as a guide and the majority of questions are open ended. The expectation is for the interview to progress as a conversation that may include other topics or issues that are relevant to the research but may not have been initially included as specific items in this instrument. In order to assure that the interview leads to the best information possible, we do not want to limit the discussion and information gathered to the exact questions in this instrument. For this reason many of the questions will remain open ended and broad, so that the respondent rather than the instrument leads the course of the interview and responses.

INTRODUCTION:

Hello my name is (interviewer's name) and I am a researcher from the Institute for Governmental Service and Research at the University of Maryland. I am one of a team of researchers studying prosecution of gun violence cases by the Prince George's and Anne Arundel County State's Attorney's Offices. This study will allow us to compare and contrast the structure of these prosecutorial models within and across the offices as a means to highlight successes and to provide recommendations to improve these approaches. This project is funded by Maryland's Governor's Office of Crime Control and Prevention and the findings will provide guidance to the research sites and other State's Attorney's Offices on effective ways to structure their prosecutorial models in relation to gun violence.

I am going to ask you a number of questions about prosecution of gun cases within (Prince George's County/Anne Arundel County), your role in the prosecutorial process, your perception of the strengths and weaknesses of the present process, and how you think the process may be improved.

It is important to note that taking part in this interview is completely voluntary; if you choose to take part you may refuse to answer any question or leave at any time without any penalty. In addition, when reporting on the information gained from this and other interviews we conduct, we will not use your name and we will do our best to present the findings in such a way that you may not be identified. However, the only way we can improve upon the current program and highlight best practices is to allow for some specificity. For this reason there may be instances in our reporting where we use your agency name and/or your position title. We can explain and discuss this further if you feel uncomfortable in any way.

Do we have your consent to continue?

- 
- Yes: Thank you
  - No: Thank you for your time. Here is my card, if you have any questions in the future about the research please do not hesitate to contact me. Have a nice day.
-

I also want to make sure that I accurately capture all of the information you share. Would you mind if I record this interview? Please note that this recording will only be used for transcribing the interview, and after the transcription is complete, I will destroy the recording file/tape. Only the researchers involved in the study will have access to the recording file and transcription. The information gathered from this interview transcription will be used along with information gathered from other research participants. In order to protect your identity, any quotations taken from interview transcriptions would not be credited to any individual's name.

Do we have your consent to continue and record this interview?

- Yes: Thank you we will begin.
- No: Thank you and in that case we will take in-depth notes. We will begin.

➤ Agency and Individual's Background

We would like to start by learning more about you and your agency...(INTERVIEWER: PLEASE NOTE THAT SOME QUESTIONS MAY NOT BE NECESSARY FOR EVERY AGENCY/RESPONDENT)

INDIVIDUAL BACKGROUND

1. Can you tell us a little about your background?
  - a. Where did you complete your degree?
  - b. How long have you worked for the SAO?
  - c. What type of experience did you have before working here?
  - d. What attracted you to this type of work?

INDIVIDUAL'S ROLE WITHIN ORGANIZATION

1. Could you tell us about your role in the organization?
  - a. What unit or team do you work with now?
  - b. What units or teams have you worked on in the past?
  - c. Who do you report to in the office?
  - d. Who in the office do you work with most often?
  - e. Can you tell me about a typical work day for you? What kinds of activities are you regularly engaged in?

## OVERALL OFFICE STRUCTURE AND ORGANIZATION

1. Could you tell me a little about how the State's Attorney's office is structured?
  - a. What geographic area does the (PG/AA) SAO serve?
  - b. Who is responsible for screening and assigning cases?
  - c. How are different units or teams of prosecutors organized within the SAO?
    - ii. Can you please describe the types of cases these different units may be assigned?
  - d. To what extent do different units or teams collaborate with each other in the office?
  - e. What are units or teams responsible for?

## CASE FLOW GENERALLY AND FOR GUN CASES

1. Can you tell me more about the typical case flow in your office? From the beginning of arrest, can you explain the flow of a typical case?
  - a. How is the office alerted to the case?
  - b. How are these cases screened?
  - c. Which unit is alerted to the case?
2. Can you tell me about the typical process you use to advance a case assigned to you?
  - a. How is a case initially assigned to you? Can you explain how this assignment process takes place?
  - b. What types of activities do you typically engage in for every case you handle? Does this differ at all for gun violence cases? If so, how?
3. What is the case flow for a gun case?
  - a. In regard to 'gun' cases, could you please tell us about all of the different types of charges that fall under the 'gun' umbrella and what types of crimes are normally associated with these charges?
  - b. Is the process for screening and assigning cases involving guns any different than other types of cases?
  - c. What type of gun cases may go to 'circuit court' versus 'district court'?
    - iii. How might this process differ for juvenile cases?
  - d. Does the case flow differ for gun cases versus other types of cases, such as aggravated assault?
  - e. How does the case flow differ for different types of gun cases? (e.g. for homicide cases, for cases where a gun is fired but no injuries result, for cases with a large amount of drugs involved)

- f. When does a gun case go to the community prosecutor? What characteristics of the case make it appropriate for the community prosecutor?
  - g. Since you began working here, has the process of handling gun cases changed at all in an effort to better control gun crime? Can you please describe these changes?
4. Do you handle gun violence cases in your workload? If so,
- a. Can you describe the different types of gun related cases you handle?
  - b. How long have you been handling these kinds of cases?
  - c. How do you determine if your prosecution of these cases is successful? What do you define as success?
  - d. Do you have any specific goals in mind in processing gun violence cases?
  - e. Do you handle them differently than other types of cases – e.g. do you use different resources, target different goals or follow different procedures for these cases as opposed to other kinds of cases?
  - f. How many gun cases do you typically handle in (a month, a year)?
5. Are you currently tracking the cases you work on?
6. Do you track all cases or specific types of cases?
- a. If no, would you like a case tracking system?
    - i. What would you track?
    - ii. What type of reports would you like to run?
    - iii. How would you use these reports? If yes, does the office track these cases as well?
    - iv. Do you or the office track these cases in some type of computerized data capturing system?
  - b. If yes, could you describe the software used for this system?
    - i. What types of information are captured in the data system for each case?
    - ii. What types of information are captured in the data system for each case?
    - iii. Do you capture demographic information, such as offender characteristics, victim characteristics, or case outcome?
    - iv. Could you list some of the primary information captured?
    - v. Is there any additional information you would like to capture?
    - vi. Who is the information tracked accessible to (just to you, to all staff or to supervisors)?
    - vii. What is this information used for?
    - viii. Is it used for improving case management?
    - ix. Is it used for identifying patterns across cases?
    - x. Do you run reports from this information? What types of reports and what are these used for? What other reports would you like to be able to have about cases in your office?

INITIATIVES AND GOALS FOR GUN CASES

1. Have there been any specialized initiatives in the past in which the SAO has partnered with other law enforcement agencies to reduce gun violence in the County? If yes:
  - a. Did this initiative have a name?
  - b. Did this initiative have outside funding? Was it part of a larger state or Federal initiative?
  - c. Generally, can you please describe the initiative to us?
    - i. How did the process of handling gun involved cases differ from the current process?
    - ii. Who were the partners in this initiative?
  - d. Can you please describe when this initiative took place, which agencies were involved, and how long the initiative lasted?
  - e. Do you recall any specific goals for these initiatives (i.e., reduce gun violence by a specific percent, reduce homicides by a specific percent, increase the number of cases prosecuted Federally, etc)?
  - f. Was there a measure of success for this program? How about for each agency involved (i.e., Police increase arrests, Sheriff serves more gun related warrants, etc)
  - g. Could you share your thoughts on the successes and/or barriers to these specific initiatives?
  
2. Are there currently any specialized initiatives in which the SAO has partnered with other law enforcement agencies to reduce gun violence in the County? If yes:
  - a. Does this initiative have a name?
  - b. Does this initiative have outside funding? Is it part of a larger state or Federal initiative?
  - c. Generally, can you please describe the initiative to us?
    - i. How does the process of handling gun involved cases differ from the traditional process?
    - ii. Who are the partners in this initiative?
  - d. Can you please describe when this initiative began and which agencies are involved?
  - e. Are there any specific goals for this initiatives (i.e., reduce gun violence by a specific percent, reduce homicides by a specific percent, increase the number of cases prosecuted Federally, etc)?
  - f. Is there a measure of success for this program? How about for each agency involved (i.e., Police increase arrests, Sheriff serves more gun related warrants, etc)
  - g. Could you share your thoughts on the successes and/or barriers to this specific initiative?

3. Even if there is not a specialized initiative, the office may still have goals and measures of success for how the office is handling gun violence.
  - a. Does the SAO have any specific goals for the reduction in gun violence or handling gun violence cases (i.e., reduce gun violence by a specific percent, reduce homicides by a specific percent, increase the number of cases prosecuted federally, etc)?
  - b. To your knowledge are these similar or different from other agency partners?
  - c. Does the SAO have any specific measure of success for gun related cases or reduction in gun violence? How about for each agency you partner with on these cases (i.e., Police increase arrests, Sherriff serve more gun related warrants, etc)?
  - d. Could you share your thoughts on the successes and/or barriers to these goals?
  
4. Can you share with us your thoughts about the current model the office has for handling gun violence cases?
  - a. What do you like about this model?
  - b. Can you think of a means to improve this model?

<u>ROLE OF COMMUNITY</u>
--------------------------

1. Could you describe your community here in your county?
  - a. Could you tell me your perception of the make up of the community in terms of race, age, and ethnicity?
  - b. What do you think their concerns and fears are?
  - c. Who do you see as the main stakeholders in the community?
    - i. Who do you feel your office directs its media and outreach efforts towards?
  
2. Can you describe your relationship to the community members of (AA/PG County)?
  - a. In what ways are community members and stakeholders involved in the work that you do?
  - b. How does the SAO remain aware of local community concerns?
    - i. Do you visit local community forums or meetings? Can you please describe the types of meetings? How often? Where? When?
    - ii. Does gun violence come up in these meetings? Could you please describe?
    - iii. Are any of these meetings specific to gun violence concerns?
    - iv. Do you or law enforcement partners initiate such meetings? Can you please describe these meetings?
    - v. Again are any of these specific to gun violence or does gun violence come up as a topic? Please describe.

- vi. How do you determine what information to give out or present in these meetings?
- vii. How do you elicit actual information from the community in these meetings?
- c. How has the SAO established lines of communication with community members? How are community members able to reach and talk with the SAO?
  - i. Does the SAO supply information to the local media?
  - ii. What media sources are normally involved?
  - iii. What type of messages are normally supplied (i.e., just the facts, positive initiatives, etc). Can you give us some examples?
- d. How do you think the community can be used as a resource to reduce gun violence?
  - i. Do you have any ideas of how to empower the community to reduce gun violence?
  - ii. Do you have any examples that you can think of in your work where you feel involving the community was a good idea and a success? Please describe?

<u>RESPONSE TO COMMUNITY PROBLEMS</u>
---------------------------------------

- 1. How does the SAO address community concerns generally?
  - a. How does the SAO know about the community's concerns?
  - b. How about specifically in regard to gun violence? How are concerns addressed?
  - c. What agencies represent community members and speak to community concerns in PG/AA?
  - d. How are community partners and community groups networked to solve community problems?
    - i. Here is a blank sheet of paper, could you sketch out how you mentally picture this network as you describe the network to me?
  - e. Who plays a central role in these networks and the continuation of these networks?
    - ii. We would like to speak with some of these people who you consider major players in this network. Can you please give me the names and contact information of those individuals?
  - f. How central is the prosecutor to the network?
  - g. What do you feel is working well in these relationships/network?
    - iii. What would you improve?
    - iv. Any suggestions on how you would change these networks and the outreach to the community?

## INTEGRATION WITH OTHER AGENCIES

1. Can you tell me the names of other agencies that you frequently contact in regard to your casework?
  - a. Who do you usually work with from these agencies?
  - b. What kinds of activities do these agencies assist you with?
  - c. On the sheet of paper you gave us, could you draw how these other partner agencies fit in and interact with the community contacts? Where do you picture them falling in the network?
  - d. Part of our research involves talking and surveying these partners, would it be all right if we contact these partners? They can of course choose not to participate. Could I please get the names and contact information for all of these individuals?
  
2. Could you describe PG/AA SAO's partnership with other agencies/organizations?
  - a. What are the specific activities of the partnership?
  - b. Which agencies/individuals play key roles in the project?
  - c. Can you tell us your understanding of each of the partner agencies' roles in the project? (need to try to gather the policing, federal and local prosecution, and community side of the effort)
  - d. How have the partnerships and roles of these different agencies changed over time?

## EFFECT OF GUN CASES

1. Do you think that the current case processing is reducing gun related crime? (if not covered already)
  - a. How do you determine this success or lack of success?
  - b. On what types of offenders/crimes?
  - c. What specific elements of case processing do you think are having the most impact?
  - d. How would you suggest improving the current model, including partnerships, to reduce gun violence?
  - e. How would you suggest evaluating your office's prosecution of gun related cases?



## TRAINING

1. Have you or your agency been involved in conducting training for other law enforcement agencies or the community?
  - a. Could you please describe who this training was for and the nature of the training?
    - i. Who sponsored the training?
    - ii. What was the training content?
    - iii. Who else (within and outside your agency) attended the training?
    - iv. What specific elements of the training did you integrate into your work?
    - v. What specific elements did you find promising in the training but you are unable to integrate into your work? Why?
    - vi. Were there any other topics or elements that you found helpful in the training?
    - vii. Have you noted any anecdotal effect in your organization or other partners from this training?
  
2. Have you attended training which focused on either reduction in gun violence or community prosecution?
  - a. Could you please describe who this training was for and the nature of the training?
    - i. Who sponsored the training?
    - ii. What was the training content?
    - iii. Who else (within and outside your agency) attended the training?
    - iv. What specific elements of the training did you integrate into your work?
    - v. What specific elements did you find promising in the training but you are unable to integrate into your work? Why?
    - vi. Were there any other topics or elements that you found helpful in the training?
    - vii. Have you noted any anecdotal effect in your organization or other partners from this training?

## STRENGTHS, WEAKNESSES, SUGGESTIONS FOR IMPROVEMENT

1. What would you say is going well here in relation to handling cases of gun violence?
  - a. What are your suggestions for improving the manner in which gun related cases are handled?
  - b. How would you suggest making these improvements?

2. This type of work is very demanding and draining, what keeps you going in this type of work?
  - a. Do you have any suggestions for improving your or other workers endurance with this type of work?

<u>FINISHING UP</u>
---------------------

1. Is there anything else you would like to share with us in regards to the prosecution model or in regards to improving the way in which gun cases are handled within the county?

Thank you for your time!

PROSECUTION OF GUN CASES INTERVIEW INSTRUMENT  
COMMUNITY ORGANIZATIONS

The following instrument will be used as a guide and the majority of questions are open-ended. The expectation is for the interview to progress as a conversation that may include other topics or issues that are relevant to the research but may not have been initially included as specific items in this instrument. In order to assure that the interview leads to the best information possible, we do not want to limit the discussion and information gathered to the exact questions in this instrument. For this reason many of the questions will remain open-ended and broad, so that the respondent rather than the instrument leads the course of the interview and responses.

INTRODUCTION:

Hello my name is (interviewer's name) and I am a researcher from the Institute for Governmental Service and Research at the University of Maryland. I am one of a team of researchers studying the prosecution of gun violence cases by the Prince George's and Anne Arundel County State's Attorney's Offices. This study will allow us to compare and contrast the structure of these prosecutorial models within and across the offices as a means to highlight successes and to provide recommendations to improve these approaches. This project is funded by Maryland's Governor's Office of Crime Control and Prevention and the findings will provide guidance to the research sites and other State's Attorney's Offices on effective ways to structure their prosecutorial models in relation to gun violence.

I am going to ask you a number of questions about the collaboration between your organization and the (Prince George's County/Anne Arundel County) State's Attorney's Office, your role in the collaboration, your perception of the strengths and weaknesses of the collaboration, and how you think the collaboration may be improved.

It is important to note that taking part in this interview is completely voluntary; if you choose to take part you may refuse to answer any question or leave at any time without any penalty. In addition, when reporting on the information gained from this and other interviews we conduct, we will not use your name and we will do our best to present the findings in such a way that you may not be identified. However, the only way we can improve upon the current program and highlight best practices is to allow for some specificity. For this reason, there may be instances in our reporting where we use your agency name and/or your position title. We can explain and discuss this further if you feel uncomfortable in any way.

Do we have your consent to continue?

- 
- Yes: Thank you
  - No: Thank you for your time. Here is my card, if you have any questions in the future about the research please do not hesitate to contact me. Have a nice day.
-

I also want to make sure that I accurately capture all of the information you share. Would you mind if I record this interview? Please note that this recording will only be used for transcribing the interview, and after the transcription is complete, I will destroy the recording file/tape. Only the researchers involved in the study will have access to the recording file and transcription. The information gathered from this interview transcription will be used along with information gathered from other research participants. In order to protect your identity, any quotations taken from interview transcriptions would not be credited to any individual's name.

Do we have your consent to continue and record this interview?

- Yes: Thank you we will begin.
- No: Thank you and in that case we will take in-depth notes. We will begin.

➤ Agency and Individual's Background

We would like to start by learning more about you and your agency...(INTERVIEWER: PLEASE NOTE THAT SOME QUESTIONS MAY NOT BE NECESSARY FOR EVERY AGENCY/RESPONDENT)

INDIVIDUAL BACKGROUND

1. Can you tell us about your specific role as a partner with the (Prince George's/Anne Arundel) State's Attorney's Office?
  - a. Can you tell us a little about your background?
  - b. How long have you been involved with (Organization Name)?
  - c. How did you first learn about (Organization)?
  - d. What type of experience did you have before working here?
  - e. Do you have a specific position title within (Organization)?
  - f. What are the main goals of (Organization)?
  - g. How does (Organization) work to meet its goals?
  - h. What type of work does (Organization) do?
  - i. What attracted you to this type of work?

INDIVIDUAL'S ROLE WITHIN ORGANIZATION

1. Could you tell us about what you do with (Organization)?
  - a. What is your role in (Organization)?
  - b. What kinds of activities are you regularly engaged in as a part of (Organization)?
  - c. What kinds of interactions do you have with the SAO?
  - d. Who in the SAO office do you work with most often?

- e. How often do you interact with the SAO? Is this usually via telephone, in person, at a community meeting, or something else?

OVERALL STRUCTURE OF ORGANIZATION

- 1. Could you tell me a little about how (Organization) is structured?
  - a. Who heads (Organization)?
  - b. Who is responsible for calling meetings and making sure (Organization) is moving forward to meet its goals?
  - c. About how many individuals are involved with or are members of (Organization)?
  - d. Are there various committees or teams in (Organization)?
    - ii. Can you please describe the types of activities these different committees may be assigned?
  - e. To what extent do different committees collaborate with one another?
  - f. What are the committees responsible for?
  - g. How often does (Organization) meet? How often do separate committees meet?
  - h. Where are meetings typically held? Is the general public invited to these meetings? About how many people attend these meetings?

INITIATIVES AND GOALS FOR GUN VIOLENCE

- 1. Has (Organization) held meetings or engaged in specific conversations or initiatives related to gun violence in the County? If yes:
  - a. Did this initiative have a name?
  - b. Generally, can you please describe the conversations/initiative to us?
    - i. Who was part of the conversation/initiative?
    - ii. What issues and concerns were expressed by the community?
  - c. Can you please describe when this initiative took place, which agencies were involved, and how long the initiative lasted?
  - d. Do you recall any specific goals for these initiatives (i.e., reduce gun violence by a specific percent, reduce homicides by a specific percent, increase the number of cases prosecuted Federally, etc)?
  - e. Was there goal set for this program, such as a percent reduction in gun cases?
  - f. Could you share your thoughts on the successes and/or barriers to these specific initiatives?

2. Even if there is not a specialized initiative, the community may be expressing concerns about gun violence.
  - a. Is gun violence a primary concern among community members? Why or why not?
  - b. To your knowledge, is the PG/AA SAO currently involved in an initiative specifically aimed at reducing violence?
  - c. Could you share your thoughts on this initiative?

<u>ROLE OF COMMUNITY</u>
--------------------------

1. Could you describe your community here in your county?
  - a. Could you tell me your perception of the make up of the community in terms of race, age, and ethnicity?
  - b. What do you think their concerns and fears are?
    - i. How do you assess these? (i.e., media, talking with friends, etc)
  - c. Who do you see as the main stakeholders in the community?
  - d. Are you aware of other community agencies or organizations that are involved in work similar to your own?
  - e. Are there other community agencies or organizations with which your organization collaborates or shares a partnership?
  
2. Can you describe your relationship to (AA/PG County) SAO?
  - a. In what ways are community members involved with the SAO?
  - b. How does (Organization) make its concerns known to the SAO?
    - i. Are SAO representatives invited to local community forums or meetings? Can you please describe the types of meetings? How often? Where? When?
    - ii. Does gun violence come up in these meetings? Could you please describe?
    - iii. Are any of these meetings specific to gun violence concerns?
    - iv. Does the SAO initiate community meetings? Can you please describe these meetings?
    - v. What kind of information does the SAO present in these meetings?
  - c. How has the SAO established lines of communication with community members?
  - d. How are community members able to reach and talk with the SAO?
  - e. How do you think the community can be used as a resource to reduce gun violence?
    - i. Do you have any ideas of how to empower the community to reduce gun violence?
    - ii. Do you have any specific examples that you can think of where you feel involving the community was a good idea and a success? Please describe?

## RESPONSE TO COMMUNITY PROBLEMS

1. How does the SAO address community concerns generally?
  - a. How does the SAOs office know about the community's concerns?
  - b. How about specifically in regard to gun violence? How are concerns addressed?
  - c. How do you think the community communicated to the SAO the community's problems/concerns?
  - d. What agencies represent community members and speak to community concerns in PG/AA?
  - e. How are community partners and community groups networked to solve community problems?
    - i. Here is a blank sheet of paper, could you sketch out how you mentally picture this network as you describe the network to me?
  - f. Who plays a central role in these networks and the continuation of these networks?
    - ii. We would like to speak with some of these people who you consider major players in this network. Can you please give me the names and contact information of those individuals?
  - g. How central is the prosecutor to the network?
  - h. What do you feel is working well in these relationships/network?
    - iii. What would you improve?
    - iv. Any suggestions on how you would change these networks and the outreach to the community?

## INTEGRATION WITH OTHER AGENCIES

1. Can you tell me the names of other agencies that you frequently contact in regard to your work involving gun violence cases or gun violence issues?
  - a. Who do you usually work with from these agencies?
  - b. What kinds of activities do these agencies assist you with?
  - c. On the sheet of paper you gave us, could you draw how these other partner agencies fit in and interact with the community contacts? Where do you picture them falling in the network?
  - d. Part of our research involves talking and surveying these partners, would it be all right if we contact these partners? They can of course choose not to participate. Could I please get the names and contact information for all of these individuals?

2. Could you describe PG/SAO's partnership with other agencies/organizations?
  - a. What are the specific activities of the partnership?
  - b. Which agencies/individuals play key roles in the project?
  - c. Can you tell us your understanding of each of the partner agencies' roles in the project? (need to try to gather the policing, federal and local prosecution, and community side of the effort)
  - d. How have the partnerships and roles of these different agencies changed over time?

EFFECT OF GUN CASES

1. Do you think that the current relationship between (Organization) and the (PG/AA) SAO is reducing gun related crime? (if not covered already)
  - a. How do you determine this success or lack of success?
  - b. On what types of offenders/crimes?
  - c. What specific elements of the partnership do you think are having the most impact?
  - d. How would you suggest improving the current partnerships to reduce gun violence?

STRENGTHS, WEAKNESSES, SUGGESTIONS FOR IMPROVEMENT

1. What would you say is going well here in relation to the partnership between (Organization) and the (PG/AA) SAO?
  - a. What are your suggestions for improving the manner in which the partnership accomplishes its goals?
  - b. How would you suggest making these improvements?
2. What would you say is NOT going well here in relation to the partnership between (Organization) and the (PG/AA) SAO?
  - c. What are the greatest barriers or challenges to the partnership?
  - d. How would you suggest improving the partnership?

FINISHING UP



1. Is there anything else you would like to share with us in regards to the partnership between (Organization) and the PG/AA SAO or in regards to reducing gun violence within the county?

Thank you for your time!

## **Appendix C: Survey Consent Form**

**INFORMED CONSENT FORM:**  
**ORGANIZATIONAL NETWORK QUESTIONNAIRE**

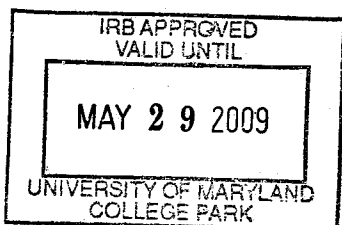
<b>Project Title</b>	<i>Examination of Prosecution Approaches to Reducing Gun Violence</i>
<b>Why is the research being done?</b>	<i>This is a research project being conducted by Dr. Jeanne Bilanin and Laura Wyckoff at the University of Maryland, College Park. They are inviting you to participate in this project because of you work with the State's Attorney's Office. The purpose of this research is to compare and contrast prosecutorial models applied to gun related cases.</i>
<b>What will I be asked to do?</b>	<i>In this one survey, requiring about 20 minutes to complete, I will be asked to provide the names and position titles of individuals with whom I work most closely in the State's Attorney's Office and other organizations or agencies involved in handling gun related cases and respond to questions concerning the nature and frequency of interactions with these organizations and agencies.</i>
<b>What about confidentiality?</b>	<i>The researchers will do their best to keep all personal information confidential to the extent permitted by law. In order to create a representation of the current network of individuals involved in handling gun cases, I am aware that I will be asked to identify the names and contact information individuals from my own and partner agencies with whom I work. I also understand that individual names, including my own, may be found in survey items concerning the level of contact among the current network of individuals involved in handling gun cases. I will also be asked for the names and contact information of other individuals who may be appropriate to complete the survey. I understand that the individuals I refer to the study will be told that they were referred to the researcher by another participant. I am aware that all referred individuals may choose not to participate in the study. I understand that the data I provide will be grouped with data others provide for reporting and presentation and that my name will not be used in any of the study reports or presentations. I am aware that, my agency name and position title may be used in research reports and presentations, and I understand that others may be able to identify me if my position title is unique in my agency.</i>
<b>What are the risks of this research?</b>	<i>There may be some risk from participating in this research study. To the extent that my position title is unique and thus could be used to identify my responses, I am at slight risk of exposing my opinions to others, including my supervisors. The researchers will, however, take care to group reporting and presentation of findings to protect against this possibility.</i>
<b>What are the benefits of this research?</b>	<i>The information gained will be used to improve the way in which gun related cases are handled through the State's Attorney's Office, which may benefit me and others who live in this jurisdiction. I am free to ask questions, refuse to answer any questions, or withdraw from participation at any time without penalty.</i>

<b>Project Title</b>	<i>Examination of Prosecution Approaches to Reducing Gun Violence</i>
<b>Do I have to be in this research? May I stop participating at any time?</b>	<i>My participation in this research is completely voluntary. I may choose not to take part at all. If I decide to participate in this research, I may stop participating at any time. If I decide not to participate in this study or if I stop participating at any time, I will not be penalized or lose any benefits to which I otherwise qualify</i>
<b>Is any medical treatment available if I am injured?</b>	<i>The University of Maryland does not provide any medical or hospitalization insurance for participants in this research study nor will the University of Maryland provide any compensation for any injury sustained as a result of participation in this research study, except as required by law.</i>
<b>What if I have questions?</b>	<p><i>This research is being conducted by Dr. Jeanne Bilanin and Laura Wyckoff at the University of Maryland, College Park. If you have questions about the research study itself, please contact Dr. Jeanne Bilanin or Laura Wyckoff at:</i></p> <p><i>University of Maryland Institute for Governmental Service and Research 4321 Hartwick Rd., Suite 208 College Park, MD 20742 301-405-4905</i></p> <p><i>If you have questions about your rights as a research subject or wish to report a research-related injury, please contact: Institutional Review Board Office, University of Maryland, College Park, Maryland, 20742;</i></p> <p><b>(e-mail) <a href="mailto:irb@deans.umd.edu">irb@deans.umd.edu</a>; (telephone) 301-405-0678</b></p> <p><i>This research has been reviewed according to the University of Maryland, College Park IRB procedures for research involving human subjects.</i></p>
<b>Statement of Age of Subject and Consent</b>	<p><i>My signature indicates that:</i></p> <p><i>I am at least 18 years of age;</i></p> <p><i>The research has been explained to me;</i></p> <p><i>My questions have been fully answered; and</i></p> <p><i>I freely and voluntarily choose to participate in this research project.</i></p>

**NAME OF SUBJECT:** \_\_\_\_\_

**SIGNATURE OF SUBJECT:** \_\_\_\_\_

**DATE:** \_\_\_\_\_



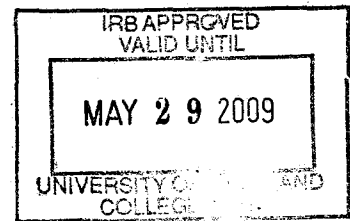
## **Appendix D: Interview Consent Form**

**INFORMED CONSENT FORM:**  
**INDIVIDUAL INTERVIEWS/FOCUS GROUPS**

<b>Project Title</b>	<i>Examination of Prosecution Approaches to Reducing Gun Violence</i>
<b>Why is the research being done?</b>	<i>This is a research project being conducted by Dr. Jeanne Bilanin and Laura Wyckoff at the University of Maryland, College Park. They are inviting you to participate in this project because of you work with the State's Attorney's Office. The purpose of this research is to compare and contrast prosecutorial models applied to gun related cases.</i>
<b>What will I be asked to do?</b>	<p><i>During this one session, lasting no more than two hours, I will be asked to discuss aspects of my association with the State's Attorney's Office and the role that I play in handling gun related cases. I will be asked questions about my opinions of the strategies the State's Attorney's Office uses to prevent and to respond to crime, the community groups and social service organizations that collaborate in this effort, the working relationships I have with others in the collaboration, and any ideas I may have to improve the manner in which these cases are handled. I will also be asked for the names and contact information of other individuals who may be appropriate to interview for the purposes of this study.</i></p> <p><i>I understand that the individuals I refer to the study may be contacted to be interviewed or complete a survey. These individuals will be told that they were referred to the researcher by another participant, and my name will be kept confidential. I am aware that all referred individuals may choose not to participate in the study. I understand that the questions I will be asked will allow for open discussion, so I may contribute at any time. I understand, with my consent, the researchers may include my name, title, and agency/organization name in a survey that will be given to individuals in the State's Attorney's Office and their partner agencies/organizations. This will enable the researchers to learn about the network that handles gun related cases in the county. I also understand that, with my consent, this session will be recorded and later transcribed for the purposes of accuracy in later reporting. I further understand that the original recording will be destroyed following transcription and that my name will not be associated with any of my responses in later research reports and presentations.</i></p> <p><i>Please initial one of the following:</i></p> <p><i>_____ YES, I give my consent for this interview session to be recorded and transcribed.</i></p> <p><i>_____ NO, I do not give my consent for this interview to be recorded, thus only interviewer notes will be used to document my responses.</i></p>

<b>Project Title</b>	<i>Examination of Prosecution Approaches to Reducing Gun Violence</i>
<b>What about confidentiality?</b>	<i>The researchers will do their best to keep all personal information confidential to the extent permitted by law. I understand that individual names, including my own, may be found in survey items concerning the level of contact among the current network of individuals involved in handling gun cases. I will also be asked for the names and contact information of other individuals who may be appropriate to complete the survey. I understand that the individuals I refer to the study will be told that they were referred to the researcher by another participant. I am aware that all referred individuals may choose not to participate in the study. I understand that the data I provide will be grouped with data others provide for reporting and presentation of findings and that my name will not be used, however, my position title may be used, and I understand that others may be able to identify me if my position title is unique in my office.</i>
<b>What are the risks of this research?</b>	<i>There may be some risk from participating in this research study. To the extent that my staff position title is unique and thus could be used to identify my responses when grouped with others, I am at slight risk of exposing my opinions to others, including my supervisors. The researchers will, however, take care to group reporting and presentation of findings to protect against this possibility.</i>
<b>What are the benefits of this research?</b>	<i>The information gained will be used to improve the way in which gun related cases are handled through the State's Attorney's Office, which may benefit me and others who live in this jurisdiction. I am free to ask questions, refuse to answer any questions, or withdraw from participation at any time without penalty.</i>
<b>Do I have to be in this research? May I stop participating at any time?</b>	<i>My participation in this research is completely voluntary. I may choose not to take part at all. If I decide to participate in this research, I may stop participating at any time. If I decide not to participate in this study or if I stop participating at any time, I will not be penalized or lose any benefits to which I otherwise qualify</i>
<b>Is any medical treatment available if I am injured?</b>	<i>The University of Maryland does not provide any medical or hospitalization insurance for participants in this research study nor will the University of Maryland provide any compensation for any injury sustained as a result of participation in this research study, except as required by law.</i>

<b>Project Title</b>	<i>Examination of Prosecution Approaches to Reducing Gun Violence</i>
<b>What if I have questions?</b>	<p><i>This research is being conducted by Dr. Jeanne Bilanin and Laura Wyckoff at the University of Maryland, College Park. If you have questions about the research study itself, please contact Dr. Jeanne Bilanin or Laura Wyckoff at:</i></p> <p><i>University of Maryland Institute for Governmental Service and Research 4321 Hartwick Rd., Suite 208 College Park, MD 20742 301-405-4905</i></p> <p><i>If you have questions about your rights as a research subject or wish to report a research-related injury, please contact: Institutional Review Board Office, University of Maryland, College Park, Maryland, 20742;</i></p> <p><b>(e-mail) <a href="mailto:irb@deans.umd.edu">irb@deans.umd.edu</a>; (telephone) 301-405-0678</b></p> <p><i>This research has been reviewed according to the University of Maryland, College Park IRB procedures for research involving human subjects.</i></p>
<b>Statement of Age of Subject and Consent</b>	<p><i>My signature indicates that: I am at least 18 years of age; The research has been explained to me; My questions have been fully answered; and I freely and voluntarily choose to participate in this research project.</i></p>
<p><b>NAME OF SUBJECT:</b> _____</p> <p><b>SIGNATURE OF SUBJECT:</b> _____</p> <p><b>DATE:</b> _____</p>	





**Appendix E:**  
**Survey of State's Attorney's Office Staff**  
**Frequency Distribution**

**Prosecution Partnerships  
State’s Attorney’s Office Questionnaire  
Basic Descriptive Findings by Office<sup>1</sup>**

**1. Do you currently work on cases that involve guns/gun violence? (Even if you work on these cases infrequently )**

		<b>Sub-Urban County</b>	<b>Urban County</b>	<b>Total</b>
1. Do you currently work on cases that involve guns/gun violence? (Even if you work on these cases infrequently )	Yes	51.6%	76.2%	65.8%
	No	48.4%	23.8%	34.2%

---

<sup>1</sup> Specific questions have been excluded from this descriptive analysis, if the findings would possibly allow individuals to be identified and/or if the response rate was relatively low. The questions not included are questions 6, 7, 8, and 22.

2. Below is a list of common activities conducted between and within organizations. Please check all activities that apply to your working relationships with other organizations and with others in your office in regard to cases involving guns and the topic of gun violence. (Check  all that apply for each row.)

	Courts	County Police Department	County Sheriff's Office	US Attorney's Office	Local Public Agencies	Community Groups	Community Based Services	With Other Units in Your Office
a. We share information on active gun cases.								
Sub-Urban	62.5%	87.5%	56.25%	43.75%	18.75%	6.25%	0%	87.5%
Urban	45.5%	63.6%	39.4%	48.5%	6.1%	3.0%	3.0%	63.6%
b. We hold joint planning meetings in regard to gun cases.								
Sub-Urban	0%	18.75%	0%	12.5%	0%	0%	0%	25%
Urban	6.1%	24.2%	3.0%	27.3%	0%	0%	0%	33.3%
c. We have developed joint policy and procedure manuals for gun cases.								
Sub-Urban	6.25%	12.5%	0%	6.25%	0%	0%	0%	18.75%
Urban	9.1%	9.1%	0%	9.1%	0%	0%	0%	21.2%
d. We have pooled funding for joint programs for gun cases.								
Sub-Urban	0%	6.25%	0%	0%	6.25%	6.25%	0%	0%
Urban	3.0%	6.1%	3%	9.1%	0%	0%	3%	6.1%
e. Our organizations cross-train staff on procedures for gun cases.								
Sub-Urban	6.25%	25%	6.25%	0%	6.25%	0%	0%	43.75%
Urban	3%	6.1%	3%	15.2%	0%	0%	0%	12.1%
f. We have written protocols for sharing gun case information.								
Sub-Urban	6.25%	6.25%	6.25%	0%	0%	0%	0%	12.5%
Urban	6.1%	3%	0%	6.1%	0%	0%	0%	15.2%
g. We engage in community outreach efforts specifically with the goal to reduce gun violence.								
Sub-Urban	6.25%	12.5%	12.5%	0%	6.25%	18.75%	6.25%	12.5%
Urban	6.1%	9.1%	6.1%	6.1%	6.1%	18.2%	12.1%	18.2%

h. We analyze gun related crime data and/or gun related case files to identify repeat gun crime patterns and gun crime problems in the community.									
Sub-Urban	6.25%	0%	0%	0%	0%	6.25%	6.25%	12.5%	
Urban	9.1%	18.2%	3%	9.1%	0%	0%	3%	15.2%	
i. We share resources to solve gun related problems in the community.									
Sub-Urban	6.25%	25.0%	12.5%	6.25%	6.25%	18.75%	12.5%	25%	
Urban	15.2%	21.2%	9.1%	15.2%	0%	3%	3%	15.2%	
j. We discuss gun crime-related trends or patterns, such as repeat offenders and problem areas.									
Sub-Urban	12.5%	25.0%	0%	6.25%	0%	6.25%	6.25%	25%	
Urban	15.2%	21.2%	9.1%	15.2%	3%	0%	0%	21.2%	
k. We share information on ongoing gun crime problems, such as gang activity.									
Sub-Urban	6.25%	25.0%	6.25%	12.5%	0%	6.25%	6.25%	25%	
Urban	9.1%	27.3%	6.1%	21.2%	0%	0%	0%	27.3%	
l. We work together to address direct citizen complaints and concerns in regard to gun violence.									
Sub-Urban	12.5%	31.25%	12.5%	6.25%	6.25%	6.25%	6.25%	18.75%	
Urban	12.1%	15.2%	6.1%	6.1%	3%	9.1%	9.1%	21.2%	
m. We participate in regularly scheduled meetings to discuss appropriate responses to gun crime patterns or problem areas.									
Sub-Urban	0%	12.5%	0%	0%	0%	0%	0%	12.5%	
Urban	9.1%	21.2%	3%	15.2%	3%	0%	0%	9.1%	
n. We work together to plan and execute responses to specific gun-related problems.									
Sub-Urban	6.25%	18.75%	6.25%	6.25%	0%	6.25%	0%	18.75%	
Urban	12.1%	24.2%	9.1%	9.1%	0%	0%	3%	21.2%	

3. In your work on gun violence cases, how often do you typically have contact with someone in each of the following agencies/organization/groups/units? Contact here refers to all means of communication for cases involving gun violence, including written correspondence and memoranda, emails, telephone calls, and face-to-face meetings with people in this organization. If you have weekly or more communication with any agency not listed here, please specify in the last rows. (Check  one for each row)

	Less than once a month	At least once monthly (but less than weekly)	At least once weekly (but less than daily)	At least once daily	Total
a. Courts					
Sub-Urban	41.7%	8.3%	25%	25%	100%
Urban	24.0%	36.0%	24%	16%	100%
b. County Sheriff's Office					
Sub-Urban	77.8%	0%	11.1%	11.1%	100%
Urban	63.6%	27.3%	9.1%	0.0%	100%
c. County Police Department					
Sub-Urban	25%	33.3%	41.7%	0%	100%
Urban	21.4	32.1%	25.0%	21.4%	100%
d. Other local Police Agencies (other than your County PD)					
Sub-Urban	36.4%	36.4%	27.3%	0%	100%
Urban	54.2%	20.8%	20.8%	4.2%	100%
e. United States Attorney's Office					
Sub-Urban	90%	10%	0%	0%	100%
Urban	77.3%	13.6%	4.5%	4.5%	100%
f. Local Public Agencies					
Sub-Urban	88.9%	0%	11.1%		
Urban	100%	0%	0%	0.0%	100.0%
g. Community Groups					
Sub-Urban	100%	0%	0%	0%	100%
Urban	94.4%	0%	5.6%	0%	100%
h. Community Based Services					
Sub-Urban	0%	0%	0%	0%	100%
Urban	94.4%	0%	5.6%	0%	100%
i. Media					
Sub-Urban	80%	10%	10%	0%	100%
Urban	94.1%	0%	0%	5.9%	100%
j. Local Coordinating Council (LCC)/Local Management Board (LMB)					
Sub-Urban	100%	0%	100%	0%	100%
Urban	93.3%	0%	6.7%	0%	100%
k. Individuals within other units in your office/agency					
Sub-Urban	30%	20%	20%	30%	100%
Urban	27.3%	36.4%	27.3%	9.1%	100%

**4. In regard to your work on gun violence cases, please rate the quality of your relationship with the following agencies/organization/groups. (Check  one for each row)**

		Very unfavorable	Unfavorable	Neutral/Unsure	Favorable	Very Favorable	No Relationship	Total
a. Courts	Suburban	0%	0%	33.3%	40%	20%	6.7%	100%
	Urban	6.5%	9.7%	16.1%	38.7%	29%	0%	100%
b. County Sheriff's Office	Suburban	0%	0%	26.7%	20%	20%	33.3%	100%
	Urban	3.2%	0%	22.6%	35.5%	16.1%	22.6%	100%
c. County Police Department	Suburban	0%	0%	26.7%	20%	53.3%	0%	100%
	Urban	3.1%	0%	18.8%	37.5%	40.6%	0%	100%
d. Other local Police Agencies (other than your County PD)	Suburban	0%	0%	35.7%	14.3%	50%	0%	100%
	Urban	3.4%	0%	20.7%	37.9%	37.9%	0%	100%
e. United States Attorney's Office	Suburban	0%	0%	28.6%	28.6%	14.3%	28.6%	100%
	Urban	3.2%	3.2%	22.6%	25.8%	22.6%	22.6%	100%
f. Local Public Agencies	Suburban	0%	0%	38.5%	15.4%	0%	46.2%	100%
	Urban	0%	3.7%	25.9%	18.5%	0%	51.9%	100%
g. Community Groups	Suburban	0%	0%	38.5%	15.4%	0%	46.2%	100%
	Urban	0%	0%	33.3%	14.8%	3.7%	48.1%	100%
h. Community Based Services	Suburban	0%	0%	38.5%	15.4%	0%	46.2%	100%
	Urban	0%	0%	20%	12%	0%	68%	100%
i. Media	Suburban	0%	0%	38.5%	23.1%	7.7%	30.8%	100%
	Urban	0%	0%	40%	4%	4%	52%	100%
j. Local Coordinating Council (LCC)/Local Management Board (LMB)	Suburban	0%	0%	38.5%	7.7%	7.7%	46.2%	100%
	Urban	0%	0%	24%	4%	0%	72%	100%
k. Individuals within other units in your office/agency	Suburban	0%	0%	7.7%	7.7%	76.9%	7.7%	100%
	Urban	0%	0%	7.3%	24.4%	61%	4.9%	100%

5. Below is a list of common activities conducted between and within organizations. Please check all activities that apply to your working relationships with other organizations and with others in your office in regard to all types of cases you work on. (Check  all that apply for each row.)

	Courts	County Police Department	County Sheriff's Office	US Attorney's Office	Local Public Agencies	Community Groups	Community Based Services	With Other Units in Your Office
a. We share information on active cases.								
Sub-Urban	73.1%	88.5%	42.3%	38.5%	42.3%	19.2%	19.2%	80.8%
Urban	41.5%	73.2%	39.0%	31.7%	7.3%	4.9%	7.3%	56.1%
b. We hold joint planning meetings in regard to cases.								
Sub-Urban	7.7%	46.2%	7.7%	7.7%	11.5%	15.4%	7.7%	61.5%
Urban	12.2%	34.1%	4.9%	19.5%	7.3%	2.4%	2.4%	34.1%
c. We have developed joint policy and procedure manuals for cases.								
Sub-Urban	3.8%	23.1%	7.7%	0%	0%	3.8%	0%	42.3%
Urban	9.8%	14.6%	0%	7.3%	0%	0%	0%	24.4%
d. We have pooled funding for joint programs for cases.								
Sub-Urban	7.7%	7.7%	7.7%	0%	0%	0%	0%	11.5%
Urban	2.4%	7.3%	2.4%	4.9%	2.4%	0%	2.4%	9.8%
e. Our organizations cross-train staff on procedures for cases.								
Sub-Urban	3.8%	34.6%	0%	3.8%	11.5%	0%	0%	34.6%
Urban	9.8%	26.8%	4.9%	12.2%	4.9%	2.4%	2.4%	34.1%
f. We have written protocols for sharing case information.								
Sub-Urban	7.7%	23.1%	3.8%	3.8%	11.5%	3.8%	3.8%	26.9%
Urban	14.6%	14.6%	2.4%	9.8%	2.4%	0%	0%	19.5%
g. We engage in community outreach efforts specifically with the goal to reduce crime.								
Sub-Urban	7.7%	26.9%	7.7%	0%	26.9%	38.5%	30.8%	26.9%
Urban	12.2%	19.5%	12.2%	9.8%	14.6%	24.4%	17.1%	17.1%
h. We analyze crime data and/or case files to identify repeat crime patterns and crime problems in the community.								
Sub-Urban	11.5%	30.8%	3.8%	0%	11.5%	7.7%	11.5%	19.2%
Urban	9.8%	19.5%	2.4%	7.3%	0%	2.4%	2.4%	19.5%

i. We share resources to solve problems in the community.									
Sub-Urban	3.8%	30.8%	7.7%	3.8%	19.2%	15.4%	11.5%	26.9%	
Urban	12.2%	29.3%	12.2%	9.8%	12.2%	14.6%	12.2%	14.6%	
j. We discuss crime-related trends or patterns, such as repeat offenders and problem areas.									
Sub-Urban	7.7%	53.8%	3.8%	0%	19.2%	7.7%	7.7%	53.8%	
Urban	17.1%	36.3%	14.6%	14.6%	14.6%	7.3%	7.3%	26.8%	
k. We share information on ongoing crime problems, such as gang activity.									
Sub-Urban	7.7%	73.1%	30.8%	15.4%	30.8%	38.5%	15.4%	69.2%	
Urban	14.6%	51.2%	19.5%	29.3%	9.8%	7.3%	4.9%	36.6%	
l. We work together to address direct citizen complaints and concerns in regard to crime.									
Sub-Urban	11.5%	65.4%	7.7%	7.7%	11.5%	30.8%	11.5%	50%	
Urban	14.6%	34.1%	12.2%	9.8%	14.6%	24.4%	24.4%	31.7%	
m. We participate in regularly scheduled meetings to discuss appropriate responses to crime patterns or problem areas.									
Sub-Urban	3.8%	46.2%	11.5%	3.8%	15.4%	19.2%	3.8%	42.3%	
Urban	12.2%	31.7%	12.2%	14.6%	12.2%	14.6%	9.8%	26.8%	
n. We work together to plan and execute responses to specific problems.									
Sub-Urban	15.4%	61.5%	11.5%	7.7%	15.4%	23.1%	7.7%	53.8%	
Urban	14.6%	39.0%	17.1%	17.1%	14.6%	12.2%	12.2%	31.7%	



9. During the 12-month period ending August 31, 2008, how frequently did you meet with each of the following groups to address crime-related problems? Please check  one for each row.

	Never	Less than once a month	At least once monthly (but less than weekly)	At least once weekly (but less than daily)	Total
a. Advocacy Groups					
Sub-Urban	65.2%	21.7%	13%	0%	100%
Urban	63.2%	26.3%	7.9%	2.6%	100%
b. Business Groups					
Sub-Urban	75%	20.8%	4.2%	0%	100%
Urban	81.1%	13.5%	2.7%	2.7%	100%
c. Domestic Violence Groups					
Sub-Urban	65.2%	17.4%	8.7%	8.7%	100%
Urban	71.8%	15.4%	12.8%	0%	100%
d. Local Public Agencies (e.g. sanitation, parks)					
Sub-Urban	85.7%	14.3%	0%	0%	100%
Urban	84.2%	5.3%	7.9%	2.6%	100%
e. Religious Groups					
Sub-Urban	77.3%	22.7%	0%	0%	100%
Urban	73.7%	21.1%	5.3%	0%	100%
f. School Groups					
Sub-Urban	72.7%	22.7%	4.5%	0%	100%
Urban	73.7%	21.1%	2.6%	2.6%	100%
g. Tenant's Associations					
Sub-Urban	91.3%	8.7%	0%	0%	100%
Urban	74.4%	17.9%	2.6%	5.1%	100%
h. Youth Service Organizations					
Sub-Urban	90.9%	4.5%	0%	4.5%	100%
Urban	81.1%	13.5%	5.4%	0%	100%
i. Senior Citizen Groups					
Sub-Urban	85.7%	14.3%	0%	0%	100%
Urban	83.8%	13.5%	0%	2.7%	100%

**10. Are you aware that the State's Attorney's Office has a community prosecution unit?**

		<b>No, please skip to question number 12 and continue the survey to end.</b>	<b>Yes, please continue with the survey to the end.</b>	<b>Total</b>
10. Are you aware that the State's Attorney's Office has a community prosecution unit?	Sub-Urban County	13.3%	86.7%	100.0%
	Urban County	2.4%	97.6%	100.0%

**11. Have you worked with the community prosecution unit?**

		<b>yes</b>	<b>no</b>	<b>Total</b>
11. Have you worked with the community prosecution unit?	Sub-Urban County	38.5%	61.5%	100.0%
	Urban County	42.5%	57.5%	100.0%

**12. In your present job duties, please indicate the frequency with which you are involved in each of the following activities. (Check  one for each row)**

	Never	Rarely	Occasionally	Frequently	Very Frequently	Total
a. Organize community meetings that are open and advertised to the general public						
Sub-Urban	85.7%	7.1%	7.1%	0%	0%	100%
Urban	72.5%	10.0%	10%	2.5%	5%	100%
b. Identify community problems and community problem areas						
Sub-Urban	64.3%	7.1%	21.4%	7.1%	0%	100%
Urban	60.5%	7.9%	15.8%	5.3%	10.5%	100%
c. Coordinate meetings including important stakeholders in the community, such as political leaders, business owners, community organizations, etc...						
Sub-Urban	82.1%	3.6%	14.3%	0%	0%	100%
Urban	77.5%	5.0%	7.5%	5%	5%	100%
d. Attend community meetings that bring together important stakeholders in the community, such as political leaders, business owners, community organizations, etc...						
Sub-Urban	75%	3.6%	17.9%	3.6%	0%	100%
Urban	57.5%	12.5%	15%	10%	5%	100%
e. Engage in school visits						
Sub-Urban	75%	10.7%	10.7%	3.6%	0%	100%
Urban	52.5%	20%	20%	7.5%	0%	100%
f. Engage in neighborhood watch meetings						
Sub-Urban	89.3%	7.1%	3.6%	0%	0%	100%
Urban	67.5%	12.5%	7.5%	7.5%	5%	100%
g. Identify resources to solve problems in the community						
Sub-Urban	64.3%	14.3%	10.7%	10.7%	0%	100%
Urban	60%	10%	17.5%	5%	7.5%	100%

h. Review or analyze crime-related trends or patterns, such as repeat offenders and problem areas							
Sub-Urban	50%	14.3%	25%	10.7%	0%	100%	
Urban	53.7%	14.6%	14.6%	12.2%	0%	100%	
i. Counsel citizen groups or individuals on crime prevention strategies and tactics							
Sub-Urban	70.4%	11.1%	11.1%	3.7%	3.7%	100%	
Urban	72.5%	10%	2.5%	5%	10%	100%	
j. Make contact and solicit assistance from community leaders, such as local business owners or political leaders, to address particular crime-related problems							
Sub-Urban	75%	14.3%	7.1%	3.6%	0%		
Urban	70%	7.5%	10%	2.5%	10%	100.00%	
k. Respond to citizen calls about crime problems and/or concerns in their community							
Sub-Urban	48.3%	3.4%	24.1%	17.2%	6.9%		
Urban	42.5%	10%	22.5%	10%	15%	100.00%	

**13. Please indicate the level of satisfaction you have about your current job in each of the following areas. (Check  one for each row)**

	<b>Very Dissatisfied</b>	<b>Dissatisfied</b>	<b>Neither Dissatisfied nor Satisfied</b>	<b>Satisfied</b>	<b>Very Satisfied</b>	<b>Total</b>
a. Your present job when you compare it to others in the organization						
Sub-Urban	3.3%	0%	6.7%	33.3%	56.7%	100%
Urban	5%	2.5%	15%	40%	37.5%	100%
b. The progress you are making toward the goals you set for yourself in your present position						
Sub-Urban	3.3%	3.3%	10%	40%	43.3%	100%
Urban	0%	15%	10%	47.5%	27.5%	100%
c. Your present job when you consider the expectations you had when you took this job						
Sub-Urban	3.3%	3.3%	13.3%	23.3%	56.7%	100%
Urban	2.5%	10%	15%	40%	32.5%	100%
d. Your present job in light of your career expectations						
Sub-Urban	3.3%	0%	16.7%	30%	50%	100%
Urban	0%	12.5%	15%	37.5%	35%	100%

**14. Please indicate how much you agree or disagree with each of the following statements about the need for additional guidance or training in your office. (Check  one for each row)**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Total</b>
a. Working with outside community groups to identify and address community problems.						
Sub-Urban	0%	20.7%	58.6%	17.2%	3.4%	100%
Urban	0%	17.5%	45%	25%	12.5%	100%
b. Assessing community problems and needs						
Sub-Urban	0%	20.7%	65.5%	13.8%	0%	100%
Urban	2.5%	15%	42.5%	27.5%	12.5%	100%
c. Increasing the participation of community groups and community based services in solving community problems						
Sub-Urban	0%	13.8%	65.5%	17.2%	3.4%	100%
Urban	0%	7.5%	47.5%	30%	15%	100%
d. Monitoring efforts to address community problems						
Sub-Urban	0%	13.8%	72.4%	13.8%	0%	100%
Urban	0%	7.5%	52.5%	32.5%	7.5%	100%
e. Improving rapport with the community						
Sub-Urban	3.4%	20.7%	62.1%	13.8%	0%	100%
Urban	0%	2.5%	47.5%	40%	10%	100%

**15. Please indicate how much you agree or disagree with each of the following statements about the conditions in and the functioning of your office. (Check  one for each row)**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Total</b>
a. Ideas and suggestions from employees get fair consideration by management						
Sub-Urban	0%	0%	16.7%	70%	13.3%	100%
Urban	7.5%	15%	30%	40%	7.5%	100%
b. Managers and staff periodically meet and talk about what is working well and what isn't to improve our performance						
Sub-Urban	0%	20%	10%	43.3%	26.7%	100%
Urban	10%	22.5%	15%	45%	7.5%	100%
c. Learning and using new knowledge and skills in your job is highly valued by supervisors and managers						
Sub-Urban	0%	3.3%	16.7%	63.3%	16.7%	100%
Urban	2.5%	12.5%	15%	55%	15%	100%
d. We systematically measure important outcomes that assess our performance						
Sub-Urban	3.3%	16.7%	23.3%	50%	6.7%	100%
Urban	7.5%	20%	42.5%	27.5%	2.5%	100%
e. In our unit, we have well-defined performance outcomes and specific plans in place for how to achieve them.						
Sub-Urban	3.3%	13.3%	40%	36.7%	6.7%	100%
Urban	5%	20%	30%	45%	0%	100%
f. The formal communication channels here work very well.						
Sub-Urban	0%	13.3%	20%	56.7%	10%	100%
Urban	5%	20%	25%	42.5%	7.5%	100%
g. Opportunities are provided for staff to attend training or other developmental opportunities.						
Sub-Urban	0%	20%	0%	63.3%	16.7%	100%
Urban	12.5%	15%	10%	52.5%	10%	100%
h. The informal communication channels here work very well.						
Sub-Urban	3.3%	6.7%	13.3%	60%	16.7%	100%
Urban	5%	5%	25%	52.5%	12.5%	100%

i. Employees are always kept well informed.						
Sub-Urban	3.3%	23.3%	33.3%	30%	10%	100%
Urban	20.5%	17.9%	41%	17.9%	2.6%	100%
j. Information on new or best practices is made available to staff to use in their work.						
Sub-Urban	3.3%	16.7%	16.7%	53.3%	10%	100%
Urban	5.1%	20.5%	30.8%	38.5%	5.1%	100%
k. Managers are open and willing to try new ideas of ways of doing things.						
Sub-Urban	0%	6.7%	26.7%	46.7%	20%	100%
Urban	5%	20%	32.5%	35%	7.5%	100%
l. Employees always feel free to ask questions and express concerns.						
Sub-Urban	3.3%	6.7%	10%	53.3%	26.7%	100%
Urban	2.6%	15.4%	12.8%	53.8%	15.4%	100%



**16. Please indicate the extent to which you agree or disagree with the following statements about staff in the office and coordination between different units within this agency.**  
**(Check  one for each row)**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>	<b>Total</b>
a. People from <i>different units</i> who have to work together do their jobs properly and efficiently without getting in each other's way.						
Sub-Urban	0%	3.3%	6.7%	70%	20%	100%
Urban	2.5%	0%	17.5%	75%	5%	100%
b. Staff from <i>different units</i> in this agency work well together.						
Sub-Urban	0%	6.7%	6.7%	63.3%	23.3%	100%
Urban	2.5%	0%	20%	70%	7.5%	100%
c. People from <i>my unit</i> who have to work together do their jobs properly and efficiently without getting in each other's way.						
Sub-Urban	0%	0%	6.7%	46.7%	46.7%	100%
Urban	0%	0%	5%	70%	25%	100%
d. Staff in <i>my unit</i> in this agency work well together.						
Sub-Urban	0%	3.3%	0%	43.3%	53.3%	100%
Urban	0%	2.5%	2.5%	52.5%	42.5%	100%
e. Staff from <i>other units</i> help out <i>my unit's</i> staff in ways that keep things running smoothly.						
Sub-Urban	0%	6.7%	20%	46.7%	26.7%	100%
Urban	2.5%	7.5%	20%	55%	15%	100%
f. Staff from <i>different units</i> work together to solve problems involving prosecution of cases as they arise.						
Sub-Urban	0%	3.3%	23.3%	46.7%	26.7%	100%
Urban	2.5%	5%	15%	62.5%	15%	100%
g. Staff in the office feel supported by the State's Attorney and Deputies.						
Sub-Urban	0%	10.3%	3.4%	55.2%	31%	100%
Urban	7.5%	15%	22.5%	42.5%	12.5%	100%

h. The State's Attorney and Deputy State's Attorneys communicate well with staff in the office.							
Sub-Urban	0%	17.2%	13.8%	48.3%	20.7%	100%	
Urban	7.5%	12.5%	30%	42.5%	7.5%	100%	

**17. For each of the following approaches rate how important they would be for a crime reduction strategy in your county? (Check  one for each row)**

	Very Unimportant	Unimportant	Neither Important or Unimportant	Important	Very Important	Total
a. Showing people who use guns they will be punished severely if they don't stop.						
Sub-Urban	0%	0%	3.4%	48.3%	48.3%	100%
Urban	0%	0%	7.5%	45%	47.5%	100%
b. Making sure criminals get effective treatment for addictions and other problems while they're in prison/jail, or on supervision in the community.						
Sub-Urban	0%	0%	16.7%	50%	33.3%	100%
Urban	0%	2.5%	10%	45%	42.5%	100%
c. Taking a multi-agency partnership approach to responding to crime problems.						
Sub-Urban	0%	0%	13.3%	53.3%	33.3%	100%
Urban	0%	2.5%	12.5%	45%	40%	100%
d. Keeping criminals in prison/jail and off the streets.						
Sub-Urban	0%	3.3%	3.3%	56.7%	36.7%	100%
Urban	0%	5%	10%	42.5%	42.5%	100%
e. Using the "eye for an eye, tooth for a tooth" principle.						
Sub-Urban	3.4%	13.8%	55.2%	20.7%	6.9%	100%
Urban	20.5%	17.9%	33.3%	20.5%	7.7%	100%
f. Deterring future offenders by severely punishing criminals who are caught and convicted.						
Sub-Urban	0%	3.3%	13.3%	46.7%	36.7%	100%
Urban	0%	12.5%	17.5%	42.5%	27.5%	100%

g. Providing criminals with treatment to address addiction, mental health problems, or other problems. Sub-Urban Urban	0% 0%	0% 2.6%	26.7% 10.3%	53.3% 48.7%	20% 38.5%	100% 100%
h. Involving the community in identifying and understanding crime problems. Sub-Urban Urban	0% 2.6%	0% 2.6%	0% 7.7%	70% 46.2%	30% 41%	100% 100%
i. Providing more treatment, jobs, and educational programs to address problems that often contribute to crime. Sub-Urban Urban	0% 0%	0% 2.6%	10% 15.8%	70% 36.8%	20% 44.7%	100% 100%
j. Keeping drug users in prison/jail and off the streets. Sub-Urban Urban	3.3% 0%	10% 15.4%	26.7% 38.5%	46.7% 35.9%	13.3% 10.3%	100% 100%
k. Keeping individuals who are arrested for using or carrying guns in prison/jail and off the streets. Sub-Urban Urban	0% 0%	0% 5.1%	0 5.1%	51.7% 64.1%	48.3% 25.6%	100% 100%
l. Deterring future criminals by severely punishing those who are caught and convicted for using or carrying a weapon. Sub-Urban Urban	0% 0%	0% 5.1%	6.7% 7.7%	50% 56.4%	43.3% 30.8%	100% 100%
m. Involving the community members in crime reduction and prevention strategies. Sub-Urban Urban	0% 2.6%	0% 2.6%	10% 5.1%	50% 46.2%	40% 43.6%	100% 100%
n. Diverting drug users from jail/prison and placing them into treatment programs. Sub-Urban Urban	0% 0%	6.9% 2.6%	27.6% 17.9%	55.2% 56.4%	10.3% 23.1%	100% 100%
o. Increasing the use of mediation programs for misdemeanor crimes. Sub-Urban Urban	0% 0%	3.3% 5.1%	26.7% 35.9%	56.7% 41%	13.3% 17.9%	100% 100%
p. Increasing the use of restitution programs. Sub-Urban Urban	0% 0%	3.3% 7.7%	13.3% 23.1%	63.3% 38.5%	20% 30.8%	100% 100%

**18. There are a number of programs/ideas that criminal justice institutions are increasingly adopting. Some of these programs or ideas you may or may not have heard of. Please check your knowledge/adoption of each of the following programs/ideas. For each program/idea please check  all that apply.**

	<b>Aware of this idea/Program</b>	<b>I have had training</b>	<b>I informally integrate into my work</b>	<b>Formally integrated into my work</b>	<b>Unaware of this idea/program</b>
a. Community oriented approach (i.e. community prosecution)					
Sub-Urban	69.0%	6.9%	10.3%	13.8%	17.2%
Urban	78.0%	12.2%	12.2%	9.8%	9.8%
b. A problem solving approach (i.e., prosecutor as problem solver)					
Sub-Urban	31.0%	3.4%	24.1%	10.3%	44.8%
Urban	34.1%	7.3%	22.0%	17.1%	31.7%
c. Geographic focus (i.e., prosecution that is geographically focused)					
Sub-Urban	55.2%	3.4%	3.4%	13.8%	27.6%
Urban	61.0%	9.8%	14.6%	9.8%	19.5%
d. High rate offender focus (focus on specific high rate offender for an increase rate of arrest or federal prosecution)					
Sub-Urban	62.1%	3.4%	10.3%	13.8%	24.1%
Urban	46.3%	9.8%	14.6%	12.2%	29.3%
e. Group/gang focused also known as a pulling levers approach or the Boston Gun Strategy					
Sub-Urban	31.0%	3.4%	6.9%	13.8%	62.1%
Urban	41.5%	2.4%	7.3%	9.8%	41.5%
f. Strategic crime analysis (the study of crime problems and other criminal justice issues to determine long-term patterns of activity and evaluate organizational responses and procedures)					
Sub-Urban	48.3%	3.4%	10.3%	6.9%	44.8%
Urban	51.2%	4.9%	9.8%	4.9%	26.8%

**19. Please rate the following items on the level of influence they had in your decision to adopt a new program/idea into your work. (Check  one for each row)**

	<b>No Influence</b>	<b>Minor Influence</b>	<b>Moderate Influence</b>	<b>Major Influence</b>	<b>Total</b>
a. Research evidence showing that the program/idea works					
Sub-Urban	11.5%	23.1%	46.2%	19.2%	100%
Urban	24.3%	18.9%	37.8%	18.9%	100%
b. Contact with other agencies who had success with the program/idea					
Sub-Urban	19.2%	11.5%	46.2%	23.1%	100%
Urban	21.6%	24.3%	21.6%	32.4%	100%
c. Professional publications (i.e. an APRI report) illustrating successes with the program/idea					
Sub-Urban	19.2%	19.2%	57.7%	3.8%	100%
Urban	33.3%	30.6%	27.8%	8.3%	100%
d. Conferences showing the success of the program/idea					
Sub-Urban	19.2%	19.2%	50%	11.5%	100%
Urban	21.6%	21.6%	32.4%	24.3%	100%
e. Input from an authority, such as your boss, mayor, or city council					
Sub-Urban	7.7%	19.2%	38.5%	34.6%	100%
Urban	21.1%	13.2%	34.2%	31.6%	100%
f. Input from the community					
Sub-Urban	15.45%	23.1%	46.2%	15.4%	100%
Urban	24.3%	24.3%	35.1%	16.2%	100%

**20. What is your job title?**

	<b>Sub-Urban n %</b>	<b>Urban n %</b>	<b>Total n %</b>
Leadership within the State's Attorney's Office (i.e., Unit Chief, Deputy State's Attorney)	1 3.2	7 16.3	8 10.8
Assistant State's Attorney	14 45.2	19 44.2	33 44.6
Investigator or Detective	3 9.7	4 9.3	7 9.5
Specialized Support Units' Leadership and Staff (i.e., Victim Witness)	3 9.7	5 11.6	8 10.8
Support Staff (i.e., Legal Assistant, Administrative Assistant)	9 29.0	6 14.0	15 20.3
No Answer Given	1 3.2	2 4.7	3 4.1
Total	31 100.0	43 100.0	74 100.0

**21. How many hours per week do you work in this position?**

	<b>Sub-Urban n %</b>	<b>Urban n %</b>	<b>Total n %</b>
Part Time	5 16.7	2 4.8	7 9.7
Forty Hours	14 46.7	11 26.2	25 34.7
Over Forty Hours	11 36.7	29 69.0	40 55.6
Total	30 100.0	42 100.0	72 100.0

**23. How many cases do you currently have on your case load?**

	Sub-Urban			Urban		
	Number of Respondents	Mean (SD)	Range (min-max)	Number of Respondents	Mean (SD)	Range (min-max)
Leadership within the State's Attorney's Office (Unit Chief, Deputy State's Attorney)	0	0	0	7	3.9 (3.2)	10 (0-10)
Assistant State's Attorney	10	53.0 (20.8)	65 (35-100)	15	40.5 (21.9)	77 (1-78)
Investigator or Detective	3	30.0 (13.2)	25 (15-40)	4	10.3 (4.5)	11 (5-16)
Specialized Support Units Leadership and Staff (i.e., Victim Witness)	3	21.7 (2.9)	5 (20-15)	3	369.0 (332.5)	665 (35-700)
Support Staff (i.e., Legal Assistant, Administrative Assistant)	4	65.8 (43.3)	97 (23-120)	4	81.3 (74.7)	175 (0-175)
Total	20	47.4 (27.6)	105 (15-120)	33	63.9 (133.5)	700 (0-700)

**24. How many cases do you have on your caseload that would be considered gun cases?**

	Sub-Urban			Urban		
	Number of Respondents	Mean (SD)	Range (min-max)	Number of Respondents	Mean (SD)	Range (min-max)
Leadership within the State's Attorney's Office (Unit Chief, Deputy State's Attorney)	0	0	0	6	2.0 (1.4)	4 (0-4)
Assistant State's Attorney	12	6.8 (14.5)	50 (0-50)	12	12.3 (18.4)	65 (0-65)
Investigator or Detective	3	0	0	4	5.3 (7.3)	16 (0-16)
Specialized Support Units Leadership and Staff (i.e., Victim Witness)	3	0	0	4	50.0 (100.0)	200 (0-200)
Support Staff (i.e., Legal Assistant, Administrative Assistant)	7	0.9	5 (0-5)	4	46.3 (86.0)	175 (0-175)
Total	25	3.5 (10.4)	50 (0-50)	30	18.9 (47.7)	200 (0-200)

**25. How long have you worked for the State's Attorney's Office?**

	Sub-Urban			Urban		
	Number of Respondents	Mean (SD)	Range (min-max)	Number of Respondents	Mean (SD)	Range (min-max)
Leadership within the State's Attorney's Office (Unit Chief, Deputy State's Attorney)	1	18.0 (-)	0 (18-18)	7	9.1 (5.8)	16.5 (3.5-20)
Assistant State's Attorney	14	12.6 (8.4)	30.3 (0.5-30.8)	18	5.3 (4.5)	15.8 (1.1-6.91)
Investigator or Detective	3	12.9 (13.9)	27.2 (0.8-28)	4	2.8 (1.5)	3.5 (1.5-5.0)
Specialized Support Units Leadership and Staff (i.e., Victim Witness)	3	4.7 (3.3)	6.5 (1-7.5)	5	11.4 (11.4)	28.1 (1.6-29.7)
Support Staff (i.e., Legal Assistant, Administrative Assistant)	8	4.3 (4.2)	10.3 (0.5-10.8)	6	9.6 (10.1)	27 (0.3-27.3)
No Answer Given	0	0	0	1	6.0 (-)	0 (6-6)
Total	29	9.7 (8.4)	30.3 (0.5-30.8)	41	7.1 (6.9)	29.3 (0.3-29.7)



**26. What is the highest degree you hold?**

	<b>Sub-Urban n %</b>	<b>Urban n %</b>	<b>Total n %</b>
High school diploma	2 6.7	6 14.3	8 11.1
Associates	4 13.3	2 4.8	6 8.3
Bachelors	7 23.3	7 16.7	14 19.4
Masters	1 3.3	3 7.1	4 5.6
J.D.	16 53.3	24 57.1	40 55.6
Total	30 100	42 100	72 100