# Commonwealth of Massachusetts
# Executive Office of Public Safety & Security
# Office of Grants & Research



## Edward J. Byrne Memorial
## Justice Assistance Grant

## Federal Fiscal Year 2019 - 2024
## Massachusetts Strategic Plan

**Charles D. Baker**
**Governor**

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**Introduction**

The Executive Office of Public Safety and Security (EOPSS) is responsible for the policy development and budgetary oversight of the secretariat agencies, independent programs, and several boards which aid in crime prevention, homeland security preparedness, and ensuring the safety of residents and visitors in the Commonwealth. The agencies that fall under EOPSS are:

- Massachusetts State Police
- Massachusetts Emergency management Agency
- Sex Offender Registry Board
- Department of Fire Services
- Department of Criminal Justice Information Services
- Department of Correction
- Parole Board
- Office of the Chief Medical Examiner
- State 911 Department
- Massachusetts State Police Crime Lab
- Municipal Police Training Committee
- Massachusetts National Guard
- Office of Grants and Research
- Massachusetts Public Safety Broadband Office

The Office of Grants and Research (OGR) is the arm of EOPSS that serves as the State Administering Agency (SAA) for federal criminal justice, homeland security and highway safety funds. Additionally, the OGR manages the Research and Policy Analysis Division (RPAD), which utilizes research and evaluation to promote public safety in the Commonwealth by informing criminal justice and public safety policy. In line with the Bureau of Justice Assistance's (BJA) priorities for evidence-based programming and strategic planning, OGR continually evaluates its current planning process as it relates to the allocation of Justice Assistance Grant (JAG) funding. The goals of the OGR include:

- Improving community safety and local preparedness by providing resources to communities based on need;
- Investing in evidence-based, innovative programs;
- Granting awards based on national and state priorities;
- Fostering collaboration across jurisdictions by delivering grant dollars with a regional approach;
- Making funding decisions based upon research, empirical data, and best practices; and
- Ensuring the grant awarding process is transparent; and in compliance with federal and state guidelines.

<center>**2019 – 2024 Strategic Plan**</center>

This document serves as the Commonwealth of Massachusetts's FFY 2019-2024 five-year Edward Byrne Memorial JAG Strategic Plan. There are no changes to the implementation of the plan from last year, the third year of the five-year plan. Over the past several years, OGR has improved its grant making policies and procedures, enhanced communications, provided personalized technical assistance and quicker response time to sub-recipients, and standardized the reimbursement documentation process and forms required of sub-recipients. Furthermore, it is paramount to OGR to improve upon and implement systems that ensure transparency and accountability in awarding and monitoring all federal and state grant funds. Sub-recipients are required to report quarterly on programmatic progress and financial expenditures. In addition, the required performance metrics data are reported quarterly by sub-recipients using the BJA Performance Measurement Tool.

In addition to our strategic planning efforts to make informed decisions regarding priorities and allocations, particularly for the state set aside portion of JAG funds, OGR will continue to assess its public safety agencies' needs as well as participate in the Special Commission on Criminal Justice, and participate in the Council of State Government state-related endeavors. JAG project identifiers associated with proposed project activities are:

- Crime Prevention,
- Drug Offenders,
- Equipment,
- Gangs,
- Officer Safety,
- Policing,
- Reentry,
- Research,
- Substance Abuse Treatment; and
- Violence Against Women.

In addition to the JAG Program, OGR administers several other state and federal criminal justice grant programs with purposes that complement the proposed JAG initiatives (e.g., state-funded programs for youth and gang violence prevention, the distribution of sexual assault evidence collection kits). OGR is the SAA for funding from the United States Department of Justice (DOJ), BJA, the Office of Juvenile Justice and Delinquency Prevention (OJJDP), the Office on Violence Against Women (VAWA), and the Bureau of Justice Statistics (BJS). OGR is also the SAA for federal funds from the National Highway Traffic Safety Administration (NHTSA) and Department of Homeland Security (DHS). These grant programs are centralized under OGR in order to provide a unified and coordinated approach for the criminal justice and public safety needs of the Commonwealth.

All JAG funded programs support the overall goal to improve public safety and the quality of life in Massachusetts. OGR is currently managing contracts to sub-recipients which support programs that focus on youth violence prevention, smart policing, gangs, substance abuse, reentry, victims of domestic violence and sexual assault, homeland security, highway safety, school safety, technology, and research. It is anticipated that JAG funding will continue to support evidence-based, innovative, and promising programs and practices statewide.

In line with the BJA's priorities for evidence-based programming and strategic planning, OGR continually evaluates its current planning process as it relates to the allocation of JAG funding. OGR understands the importance of strategic planning and the replication of evidence-based programs and is committed to doing so with our FY19-24 JAG awards.

The strategic planning process represents an exceptional level of coordination and collaboration among state and local partners, including our 18-member JAG Strategic Planning Committee, consisting of representatives from all segments of the criminal justice system, including judges, prosecutors, law enforcement personnel, corrections personnel, providers of indigent defense services, victim services, juvenile justice and delinquency prevention programs, community corrections, and reentry services. For a complete list of Stakeholders, please see Appendix C.

The JAG Strategic Planning Committee played a crucial role in the development and completion of the FFY19-24 Byrne JAG strategic plan. Members of the committee utilized their experiences and expertise in their given field to participate in webinars and provide critical feedback that enabled OGR to formulate the most efficient and effective strategic plan that addressed the most pressing needs and filling in gaps where resources are so desperately needed. Committee members provided unique and innovative ideas and views that were incorporated into the strategic plan.

Through our strategic planning process which included the use of data, a stakeholder survey, and collaboration with our JAG Strategic Planning Committee, six state-identified priorities were chosen for our FFY19-24 Byrne JAG application. Please note that an emergency priority was added in 2020 due to the emergence of the COVID-19 pandemic, which created a need to address the Personal Protective Equipment needs of Massachusetts first responders within law enforcement and the fire service. OGR will address its JAG funding priority areas by implementing JAG funded programs that include evidence-based, proven effective programs and practices, innovative ideas, and creative solutions. OGR will also promote regionalism, research-based policy, and rational decision-making via an open and public competitive grant process that ensures the distribution of funds geographically and across disciplines within JAG purpose areas.

Massachusetts intends to utilize FFY19-24 JAG funds for specific activities to prevent and control crime and to improve the criminal justice system in keeping with the allowable JAG purposes and our identified JAG priorities. OGR will utilize 10% of the funding for grant administration purposes, meet the required variable pass through percentage (VPT) and less than $10,000 jurisdictions, and allocate the remaining funds towards State initiatives which will primarily benefit our state criminal justice related enforcement agencies.

Permissible uses of JAG funds in general are:

- Law enforcement programs
- Prosecution and court programs
- Prevention and education programs
- Corrections and community corrections programs
- Drug treatment and enforcement programs
- Planning, evaluation, and technology improvement programs
- Crime victim and witness programs (other than compensation)
- Mental health programs and related law enforcement and corrections programs

The Commonwealth will maintain focus on the following priorities identified through the strategic planning process:

- Guns,
- Youth violence and gang membership,
- Reducing recidivism,
- Preventing and addressing domestic violence and sexual assault,
- Reducing drug-related crime and substance abuse with an emphasis on opioids; and
- Advancing criminal justice policies and systems through smart policing, technology, equipment, county prosecution programs, and research and evaluation, and
- Stockpiling personal protective equipment for first responders, if needed, in response to COVID-19 pandemic.

Ultimately, all JAG allocations will be based on an assessment of the relative public safety and criminal justice needs of the Commonwealth, as determined by the Governor and Secretary of Public Safety and Security, and informed by the statewide strategic planning process, undertaken in part by the JAG Strategic Planning Committee, Special Commission on Criminal Justice and local law enforcement officials that represent our local units of government.

As part of this statewide planning effort, OGR invited a wide variety of stakeholders to become members of the JAG Strategic Planning Committee to assist in the design and implementation of the Commonwealth's FFY19-24 JAG Strategic Plan. This Committee includes stakeholders from throughout the criminal justice system, including law enforcement, prosecutors, providers of indigent defense services, judges, corrections personnel, victim services, juvenile justice and delinquency prevention programs, community corrections and reentry services.

The overall goal of the JAG strategic planning process was to set the state's priorities, coordinate efforts, and determine funding allocations within JAG. In order to do this, OGR also identified funding administered not only by OGR, but also the Executive Office of Health and Human Services (EOHHS), Office of Attorney General for Massachusetts, and The United States Attorney's Office for the District of Massachusetts. Grants identified, but not limited to:

- Project Safe Neighborhoods (PSN)
- Sexual Assault Kit Initiative (SAKI)
- Victims of Crime Act (VOCA)
- Adam Walsh Act Implementation Program (AWA)
- National Criminal History Improvement Program (NCHIP)
- Safe and Successful Youth Initiative (SSYI)
- Title II Formula Grant Program
- National Highway Traffic Safety Administration (NHTSA) Grant
- NICS Act Record Improvement program (NARIP)
- Residential Substance Abuse Treatment (RSAT)
- Violence Against Women Act (VAWA)

Due to the research and collaboration we engaged in during our strategic planning process, we are able to identify priority areas for our JAG funds that will not duplicate efforts from the initiatives and agencies listed above. If anything, some of our JAG funded initiatives will complement those initiatives.

Byrne JAG Stakeholder Survey Development/Methodology

OGR's RPAD developed a survey to capture information from traditional and non-traditional partners across the state to inform the strategic planning effort. The survey aimed to provide additional input and assist the SAA with: 1) prioritizing Byrne Justice Assistance Grant purpose areas for funding, 2) prioritizing initiatives within the eight JAG purpose areas, and 3) understanding respondents' experiences with previous JAG funding.[1]

Given that a person's role and geography in the criminal justice system likely influences funding priorities, the survey was designed to capture information from each respondent about their agency's function within the criminal justice system and agency service area. This allows us to view results across a number of groups and dimensions, thus enhancing our understanding of the survey responses.

OGR launched the survey on February 25, 2019. An introductory email with a link to the survey was distributed to the following agencies/entities in Massachusetts:

- Executive Office of the Trial Court
- Supreme Judicial Court
- Juvenile Detention Alternatives Initiative (JDAI) within the Executive Office of Health and Human Services
- Committee for Public Counsel Services
- Department of Correction
- Department of Youth Services
- District Attorneys Association
- Parole Board
- Probation Services and their Office of Community Corrections
- Sheriffs' Association
- North American Indian Center of Boston
- Chiefs of municipal and state police departments
- Massachusetts Association of Crime Analysts
- Juvenile Justice Advisory Committee
- Community Resources for Justice, and
- Massachusetts Institute for a New Commonwealth.

OGR grant managers emailed the survey introduction and link to contacts for a variety of grant programs including:

- JAG
- Traffic Enforcement and STEP (Sustained Traffic Enforcement)
- Shannon Community Safety Initiative
- Residential Substance Abuse Treatment program

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[1] The Massachusetts stakeholder survey draws heavily from these sources:
National Criminal Justice Association, *2018 Byrne JAG Strategic Planning Stakeholder Survey: A Report to the Kansas Governor's Grant Office.* L. Sampson (personal communication, Feb 11, 2019). The Indiana Criminal Justice Institute Research and Planning Division. *Edward Byrne Memorial Justice Assistance Grant (JAG) Program Indiana Strategic Plan 2017-2010. Accessed on 2/11/19*
https://www.in.gov/cji/files/2016_JAG_Strategic_Plan_Final.pdf

- Bulletproof Vest Program
- Municipal Public Safety Staffing Grant (MUNI)
- Homeland Security Advisory Councils (HSAC)

OGR strived to reach survey respondents that were not directly solicited through our email distribution and contact lists through snowball sampling, (asking survey recipients to pass along the survey link to others in their field).

The survey closed on March 12, 2019 at 5:00 pm with 210 responses. The survey consisted of five sections (see Appendix A survey instrument; separate attachment). Initial compilation of the data revealed that the number of responses dropped with each new section of the survey.

A breakdown of the number of survey responses by section is shown in Table 1 below.

**Table 1. JAG Stakeholder Survey Sections and Questions with Number of Responses**

| Section Heading | Questions | Number of Responses |
|---|---|---|
| **Agency Role/Geographic Coverage** | **1-4** | **210** |
| **Data and Technology** | **5-8** | **197** |
| **Prioritizing Federal JAG Purpose Areas** | **9-20** | **181** |
| Jag Application/Funding History | 21 – 24 | 179 |
| Additional comments – optional | 25 | 26 |

The analyses focuses on the 181 (86.2%) surveys where the bulk of the survey questions (1-20) are complete.  In the ensuing discussion of the survey results, the number of respondents (n) is provided in the title of each depicted table or graph. The survey results are very informative and discussed in this report. The most relevant survey questions, with aggregate data and highlights are presented in the analyses.

A larger part of the overall program design revolves around a major overhaul of the Massachusetts criminal justice system. Massachusetts is undergoing major criminal justice reform involving stakeholders in a myriad of planning and development efforts.  Some of the changes outlined in the 177-page bill are: [2]

- Enhance programming available in prisons and jails;
- Enhance community supervision and expand behavioral health resources;
- Encourage district attorneys to create and use diversion programs for special populations including veterans, persons with mental illness, and those with substance abuse issues;
- Increase penalties for trafficking of fentanyl and carfentanil, and repeat drunk driving; and
- Implement a number of juvenile justice provisions.

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[2] Massachusetts underwent a systematic review of their criminal justice system, working with the Council of State Governments Justice Center, culminating in the enactment of Chapter 69 of the Acts of 2018, also known as the criminal justice reform bill, April 13, 2018.

An inter-branch, interagency oversight board meets to monitor and ensure implementation of the justice reinvestment policies, and the new legislation mandates a number of additional special commissions and advisory boards. These boards and commissions empower the Secretary of Public Safety and Security and other criminal justice leadership positions to implement the necessary changes outlined in the law.

OGR utilizes outside reviewers from a cross section of criminal justice, victim services, public safety stakeholders, and community-based agencies who read and evaluate proposals for JAG funding and make recommendations to EOPSS regarding awards.

Furthermore, EOPSS and OGR have a number of advisory councils that include these and other groups that provide stakeholder input on policy and resource allocation, including the following:

- Forensic Sciences Advisory Board
- Medico Legal Commission
- Criminal Justice Information Services
- Juvenile Justice Advisory Committee
- Municipal Police Training Committee
- State 911 Commission
- Regional Homeland Security Councils

OGR is engaged in numerous activities that promote multi-agency collaboration and program coordination relative to the JAG Program. These collaborations range from partnerships with other federal, state, and local criminal justice agencies and coordination with state and federal grant programs. The following are a few examples of ongoing coordination efforts in which OGR participates:

- Special Commission to Study the Criminal Justice System;
- Pediatric Sexual Assault Nurse Examiner (Pedi-SANE) Advisory Committee;
- Governor's Council to Address Sexual Assault and Domestic Violence;
- Violence Against Women Act Advisory Committee;
- Massachusetts Chiefs of Police Association;
- Massachusetts Sheriffs' Association;
- Massachusetts District Attorney Association;
- Juvenile Detention Alternatives Initiative;
- Governor's Juvenile Justice Advisory Committee (OJJDP State Advisory Group).

The above collaborations, as well as many more not listed, are part of a much larger strategic plan that results in the funding and implementation of evidence-based, proven effective programs throughout the State of Massachusetts. Each program addresses a specific need and fills in gaps for the types of services identified through this immense collaborative effort.

By fostering collaboration and program coordination, and through a combination of state and federal funding, OGR provides a comprehensive portfolio of grant programs for which public and private agencies and municipalities may apply. A primary example of this is the legislatively mandated and funded anti-gang, youth violence grant, Charles E. Shannon Jr. Community Safety Initiative (Shannon Grant CSI), which has awarded approximately $70

million to local communities and research partners since state fiscal year 2009. In order to combat youth violence, the grant requires collaborative relationships be developed and strengthened among police, prosecutors, human service agencies, and community service providers.

As the SAA for numerous federal and state grant initiatives, OGR personnel are well versed in the strategic planning process and the funding of evidence-based programs that have been implemented successfully over many years by JAG, VAWA, and RSAT subgrantees as well as State funded Shannon grantees.

The Commonwealth, through OGR, continues to engage in numerous activities designed to promote multi-agency collaboration and program coordination to address JAG priorities. By fostering collaboration and program coordination, OGR provides a comprehensive portfolio of grant programs. Annually, several million dollars in federal and state funds are disbursed statewide for public safety and criminal justice-related purposes.

Some of our more recent and effective federal and state funded programs are/were:

- Local Law Enforcement Equipment and Technology Grant
- Heroin and Opioid Initiative for State Agencies & Local Units of Government
- Buyer Diversion Grant Program
- Gateway Cities Grant Program
- Shannon CSI
- Municipal Police Staffing Grant
- Bulletproof Vest Program
- Summer Youth Day Program

In order to best serve the constituents of Massachusetts, EOPSS and OGR work in partnership with numerous state and local agencies to address widespread public safety concerns that impact the Commonwealth.

Throughout the entire planning process members of the committee were fully vested in identifying and approving the State's priorities for JAG funding. This involved numerous hours reviewing and interpreting data, analyzing the summary results of the survey (see Appendix B), researching existing programs and identifying gaps in service, and providing OGR with comments and suggestions when reviewing the draft plan. Stakeholders were engaged from start to finish, providing valuable time, resources and expertise to the formulation and completion of the plan. Thanks to the invaluable contributions by the committee members, Massachusetts has put forward a strategic plan that will provide funding to the identified priority areas that will have the largest impact on the issues each area is facing.

# Crime Statistics

TOTAL PART I ARREST RATES BY OFFENSE TYPE

The FBI tracks data on Part I offenses, which consist of property crime: burglary, larceny, motor vehicle theft, and arson; and violent crimes: homicide, rape, robbery, and aggravated assault. Table 1 displays the Part 1 total arrest rates by offense at both the statewide and national levels over a ten-year period. Between 2008 and 2017, there is a dramatic reduction in crime rates nationally and with few exceptions, the same trend is apparent for Massachusetts.

**Table 1.**

|  |  |  |  |  | Rate (per 100,000 persons) | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Part I Arrest Rates** | **2008** | **2009** | **2010** | **2011** | **2012** | **2013** | **2014** | **2015** | **2016** | **2017** | **% change '08-'17** | **% change '16-'17** |
| MA Property Crime Arrests | 317.4 | 327.8 | 326.8 | 308.6 | 308.6 | 307.6 | 295.9 | 251.5 | 232.6 | 209.6 | -34.0 | -9.9 |
| US Property Crime Arrests | 565.2 | 571.1 | 538.5 | 531.3 | 528.1 | 513.2 | 490.2 | 458.9 | 420.6 | 383.7 | -32.1 | -8.8 |
| MA Burglary | 64.0 | 61.3 | 64.2 | 61.8 | 56.9 | 52.5 | 46.0 | 37.1 | 33.2 | 32.8 | -48.8 | -1.2 |
| US Burglary | 102.3 | 98.1 | 94.3 | 95.6 | 90.7 | 82.9 | 74.9 | 67.5 | 64.3 | 61.2 | -40.2 | -4.8 |
| MA Larceny | 238.9 | 253.6 | 247.9 | 233.7 | 240.7 | 244.5 | 238.5 | 204.4 | 188.6 | 166.2 | -30.4 | -11.9 |
| US Larceny | 425.7 | 442.3 | 417.5 | 410.6 | 411.9 | 405.5 | 390.9 | 364.5 | 326.5 | 291.8 | -31.5 | -10.6 |
| MA Motor Vehicle Theft | 12.1 | 11.4 | 12.5 | 11.7 | 9.2 | 8.7 | 10.0 | 9.1 | 9.6 | 9.3 | -23.1 | -3.1 |
| US Motor Vehicle Theft | 32.5 | 26.8 | 23.1 | 21.4 | 21.9 | 21.4 | 21.5 | 24.2 | 26.7 | 27.9 | -14.2 | 4.5 |
| MA Arson | 2.3 | 1.6 | 2.2 | 1.4 | 1.8 | 1.9 | 1.4 | 0.9 | 1.2 | 1.3 | -43.5 | 8.3 |
| US Arson | 4.7 | 4.0 | 3.7 | 3.8 | 3.7 | 3.4 | 2.9 | 2.8 | 3.0 | 2.8 | -40.4 | -6.7 |
| MA Violent Crime Arrests | 214.3 | 212.1 | 211.8 | 192.8 | 175.0 | 164.0 | 168.2 | 158.9 | 150.0 | 141.9 | -33.8 | -5.4 |
| US Violent Crime Arrests | 198.2 | 191.2 | 179.2 | 172.3 | 166.3 | 159.8 | 156.7 | 157.2 | 159.7 | 159.2 | -19.7 | -0.3 |
| MA Homicide | 1.3 | 1.2 | 1.4 | 1.5 | 0.8 | 0.8 | 0.8 | 0.8 | 0.9 | 1.0 | -23.1 | 11.1 |
| US Homicide | 4.3 | 4.1 | 3.6 | 3.5 | 3.5 | 3.4 | 3.3 | 3.5 | 3.7 | 3.7 | -14.0 | 0.0 |
| MA Rape | 5.3 | 5.3 | 6.2 | 4.8 | 4.0 | 4.2 | 4.5 | 4.4 | 4.7 | 4.5 | -15.1 | -4.3 |
| US Rape | 7.5 | 7.0 | 6.5 | 6.3 | 5.8 | 5.5 | 6.6 | 7.1 | 7.3 | 7.2 | -4.0 | -1.4 |
| MA Robbery | 35.5 | 34.7 | 30.2 | 30.3 | 26.0 | 24.5 | 24.2 | 19.4 | 19.6 | 18.6 | -47.6 | -5.1 |
| US Robbery | 43.6 | 42.0 | 36.6 | 34.5 | 33.1 | 32.0 | 29.7 | 29.7 | 29.8 | 28.9 | -33.7 | -3.0 |
| MA Aggravated Assault | 172.2 | 170.9 | 174.0 | 156.2 | 144.3 | 134.4 | 138.7 | 134.3 | 124.8 | 117.9 | -31.5 | -5.5 |
| US Aggravated Assault | 142.9 | 138.2 | 132.6 | 128.0 | 123.9 | 118.8 | 117.1 | 117.0 | 119.0 | 119.4 | -16.4 | 0.3 |
| MA Total Part I Arrests | 531.7 | 539.9 | 538.6 | 501.4 | 483.6 | 471.6 | 464.1 | 410.4 | 382.6 | 351.5 | -33.9 | -8.1 |
| US Total Part I Arrests | 763.4 | 762.3 | 717.7 | 703.6 | 694.4 | 673.0 | 646.9 | 616.1 | 580.3 | 542.9 | -28.9 | -6.4 |

Source: Federal Bureau of Investigation, *Uniform Crime Reports*, 2007-2015, Table 41; 2016, Table 20 (National data) and 2007-2015, Table 69; 2016, Table 22 (MA data).

Figure 1 reveals that the US total Part I arrest rates are significantly higher than the Massachusetts rates during the ten-year trend analysis. Comparing the violent crime arrest rates, between 2008 and 2015, the Massachusetts violent crime arrest rates were higher than the national rates. In 2016 and 2017, the Massachusetts violent crime rates were lower than the national rate.
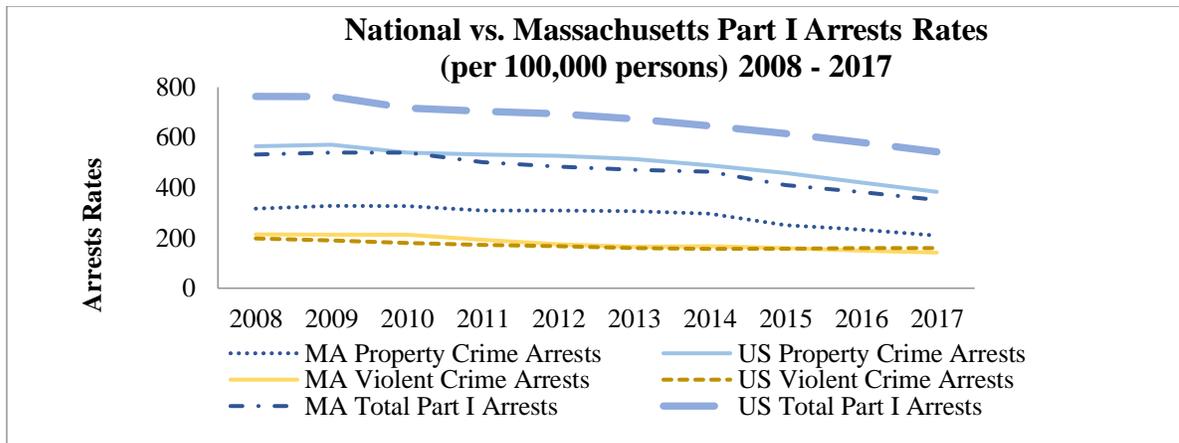
*Figure 1. Source: Federal Bureau of Investigation, Uniform Crime Reports, 2007-2015, 2017 Table 41; 2016, Table 20 (National data) and 2007-2015, 2017 Table 69; 2016, Table 22 (MA data).*

TOTAL PART I JUVENILE ARREST RATES BY OFFENSE TYPE

Table 2 displays the Part I juvenile arrest rates at both the statewide and national levels over a ten-year period. Between 2008 and 2017, there is a dramatic reduction in crime rates both nationally and in Massachusetts.

**Rate (per 100,000 persons)**

**Table 2.**

| Part I Juvenile Arrest Rates | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | % change '08-'17 | % change '16-'17 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MA Property Crime Arrests | 52.5 | 51.4 | 45.5 | 33.9 | 27.6 | 26.7 | 21.2 | 21.4 | 20.0 | 18.1 | -65.5% | -9.5% |
| US Property Crime Arrests | 147.2 | 139.4 | 120.9 | 108.5 | 95.0 | 80.8 | 73.9 | 65.5 | 57.3 | 52.3 | -64.5% | -8.7% |
| MA Burglary | 11.7 | 10.6 | 10.0 | 7.7 | 6.6 | 6.2 | 4.9 | 4.1 | 3.3 | 4.3 | -63.2% | 30.3% |
| US Burglary | 27.9 | 24.8 | 21.4 | 19.9 | 17.3 | 14.1 | 12.7 | 11.1 | 9.9 | 9.6 | -65.6% | -3.0% |
| MA Larceny | 38.0 | 38.5 | 32.3 | 24.2 | 19.1 | 18.9 | 14.5 | 15.7 | 14.4 | 12.0 | -68.4% | -16.7% |
| US Larceny | 108.9 | 106.3 | 93.0 | 82.5 | 72.1 | 61.6 | 56.2 | 49.0 | 41.7 | 37.0 | -66.0% | -11.3% |
| MA Motor Vehicle Theft | 2.0 | 1.7 | 2.1 | 1.5 | 1.1 | 1.0 | 1.3 | 1.4 | 1.7 | 1.4 | -30.0% | -17.6% |
| US Motor Vehicle Theft | 8.3 | 6.6 | 5.1 | 4.5 | 4.2 | 3.9 | 4.0 | 4.5 | 4.9 | 5.0 | -39.8% | 2.0% |
| MA Arson | 0.8 | 0.6 | 1.2 | 0.5 | 0.8 | 0.6 | 0.5 | 0.3 | 0.5 | 0.4 | -50.0% | -20.0% |
| US Arson | 2.2 | 1.8 | 1.5 | 1.6 | 1.4 | 1.2 | 1.0 | 0.8 | 0.8 | 0.7 | -68.2% | -12.5% |
| MA Violent Crime Arrests | 30.2 | 26.9 | 26.3 | 20.3 | 16.0 | 15.3 | 14.6 | 14.3 | 13.2 | 12.2 | -59.6% | -7.6% |
| US Violent Crime Arrests | 32.0 | 28.4 | 24.6 | 21.9 | 19.4 | 17.8 | 16.8 | 16.0 | 16.1 | 16.2 | -49.4% | 0.6% |
| MA Homicide | 0.1 | 0.1 | 0.1 | 0.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.1 | 0.1 | 0.0% | 0.0% |
| US Homicide | 0.4 | 0.4 | 0.3 | 0.3 | 0.2 | 0.2 | 0.2 | 0.2 | 0.3 | 0.3 | -25.0% | 0.0% |
| MA Rape | 0.5 | 0.4 | 0.6 | 0.5 | 0.2 | 0.3 | 0.3 | 0.2 | 0.4 | 0.4 | -20.0% | 0.0% |
| US Rape | 1.1 | 1.0 | 0.9 | 0.9 | 0.8 | 0.9 | 1.0 | 1.1 | 1.1 | 1.2 | 9.1% | 9.1% |
| MA Robbery | 8.1 | 7.3 | 5.3 | 4.8 | 3.6 | 3.7 | 3.9 | 3.2 | 2.9 | 2.7 | -66.7% | -6.9% |
| US Robbery | 11.9 | 10.5 | 8.8 | 7.7 | 6.8 | 6.5 | 6.1 | 5.7 | 6.0 | 6.0 | -49.6% | 0.0% |
| MA Aggravated Assault | 21.5 | 19.0 | 20.3 | 14.9 | 12.2 | 11.4 | 10.4 | 10.7 | 9.8 | 9.0 | -58.1% | -8.2% |
| US Aggravated Assault | 18.6 | 16.5 | 14.6 | 13.1 | 11.6 | 10.2 | 9.5 | 8.9 | 8.7 | 8.6 | -53.8% | -1.1% |
| MA Total Part I Arrests | 82.7 | 78.3 | 71.8 | 54.2 | 43.7 | 42.0 | 36.0 | 36.0 | 33.2 | 30.3 | -63.4% | -8.7% |
| US Total Part I Arrests | 179.3 | 167.7 | 145.5 | 130.4 | 114.5 | 98.6 | 90.7 | 81.5 | 73.4 | 68.5 | -61.8% | -6.7% |

Source: Federal Bureau of Investigation, *Uniform Crime Reports*, Table 41 (National data) and Table 69 (MA data), 2006-2015.

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# Survey Results

## Respondent's Role/Geographic Coverage

*Q1: Identify your agency/organization's role in the criminal justice system. (Specify up to three roles indicating top choice as #1, second-choice as #2, and third-choice as #3).*

**Agency/Organization's Role in the Criminal Justice System (count of #1,#2, #3 agency roles) (n = 181)**

| Role | Count |
|---|---|
| Law Enforcement | 143 |
| Community-Based Organization | 29 |
| Victim Services/Assistance | 23 |
| Administration and Policy | 18 |
| Community Member | 16 |
| Juvenile Justice | 15 |
| Youth Services/Programs | 15 |
| Prosecution | 14 |
| Mental Health | 13 |
| Education | 12 |
| Courts | 10 |
| Community Corrections/Reentry | 7 |
| Public Health | 6 |
| Corrections | 5 |

*Figure 2.* Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.

Roles with less than 5 responses: Substance Abuse Treatment (4) Other - Research (4), Social Services (3), Other - Emergency Management (2), Other - not specified (2), Probation (2), Defense (1), Other - Forensic Nursing/SANE (1), Other –Training, Parole (1), Crime Lab/Forensics (0).

- The survey had a heavy law enforcement response, with 79% of respondents listing law enforcement as one of their top 3 agency roles (136 respondents as #1).

- Due to the over-representation of responses from law enforcement, survey results are grouped into three categories by role in the CJ system: 1) law enforcement, 2) criminal justice agencies, and 3) human services agencies. Survey responses are viewed through this lens, providing a more balanced view of the data and adjust for the heavy law enforcement response.

*Q2: Select the area in which you work (select one response).*
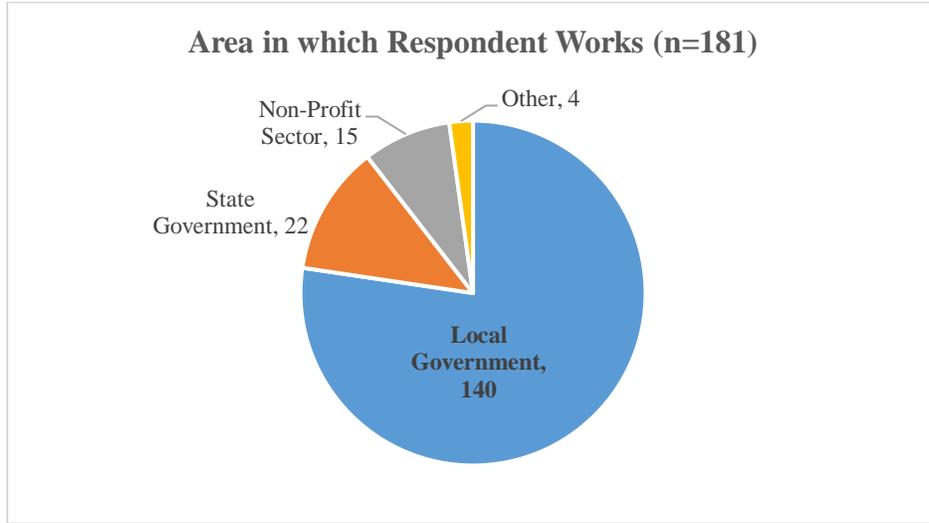


*Figure 3. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*
"Other" consists of private sector (2), federal government (1), and health care (1).

- As shown in Figure 3, 77.3% of respondents work for local (municipal) government.

- 12.2% of respondents work for state government.

- 8.3% of respondents work in the non-profit sector.

- Figure 4 reveals that local government responses were heavily represented by law enforcement agencies (96.4%).

- The majority of state government responses were criminal justice agencies (63.6%).

- Responses from the non-profit sector were mainly from human services agencies (80%).
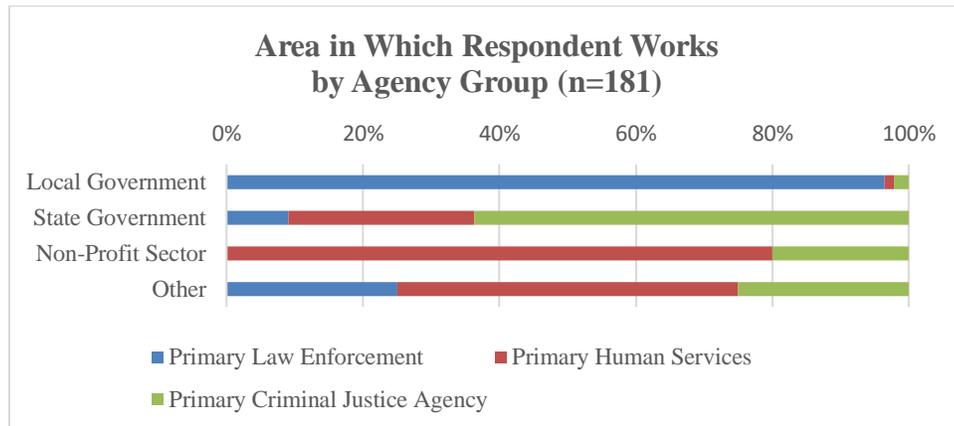


*Figure 4. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

*Q3: Identify the Massachusetts counties where your agency provides services. (If your agency serves the whole state, select STATE as your response).*



**County Where Agency Provides Services by Agency Group (233 responses, 181 respondents)**
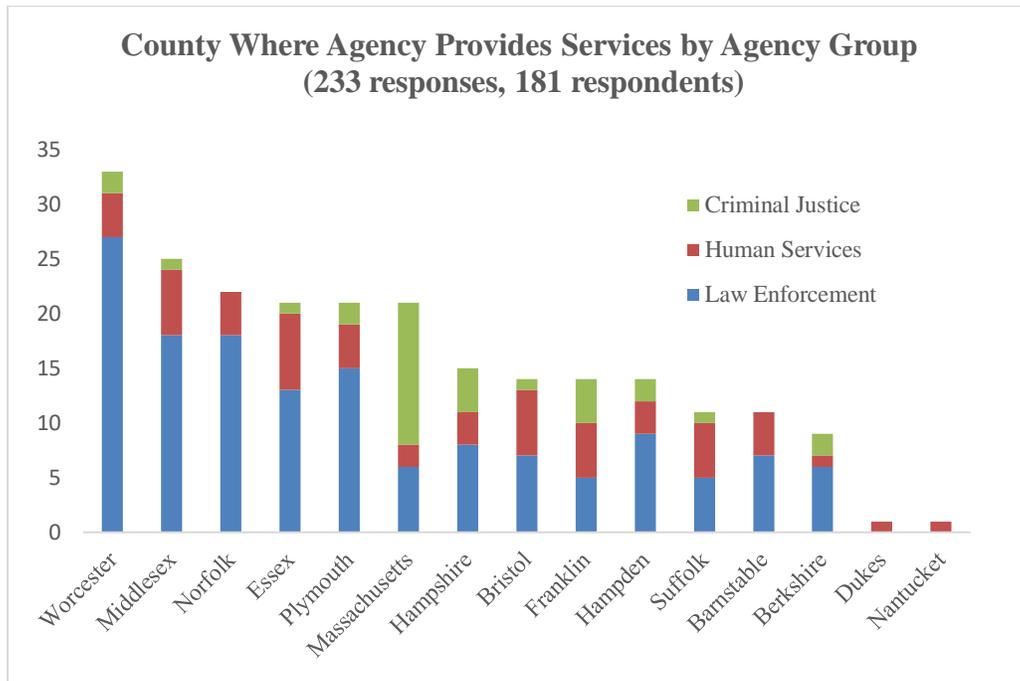
*Figure 5. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

- Of the 181 respondents, 170 (93.9%) selected one response option, and 11 respondents selected multiple areas:

- Each of the 14 counties in Massachusetts are represented in the responses:

   o Worcester, the county with the second highest population in Massachusetts, was selected most often (33), followed by Middlesex county, the state's most populous county.

   o Nantucket and Dukes counties (the counties with the smallest populations in the state, inhabiting the islands of Nantucket and Martha's Vineyard) were selected just once.

- Twenty-one agencies responded that they provide services to the state (or provide coverage to each county in the state):

   o 61.9% of the state agency respondents were from criminal justice agencies.

*Q4: Describe the area(s) served by your agency (select one response).*



**Area in Which Respondent Works by Agency Group (n=181)**
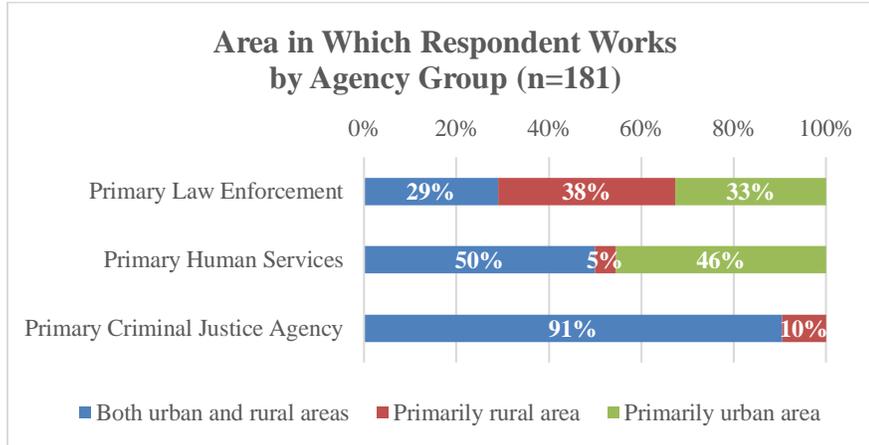
*Figure 6. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

Within each agency group, the distribution of service area varies widely (Figure 6):

- The law enforcement agencies are fairly evenly distributed across rural, urban and mixed urban/rural areas

- Human services agencies serviced mostly urban and mixed urban/rural, with 5% primarily rural

- 91% of the criminal justice agencies served mixed urban/rural areas, with 10% primarily rural.

**Data and Technology**

*Q5: Accurate data is essential for data-driven decision making. Do you feel your agency has adequate resources for data access/management/analysis and information sharing? (select one response)*

| Table 3. Does Agency have Adequate Resources for Data Access/Management/Analysis and Information Sharing? (n=181) | | |
|---|---|---|
| | Number | Percent |
| Yes | 118 | 65.2% |
| No | 59 | 32.6% |
| Do Not Know | 4 | 2.2% |
| Total | 181 | 100.0% |

**Does Agency Have Adequate Resources for Data Access/Management/Analysis and Information Sharing by Agency Group (n=181)**
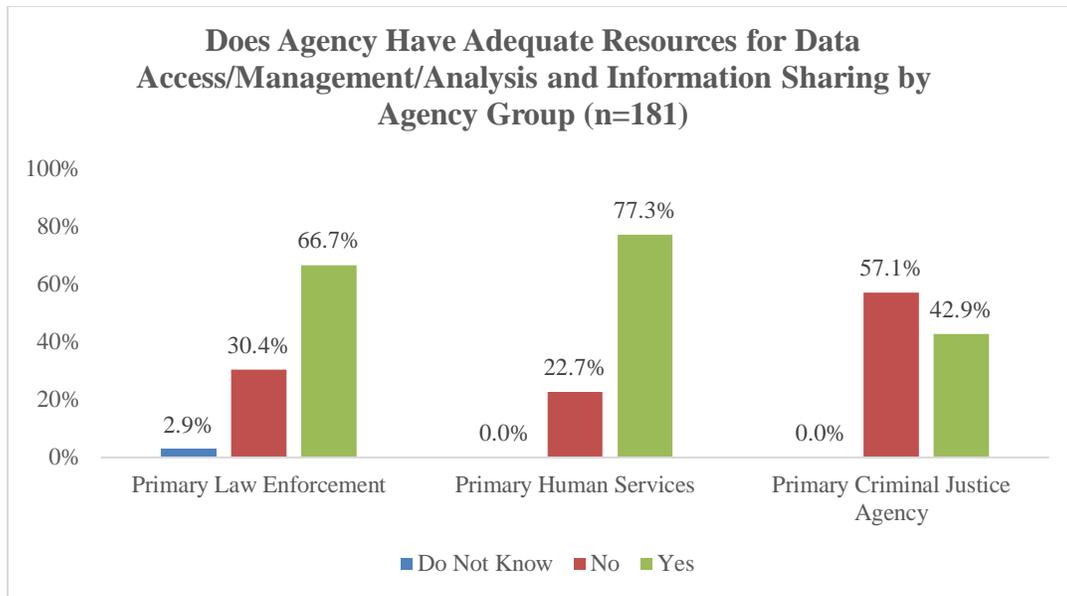
*Figure 77. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

- 65.2% of respondents reported their agency has adequate resources for data access, management, analysis and information sharing.

- When broken down by agency group, respondents' from human services agencies had the highest percentage of affirmative responses (77.3%), followed by those from law enforcement agencies (66.7%).

- The majority of respondents from criminal justice agencies felt their agency did not have adequate data resources (57.1%).

*Q6: Does your agency have access to electronic data to help you plan, evaluate your program, and/or determine outcomes? (select one response)*

| **Table 4. Does Agency have Electronic Data for Planning, Evaluation, Outcomes? (n=181)** | | |
|---|---|---|
| | Number | Percent |
| Data is not automated | 20 | 11.0% |
| Have automated data system – easy to access information | 86 | 47.5% |
| Have automated data system – difficult to access information | 70 | 38.7% |
| Do not know | 5 | 2.8% |
| Total | 181 | 100.0% |

- Table 4 shows almost 50% of the survey respondents stated their agency data is not automated (11.0%) or they have an automated data system, but it is difficult to access information (38.7%).

- Conversely, just under 50% of respondents reported their agency has access to electronic data to help plan, evaluate their program, and/or determine outcomes.
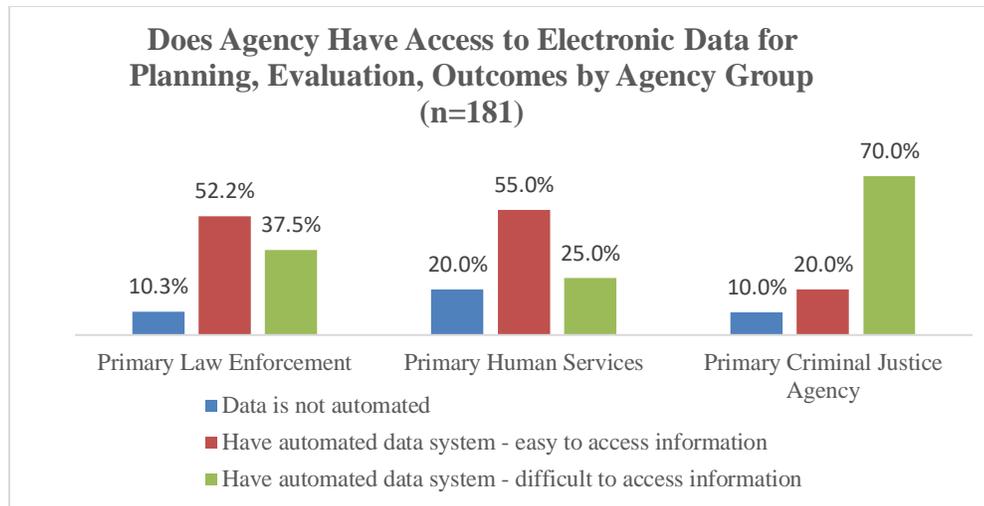
*Figure 8. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

Figure 8 is discussed below:

- Automated data is easy to access for research, planning, and outcome measurement:

  o 52.2% of the law enforcement group

  o 55% of the human services agency group

  o 20% of the criminal justice agency group

- Agency data is not automated:

  o 20% of the human services group

  o 10% for law enforcement and 10% for criminal justice agency groups

- Agency has automated data but it is difficult to access for planning, evaluation and outcomes:

  o 70% for the criminal justice agency group

  o 37.5% for law enforcement group

  o 25% for human services group

*Q7: If your agency does not have adequate technology resources or access to the data you need, what is your most pressing technology or information sharing need?*

- 75 of the 181 survey respondents (41%) stated their agency does not have adequate technology resources or access to the data they need. The most pressing technology or information sharing needs are grouped and displayed below. Access to data and data analytics were cited as the most pressing need areas.

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**Agency's Most Pressing Technology or Information Sharing Need (n=75)**

Data Access – 20
Data Analytics – 20
Data Management – 11
IT – 9
Case Management – 6
Technology – 6
Software – 3
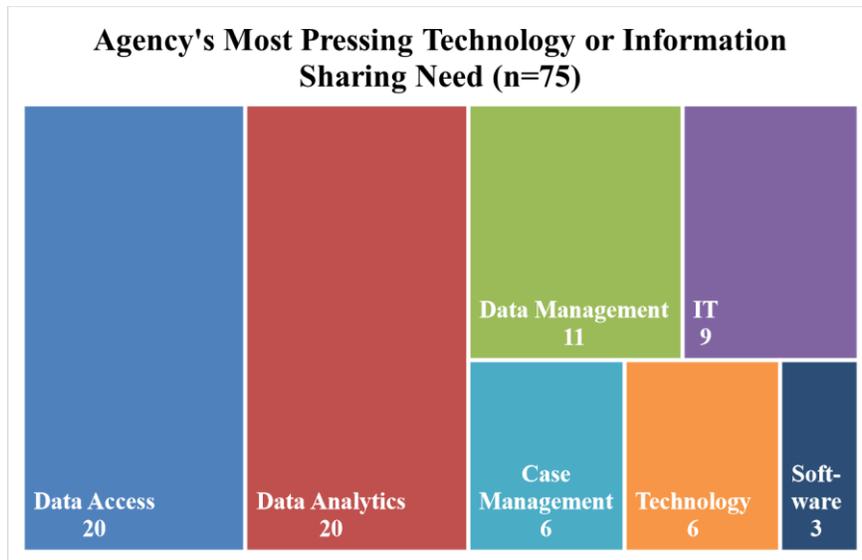
**Data Access -** Access to: cross agency reports, interagency data, crime data, MVA & traffic information, other states' and federal criminal record data, and better state run data/information websites that collect, analyze and dispense data.

**Data Analytics** - Crime analyst, crime-mapping capabilities, increased ability to analyze different forms of data, and specialized research support and data analysis capabilities.

**Data Management -** Updated record management systems, more user-friendly data management system, ability to clean and check data, increased data security, increased data storage, and increased data consistency.

**Case Management** - More user friendly/updated case management systems, and capability to track specific categories of data.

**Information Technology (IT)** - Increased computing speed, training on new technology and software, updated electronic data system, and more knowledgeable senior leaders in IT.

**Technology** - Improved physical technology in the workplace including tablets and computers.

**Software** - Improved software, continued licensing, software training, and streamlined software to access data.

*Figure 9. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

**Agency's Most Pressing Technology or Information Sharing Need by Agency Group (n=181)**

Legend: ■ Data Access ■ Data Analytics ■ Data Management ■ IT ■ Case Management ■ Technology ■ Software ■ Not Applicable
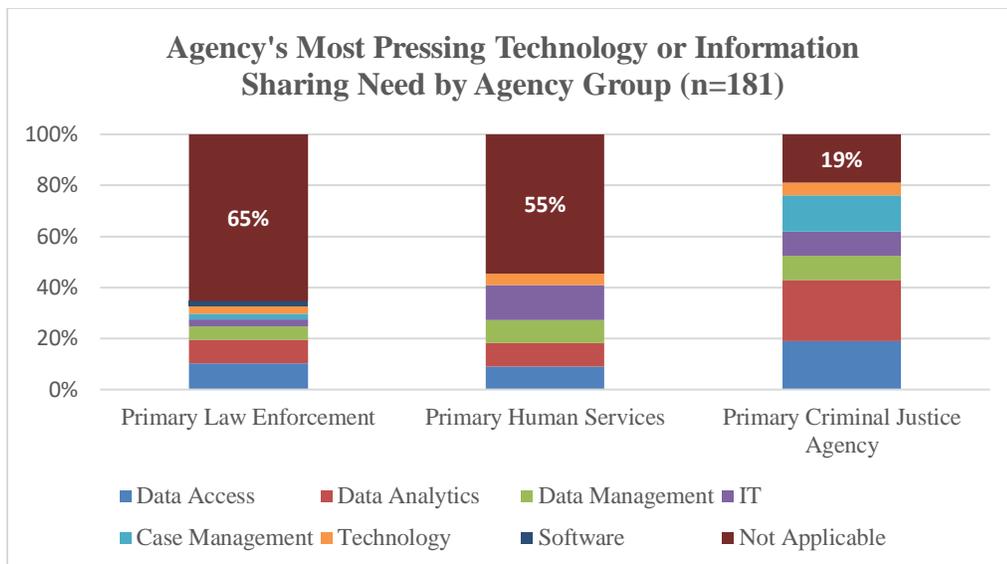
*Figure 10. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

Figure 10 shows the most pressing technology or information sharing need categories by agency group with the "not applicable" responses included.

Responses were categorized into "not applicable" when respondents skipped this question, wrote in the response "not applicable" or responded that their agency has adequate technology resources and access to the data they need.

- Responses by agency group show a large disparity with 65% of law enforcement responses and 55% of human services agency responses as not applicable, whereas only 19% of criminal justice agency responses are not applicable.

- Responses by agency group indicate:

  o 81% of those in the criminal justice agency group responded they do not have adequate technology resources or access to data compared with 45% for human services and 35% for law enforcement.

*Q8: Select all the justice system partners that exchange data electronically with your agency (this would not include exchange of data via email). **If you do not exchange data electronically with another agency, please check the first box below).***
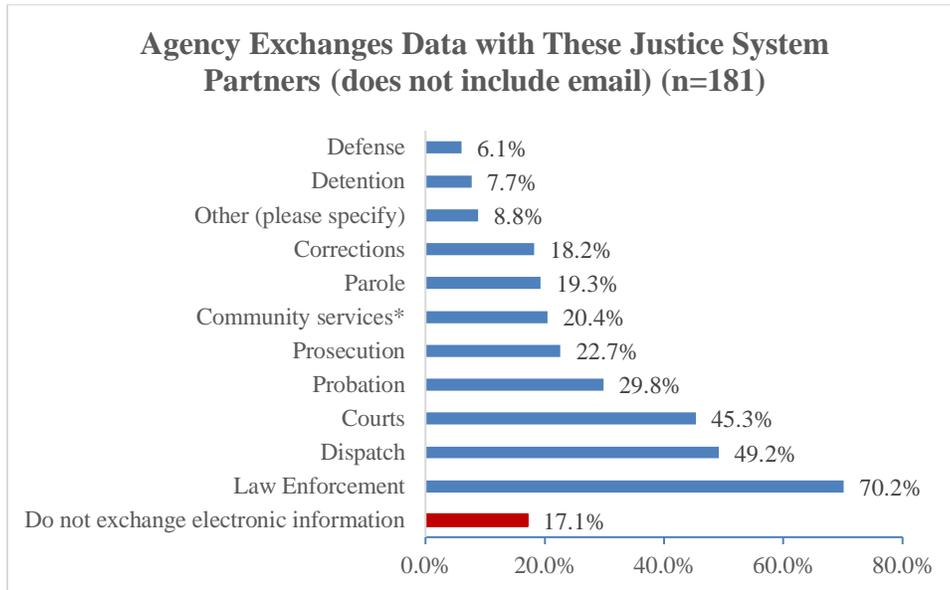


*Figure 11. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*
The category "Community Services" includes behavioral health, housing, employment, and benefit eligibility.

The responses in Figure 11 reflect a high frequency of data exchange between agencies and one or more criminal justice partners:

- 7 out of 10 respondents report their agency exchanges data with law enforcement (70.2%)

- 5 out of 10 exchange with dispatch (49.2%)

- 4.5 out of 10 exchange with courts (45.3%)

- 3 out of 10 exchange with probation (29.8%)

Conversely, 17.1% of respondents reported their agency did not exchange data with justice system partners.

## Prioritized Federal JAG Purpose Areas and Initiatives

*Q9: Other than general program funding, select the top 3 areas of need for Purpose Area 1 - Law Enforcement Programs.*
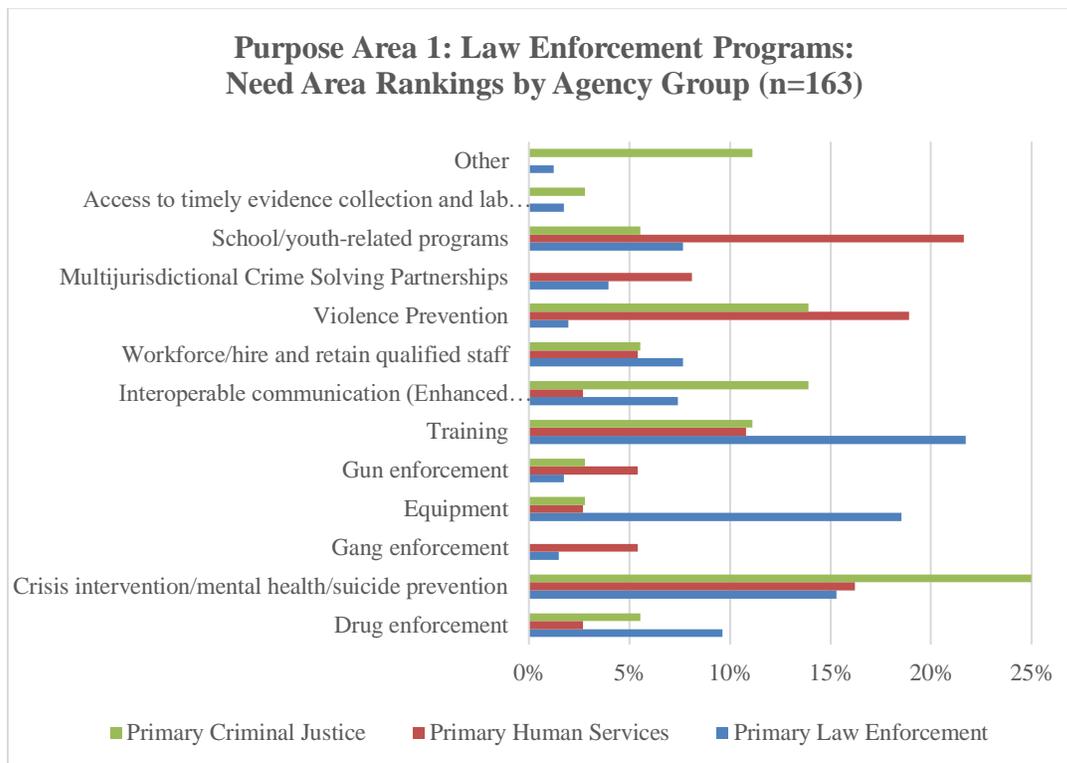


*Figure 12. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

For JAG Purpose Area 1 - Law Enforcement Programs, the most reported top 3 choices are displayed in Figure 12 and highlighted below:

- Law enforcement:

    o  #1 Training (22%)

    o  #2 Equipment (19%)

    o  #3 Crisis intervention/mental health/suicide prevention (15%)

- Criminal justice agencies:

    o  #1 Crisis intervention/mental health/suicide prevention (25%)

    o  #2 Violence prevention (14%), Interoperable communication (enhanced information sharing) (14%)

    o  #3 Training (11%), Other (11%)

- Human services agencies:

    o #1 School/youth-related programs (22%)

    o #2 Violence prevention (19%)

    o #3 Crisis intervention/mental health/suicide prevention (16%)

Overall, crisis intervention/mental health/suicide prevention was one of the top three need areas for law enforcement programs for all three agency groups. Additionally, training, and violence prevention were also ranked as a top three need area by respondents from two out of three agency groups.

*Q10: Within the law enforcement purpose area, select up to three types of equipment most needed in your community. (If this area is not applicable to your agency, please check the first response below).*

**Law Enforcement Equipment Most Needed in Community, Respondents' Top Three Choices (n=150)**

| Equipment | Value |
|---|---|
| Riot Gear | 7 |
| Other (please specify) | 11 |
| Fingerprint scanner | 21 |
| Tasers/nonlethal weapons | 35 |
| Electronic evidence management systems | 36 |
| Bulletproof vests | 36 |
| Digital ticketing | 37 |
| In-car/body worn cameras | 40 |
| Mobile data terminals and accessories | 43 |
| Surveillance equipment | 43 |
| License reader | 46 |
| Radios, accessories, repeaters/repeater antenna | 74 |

*Figure 13. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey May 2019.*

- As shown in Figure 13, 17% of respondents (n=31) reported this question was not applicable to their agency.

- Of the 150 respondents that answered:

    o The most identified equipment need is radios, accessories, repeaters/repeater antenna (this was one of the top three choices for half of the respondents).

    o Riot gear, fingerprint scanner, and "other" were the equipment least often identified as needed (chosen less than 5% as a top three need).

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o   Aside from the three least identified and single most identified equipment need, all other needs are somewhat evenly distributed, chosen as one of the top three needs about one-quarter to one-third of the time.

*Q11: Other than general program funding, select the top 3 areas of need for Purpose Area 2 - Prosecution, Court, Defense and Indigent Defense.*
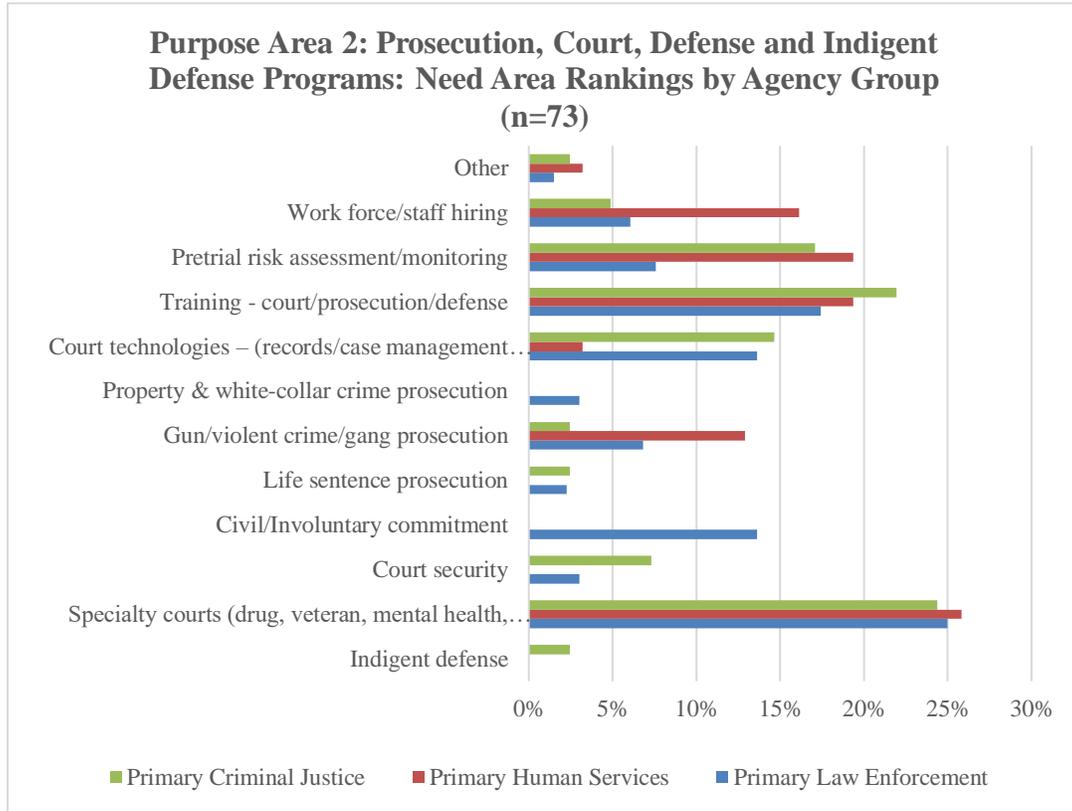


*Figure 14*. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.

Figure 14 shows that within the prosecution, court, defense and indigent defense program area, two areas were consistently ranked as the top two needs: specialty courts, and training for court/prosecution/defense. Criminal justice and human services agency respondents also ranked pretrial risk assessment/monitoring as one of their top three need areas.

- Law enforcement:

   o   #1 Specialty courts (25%)

   o   #2 Training – court/prosecution/defense (17%)

   o   #3 Court technologies (14%), Civil/involuntary commitment (14%)

- Criminal justice agencies:

   o   #1 Specialty courts (24%)

o #2 Training –court/prosecution/defense (22%)

o #3 Pretrial risk assessment/monitoring (17%)

- Human services agencies:

    o #1 Specialty courts (26%)

    o #2 Training –court/prosecution/defense (19%), Pretrial risk assessment/ monitoring (19%)

    o #3 Workforce/staff hiring (16%)

*Q12: Other than general program funding, please select the top 3 areas of need for Purpose Area 3 - Prevention and Education.*



**Purpose Area 3: Prevention and Education Programs: Need Area Rankings by Agency Group (n=150)**
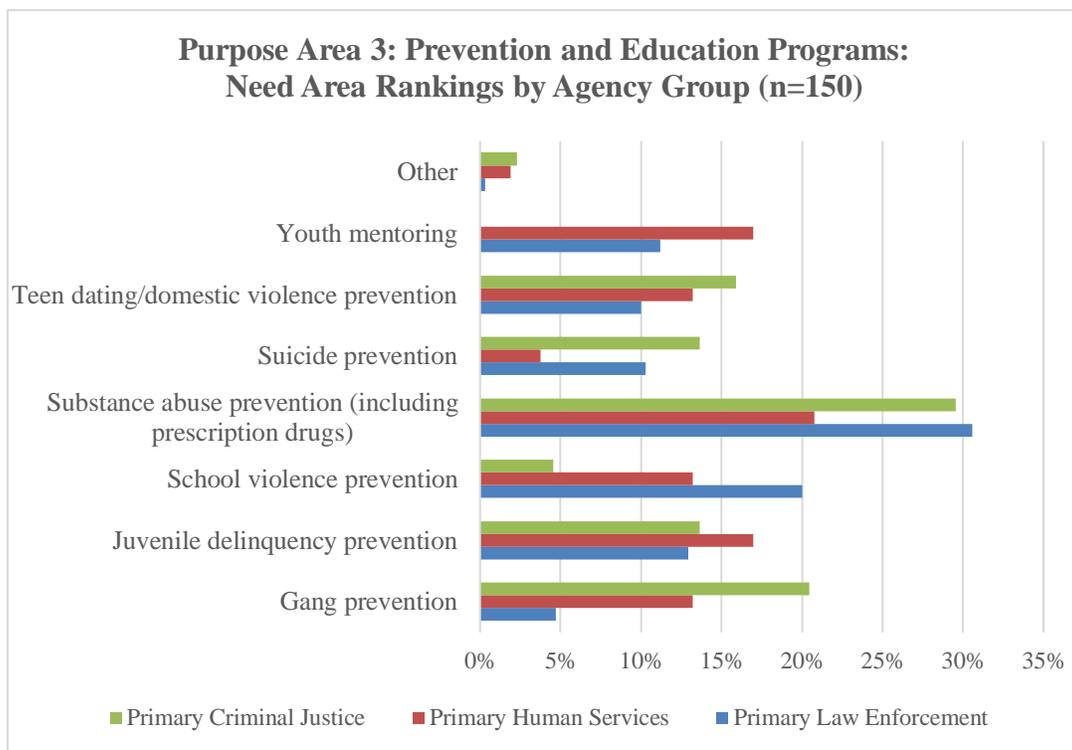
*Figure 15*. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.

As shown in Figure 15, within the prevention and education purpose area 3, substance abuse prevention was the top ranked need for all three agency groups. School violence prevention, teen dating/domestic violence prevention, gang prevention, and juvenile delinquency prevention were also in the top 3 areas of need for two of the three agency groups.

- Law enforcement:

    o #1 Substance abuse prevention (31%)

    o #2 School violence prevention (20%)

    o #3 Juvenile delinquency prevention (13%)

- Criminal justice agencies:

    o   #1 Substance abuse prevention (30%)

    o   #2 Gang prevention (20%)

    o   #3 Teen dating/domestic violence prevention (16%)

- Human services agencies:

    o   #1 Substance abuse prevention (21%)

    o   #2 Juvenile delinquency prevention (17%), Youth mentoring (17%)

    o   #3 Gang prevention (13%), School violence prevention (13%), Teen dating/domestic violence prevention (13%)

*Q13: Other than general program funding, please select the top 3 areas of need for Purpose Area 4 - Corrections/Community Corrections.*



**Purpose Area 4: Corrections/Community Corrections: Need Area Rankings by Agency Group (n=56)**
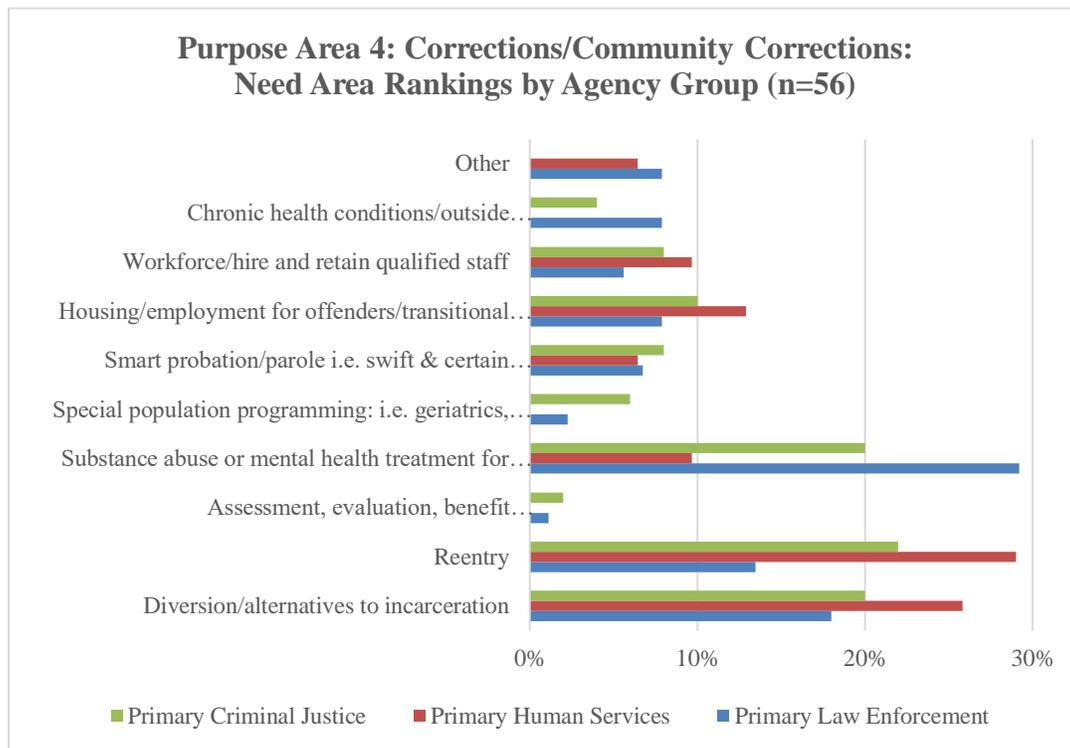
*Figure 16. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

As revealed in Figure 16, reentry, and diversion/alternatives to incarceration both ranked as one of the top three need areas within the corrections/community corrections purpose area 4. Additionally two out of three agencies ranked substance abuse/mental health treatment for incarcerated offenders as one of their top 3 need areas.

- Law enforcement:
    - #1 Substance abuse/mental health treatment for incarcerated offenders (29%)
    - #2 Diversion/alternatives to incarceration (18%)
    - #3 Reentry (13%)
- Criminal justice agencies:
    - #1 Reentry (22%)
    - #2 Substance abuse/mental health treatment for incarcerated offenders (20%), Diversion/alternatives to incarceration (20%)
    - #3 Housing/employment for offenders/transitional living (10%)
- Human services agencies:
    - #1 Reentry (29%)
    - #2 Diversion/alternatives to incarceration (26%)
    - #3 Housing/employment for offenders/transitional living (13%)

*Q14: Other than general program funding, please select the top 3 areas of need for Purpose Area 5 - Drug Treatment and Enforcement.*



**Purpose Area 5: Drug Treatment and Enforcement: Need Area Rankings by Agency Group (n=126)**
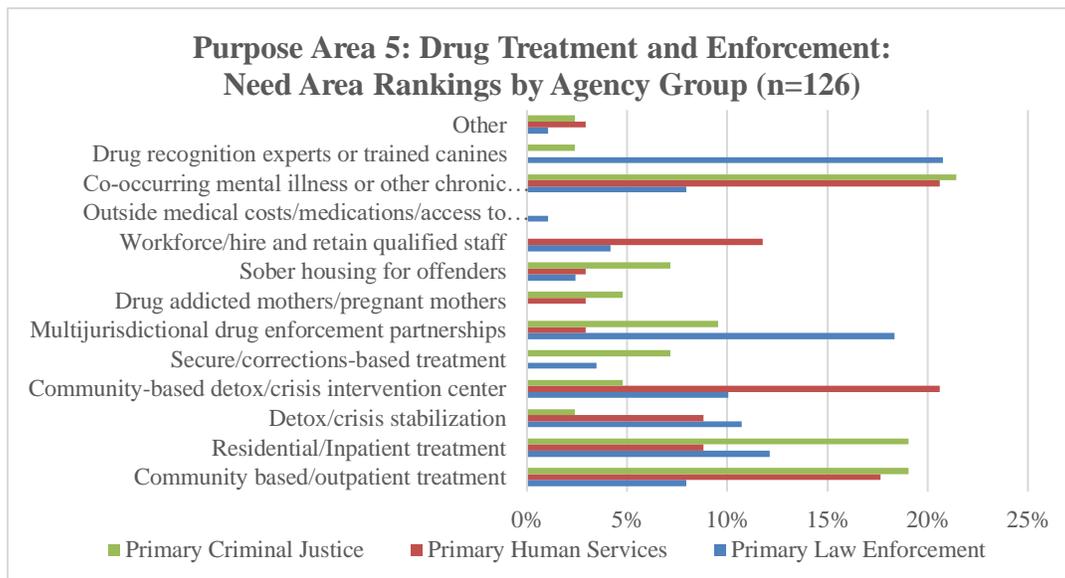
*Figure 17.* Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.

As shown in Figure 17, within purpose area 5 drug treatment and enforcement, there was no areas of need ranked in the top three by all the agency groups, though there were some consistencies with respondents from criminal justice agencies and human services agencies where co-occurring mental illness or other chronic health conditions was ranked as the #1 need area. Law enforcement and criminal justice agency respondents' ranked residential/inpatient treatment and multijurisdictional drug enforcement partnerships as a top three need.

- Law enforcement:

  - #1 Drug recognition experts or trained canines (21%)

  - #2 Multijurisdictional drug enforcement partnerships (18%)

  - #3 Residential/inpatient treatment (12%)

- Criminal justice agencies:

  - #1 Co-occurring mental illness or other chronic health conditions (21%)

  - #2 Residential/inpatient treatment (19%), Community based/outpatient treatment (19%)

  - #3 Multijurisdictional drug enforcement partnerships (10%)

- Human services agencies:

  - #1 Co-occurring mental illness or other chronic health conditions (21%), Community-based detox/crisis intervention center (21%)

  - #2 Community based/outpatient treatment (18%)

  - #3 Workforce/hire and retain qualified staff (12%)

*Q15: Other than general program funding, please select the top 3 areas of need for Purpose Area 6 - Planning, Evaluation, and Technology.*
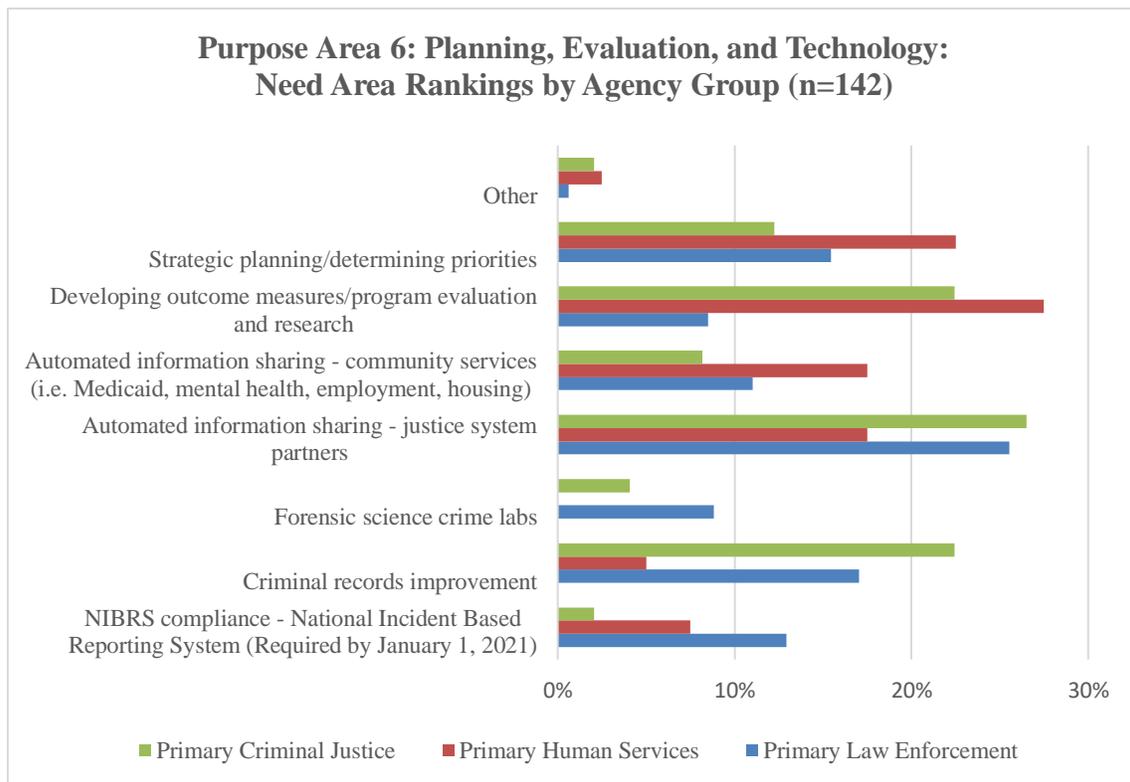


*Figure 18.* Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.

As shown in Figure 18, there were several consistent top three needs identified across all three agency groups: automated information sharing – justice system partners, and strategic planning/determining priorities. Also, two out of three agency groups also identified criminal records improvement, and developing outcome measures/program evaluation and research as one of their top three need areas.

- Law enforcement:

    o   #1 Automated information sharing - justice system partners (26%)

    o   #2 Criminal records improvement (17%)

    o   #3 Strategic planning/determining priorities (15%)

- Criminal justice agencies:

    o   #1 Automated information sharing - justice system partners (27%)

    o   #2 Criminal records improvement (22%), Developing outcome measures/program evaluation and research (22%)

    o   #3 Strategic planning/determining priorities (12%)

- Human services agencies:

  - #1 Developing outcome measures/program evaluation and research (28%)

  - #2 Strategic planning/determining priorities (23%)

  - #3 Automated information sharing - justice system partners (18%), Automated information sharing - community services (i.e. Medicaid, mental health, employment, housing) (18%)

*Q16: Other than general program funding, please select the top 3 areas of need for Purpose Area 7 - Crime Victim and Witness.*



**Purpose Area 7: Crime Victim and Witness: Need Area Rankings by Agency Group (n=131)**
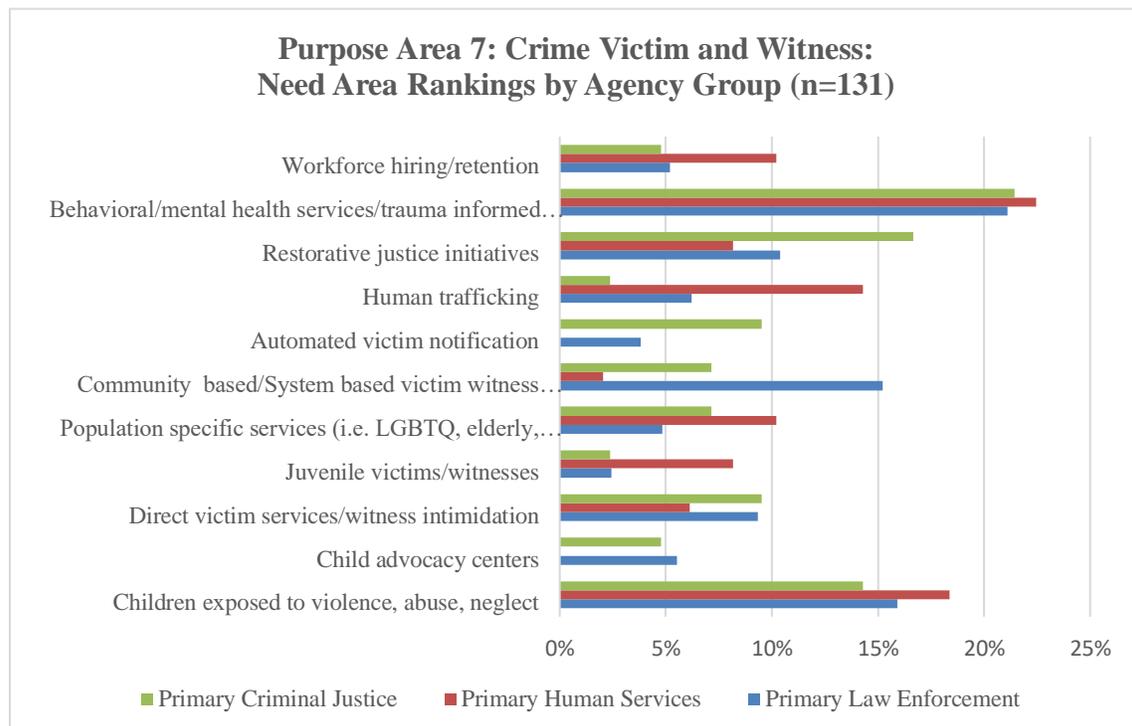
*Figure 19. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

Within purpose area 7, crime victim and witness, the top need identified by respondents from all three agency groups was behavioral/mental health services/trauma informed care. Another common need area was children exposed to violence, abuse, neglect. Conversely, the other top ranked areas of need differed by agency group. (Figure 19)

- Law enforcement:

  - #1 Behavioral/mental health services/trauma informed care (21%)

  - #2 Children exposed to violence, abuse, neglect (16%)

  - #3 Community-based/System based victim witness advocate (15%)

- Criminal justice agencies:

  - #1 Behavioral/mental health services/trauma informed care (21%)

  - #2 Restorative justice initiatives (17%)

  - #3 Children exposed to violence, abuse, neglect (14%)

- Human services agencies:

  - #1 Behavioral/mental health services/trauma informed care (22%)

  - #2 Children exposed to violence, abuse, neglect (18%)

  - #3 Human trafficking (14%)

*Q17: Other than general program funding, please select the top 3 areas of need for Purpose Area 8 - Mental Health Programs and related law enforcement and corrections programs, including behavioral programs and crisis intervention teams.*



**Purpose Area 8: Mental Health and Related Law Enforcement and Corrections Programs\*: Need Area Rankings by Agency Group (n=138)**
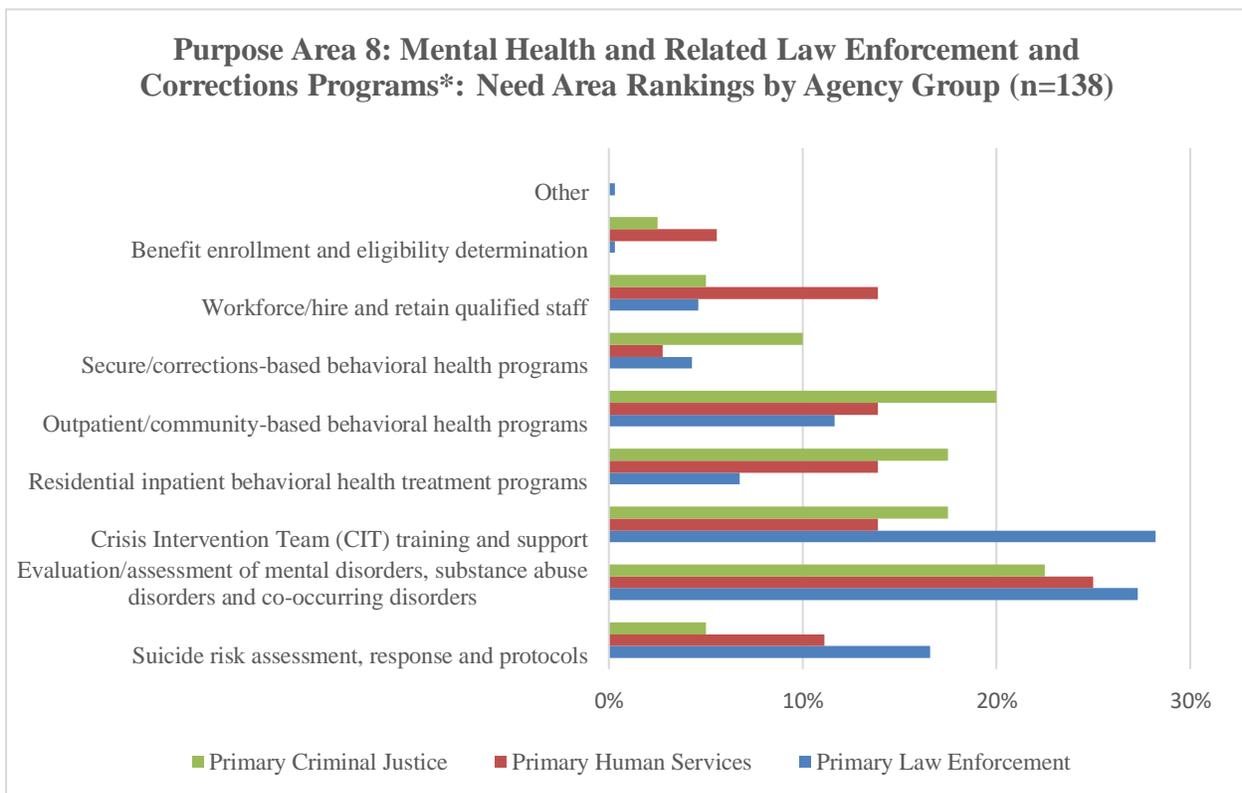
*Figure 20. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

Figure 20 shows the top three need areas for purpose area 8, mental health programs and related law enforcement and corrections programs (including behavioral programs and crisis intervention teams). Respondents from the three agency groups identified crisis intervention team training and support, evaluation/assessment of mental disorders, substance abuse disorders

and co-occurring disorders as a top three ranked need. Additionally, residential inpatient behavioral health treatment programs was identified as one of the top three needs by respondents from human services and criminal justice agencies.

- Law enforcement:

    o #1 Crisis Intervention Team (CIT) training and support (28%)

    o #2 Evaluation/assessment of mental disorders, substance abuse disorders and co-occurring disorders (27%)

    o #3 Suicide risk assessment, response and protocols (17%)

- Criminal justice agencies:

    o #1 Evaluation/assessment of mental disorders, substance abuse disorders and co-occurring disorders (23%)

    o #2 Outpatient/community-based behavioral health programs (20%)

    o #3 Crisis Intervention Team (CIT) training and support (18%), Residential inpatient behavioral health treatment programs (18%)

- Human services agencies:

    o #1 Evaluation/assessment of mental disorders, substance abuse disorders and co-occurring disorders (25%)

    o #2 Crisis Intervention Team (CIT) training and support (14%), Residential inpatient behavioral health treatment programs (14%), Outpatient/community-based behavioral health programs (14%), Workforce/hire and retain qualified staff (14%)

    o #3 Suicide risk assessment, response and protocols (11%)

*Q18: Please let us know of any other areas of need that you would encourage our agency to consider.*
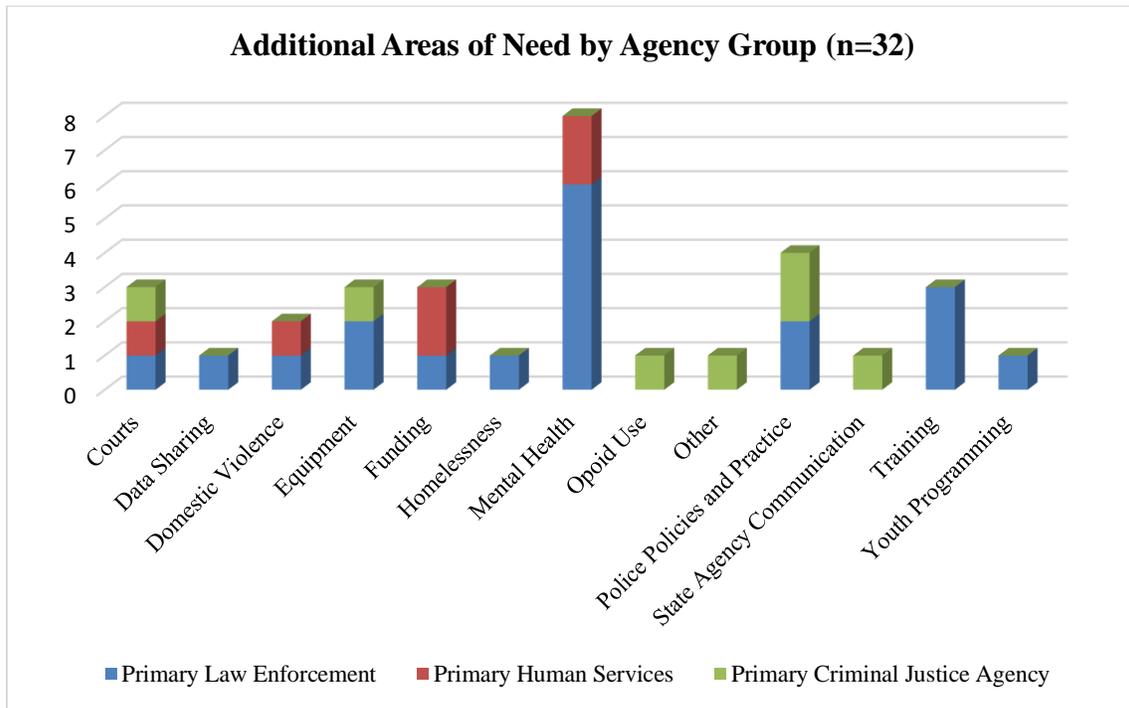


*Figure 21. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

As indicated by the low number of responses to this question (n=32) and high number of "not applicable" responses (n=149), respondents did not have many additional areas of need not already addressed in the survey. The 32 responses were grouped into 13 categories as shown in Figure 21. Overall, needs grouped into the mental health category were identified most often (n=8).

- o 86% of law enforcement agency respondents did not provide any additional areas of need (n=119). Of the 19 responses for consideration, the most identified need areas were in mental health (n=6) and training (n=3).

- o 73% of human services agency respondents did not identify any additional areas of need. Of the six responses provided, mental health (n=2) and funding (n=2) were identified most often.

- o 67% of criminal justice agencies did not identify any additional need areas. Of the seven responses provided, two were grouped into police policies and practice.

- Mental health accounted for one fourth of survey responses, excluding those who did not identify an area of need.

*Q19: Please rank the eight JAG Purpose Areas in order of importance for the communities you serve or the state (rank from 1 = most important to 8 = least important).*
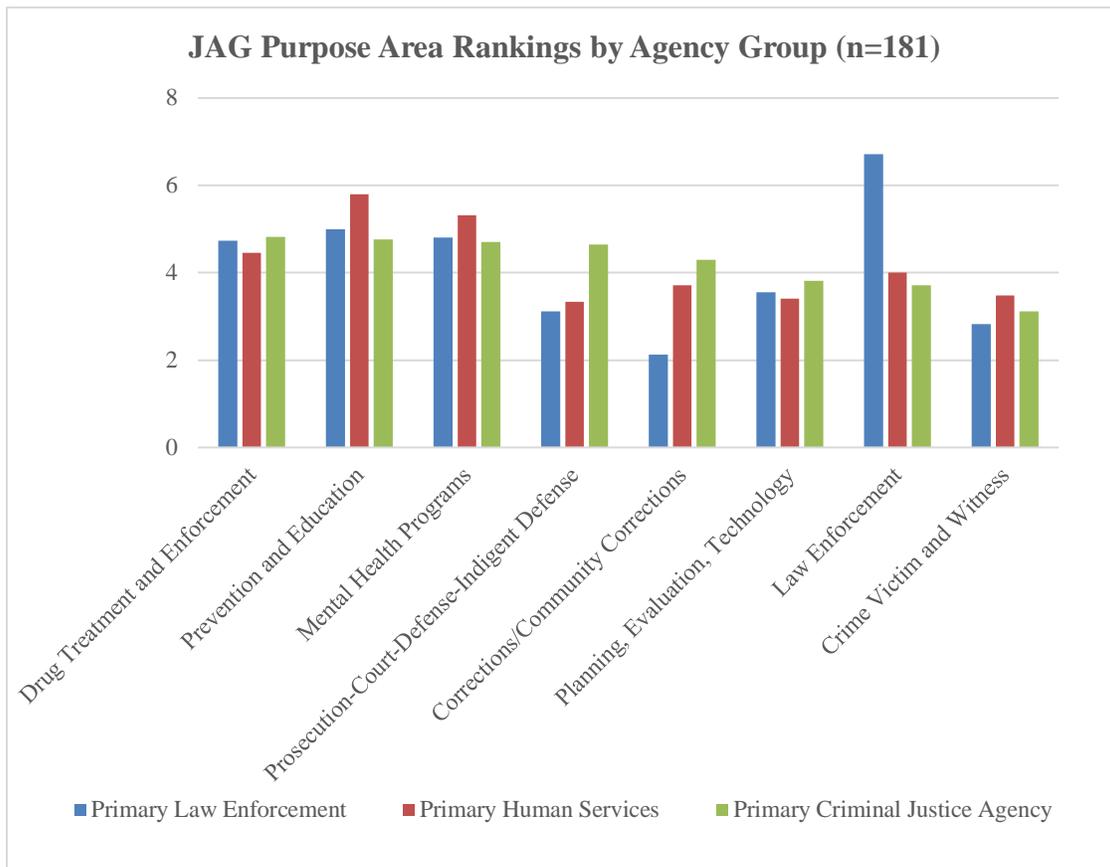


*Figure 22. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

Respondents were asked to rank the JAG purpose areas in order of importance. Figure 22 reveals similar rankings from respondents across the three agency groups with mental health programs, and prevention and education receiving one of the top three highest summary scores. Drug treatment and enforcement also scored in the top three by respondents from criminal justice agencies and human services agencies.

- Law enforcement rankings:
    - #1 Law enforcement (6.7)
    - #2 Mental health programs (4.8)
    - #3 Prevention and education (5.0)
- Criminal justice agency rankings:
    - #1 Drug treatment and enforcement (4.8)

      #1 Prevention and education (4.8)
    - #2 Mental health programs (4.7)

#2 Prosecution-court-defense-indigent defense (4.7)

    o   #3 Corrections/community corrections (4.3)

- Human services agency rankings:

    o   #1 Prevention and education (5.8)

    o   #2 Mental health programs (5.3)

    o   #3 Drug treatment and enforcement (4.5)

*Q20: Please assign percentages to how you would allocate funding to the JAG Program purpose areas. Enter whole numbers between 0 and 100 in each of the fields below. (The total must equal 100. Do not include percent signs or decimal points).*
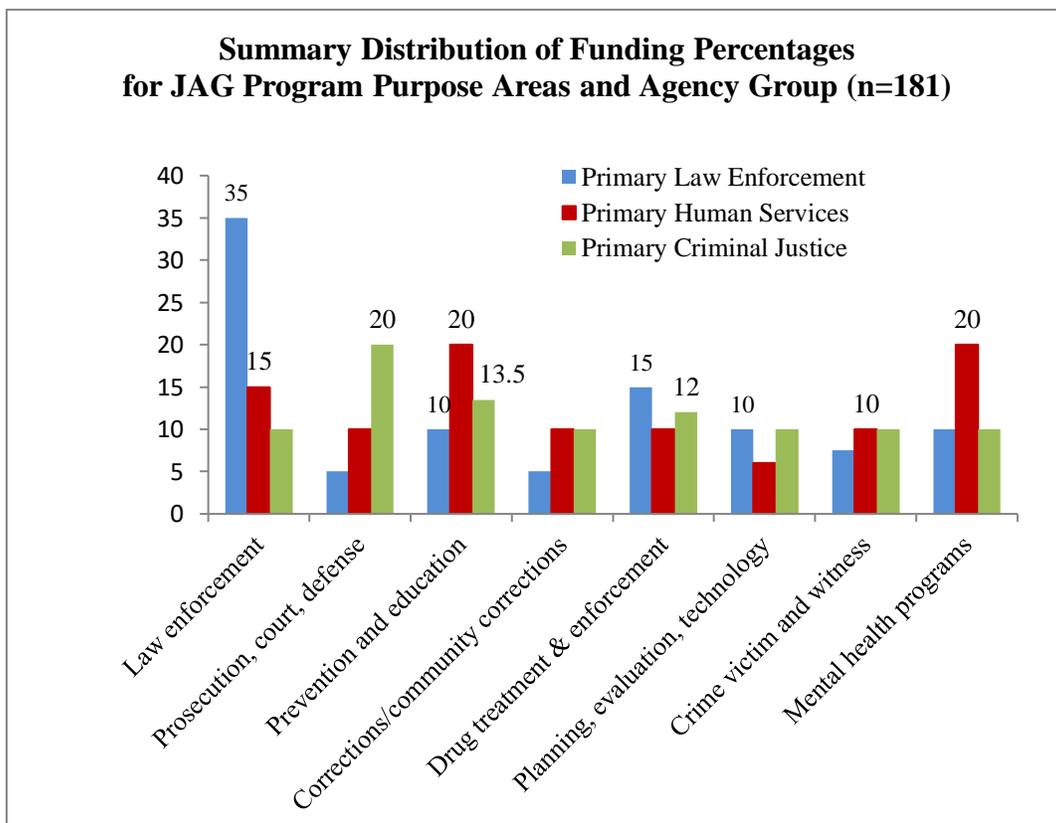


*Figure 23*. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.

Figure 23 summarizes funding allocations by the JAG program purpose areas 1 through 8 and agency groups. The average percentage (median) is highlighted for the top scoring purpose areas.

- Respondents from law enforcement agencies reported they would allocate the highest percentages of funding to law enforcement (35%), drug treatment and enforcement

(15%), prevention and education (10%), and planning, evaluation and technology improvement programs (10%).

- Respondents from human services agencies reported they would allocate the highest funding percentages to prevention and education (20%), mental health programs and services (20%), and law enforcement programs (15%).

- Criminal justice agency respondents would allocate the highest funding to prosecution and court programs, including indigent defense (20%), prevention and education programs (13.5%), and drug treatment and enforcement programs (12%).

The average percentages by program area are listed below for the agency groups in the following order: law enforcement, human services, and criminal justice.

- Law enforcement programs 35%, 15%, 10%
- Prosecution and court programs, including indigent defense 5%, 10%, 20%
- Prevention and education programs 10%, 20%, 13.5%
- Corrections, community corrections and reentry programs 5%, 10%, 10%
- Drug treatment and enforcement programs 15%, 10%, 12%
- Planning evaluation, and technology improvement programs 10%, 6%, 10%
- Crime victim and witness programs (other than compensation) 7.5%, 10%, 10%
- Mental health programs and services 10%, 20%, 10%

**JAG Application Funding History**

*Q21: During calendar years 2015 through 2018, did your agency apply for JAG funding? (select one response)*



**Did Agency Apply for JAG Funding During Calendar Years 2015 through 2018? (select one response) (n=179)**
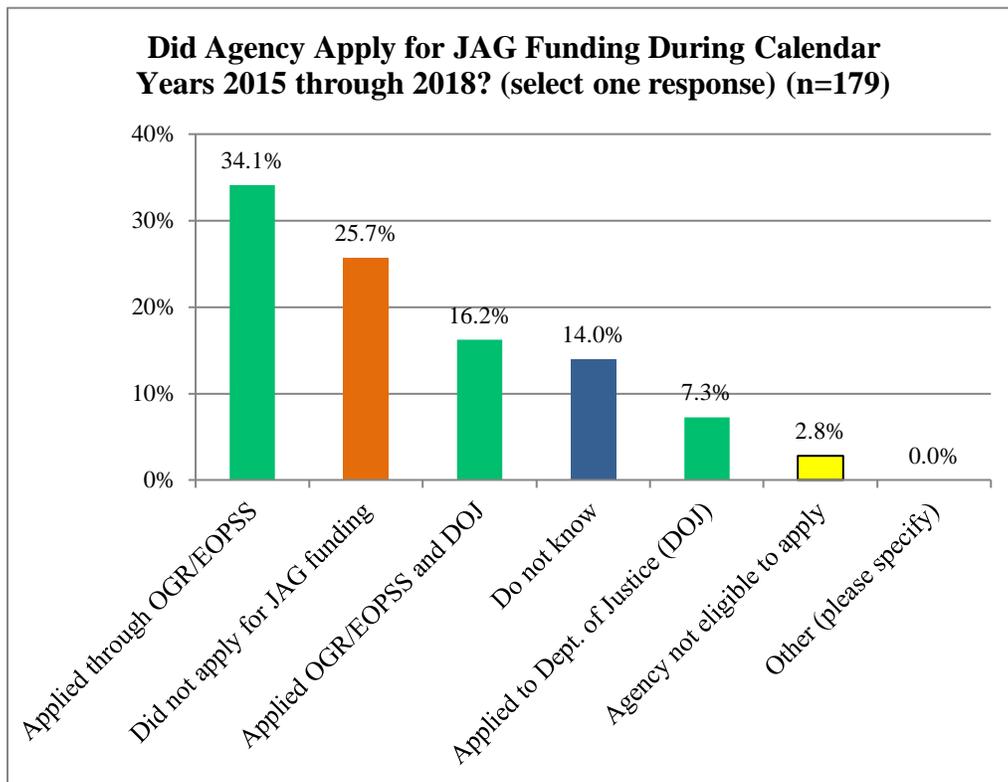
*Figure 24. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

- 58% of respondents' agencies had applied for JAG funding at some point from 2015 through 2018. (Figure 24)

  o 34% reported their agency applied for JAG funding through OGR.

  o 16% reported their agency applied through OGR and DOJ.

  o 7% stated their agency applied for JAG funding directly through the DOJ.

- Just over a quarter of respondents (26%) did not apply for JAG funding during the period.

- 14% of respondents did not know if their agency had applied for JAG funding.

- 3% of respondents reported their agency was not eligible to apply.

*Q22: Based on your most recent JAG application, were you awarded funding? (select one response)*



**Funding Decision for Agency's Most Recent JAG Application, CY 2015 - 2018 (select one response) (n=102)**
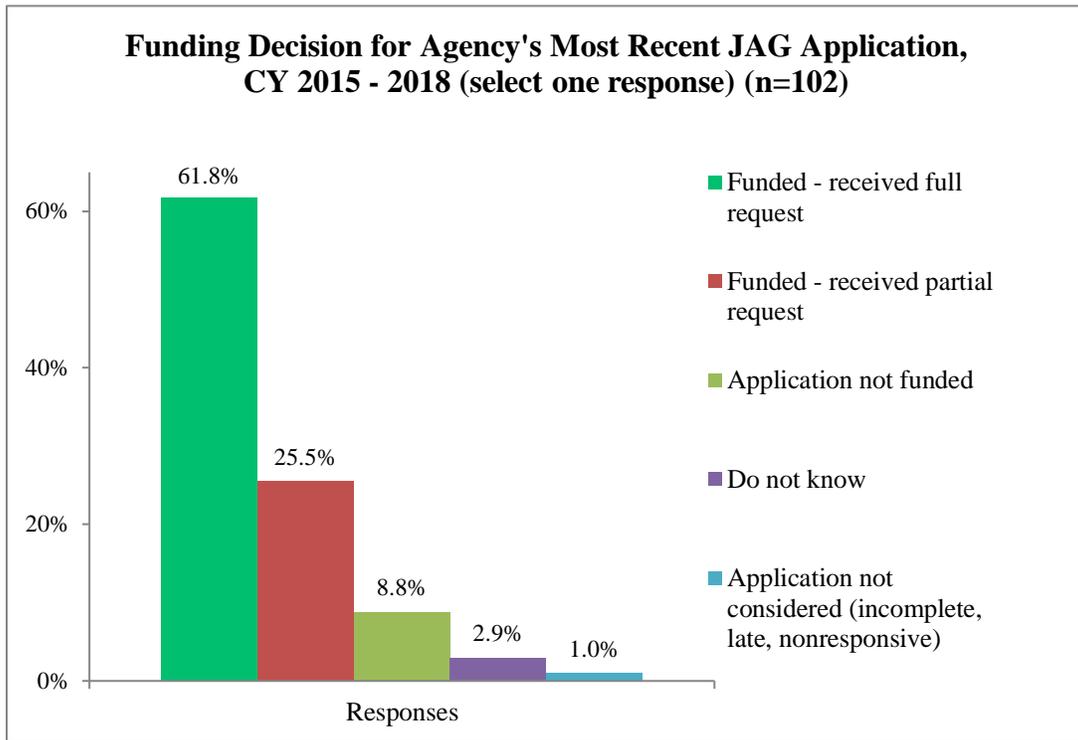
*Figure 25. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

- Of the 102 survey respondents who answered this question (Figure 25):

    o Greater than half reported receiving the full amount of their funding request (62%), and more than a quarter received partial funding (26%).

    o 9% of respondents reported their applications were not funded, and 1% were not considered.

*Q23: Please indicate the reason you did not apply for JAG funding (select one response)*

**Please indicate the reason you did not apply for JAG funding.(select one response)**
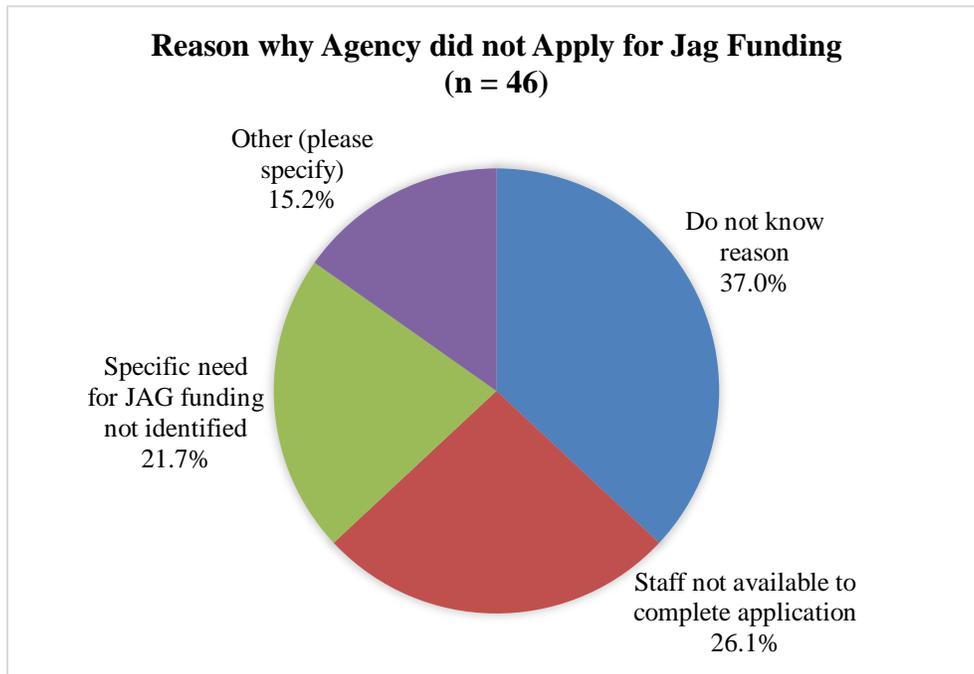


*Figure 26. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

- Of the 46 respondents who indicated their agency did not apply for JAG funding from 2015 through 2018 (in question 21), the reasons are provided below:

  o 37% did not know why their agency did not apply for JAG funding .

  o Over a quarter of respondents (26%) stated they were unable to apply for JAG funding because they lacked the staff needed to complete the application process.

  o 22% reported not having an identified need for JAG funding.

  o 15% specified some other reason including being unaware of funding opportunities, being denied funding in the past, complications with sign off – due to being a sanctuary city.

*Q24 During calendar years 2015 through 2018, did your agency benefit from JAG funding received via another agency (i.e., your agency was a recipient of a sub-award)? (select one response)*
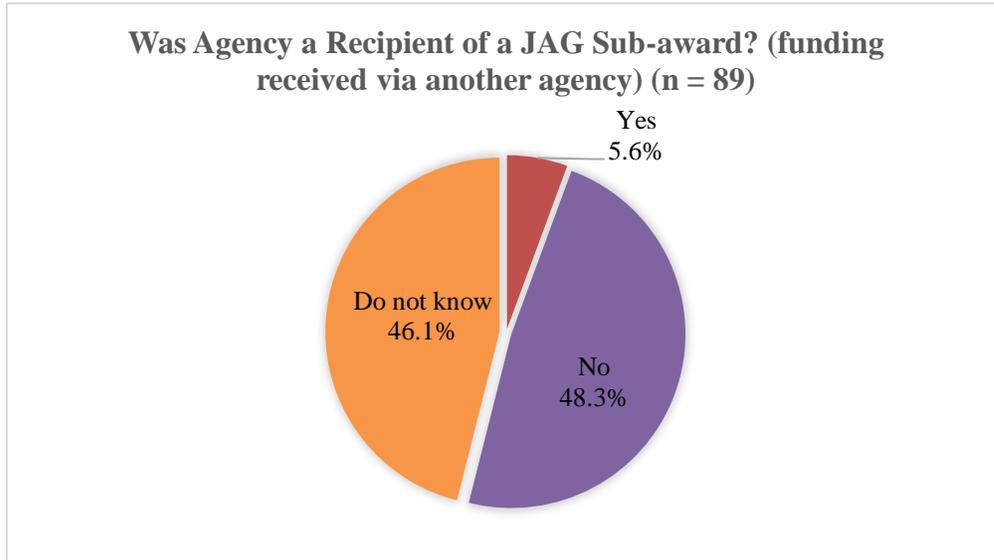


*Figure 27. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

- Five persons responded that their agency was a recipient of a JAG sub-award (6%) and 46% responded they did not know. (Figure 27).

- Another 48% responded their agency was not a JAG sub-award recipient.

*Q25: Additional comments about JAG funding that were not addressed in the survey.*
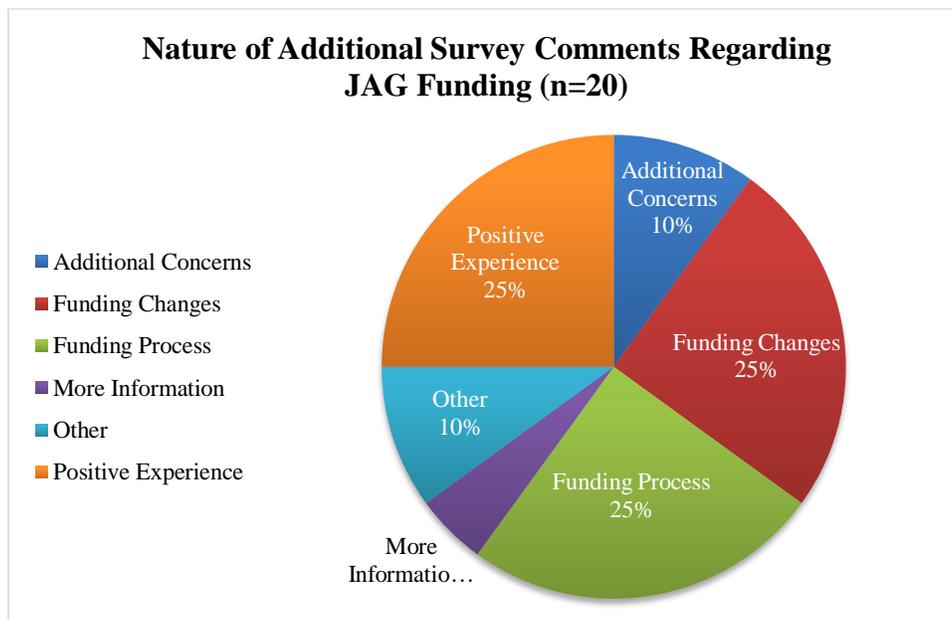


*Figure 28. Source: Massachusetts Research and Policy Analysis Division, JAG Stakeholder Survey, May 2019.*

- As shown in Figure 28, 89% or 161 of the 181 survey respondents did not have any additional comments about JAG funding not addressed in the survey.

  o 88% of law enforcement agency respondents did not have additional comments, and 91% of respondents from human services agencies and criminal justice agencies did not have additional comments.

- 20 of those surveyed (11%) provided additional comments. Comments were grouped with similar responses into six categories as shown above.

  o One-quarter of the comments expressed positive experiences survey respondents had with JAG funding.

  o One-quarter of the comments relate to funding changes respondents experienced.

  o One-quarter relate to the JAG funding process.

  o The remaining responses are categorized into 10% Additional Concerns, 10% Other, and 5% More Information (more information regarding the JAG funding process).

**Appendix C: List of Stakeholders**

Leah Harrington – Essex County Sheriff's Office

Brian Kyes – Chelsea Police Department

Laurie Myers – Sex Offender Registry Board

Peg Crowe – YWCA of Malden

David Sullivan – Northwestern District Attorney's Office

Ann Marie Robertson – Massachusetts State Police

Ed Jacoubs – Plymouth County District Attorney's Office

Kelly Dwyer – Governor's Council to Address Sexual Assault and Domestic Violence

Gina Papagiorgakis – Parole Board

Corinn Nelson – Probation

Ruth Budelmann – Juvenile Justice Advisory Committee (JJAC) Chair

Elizabeth Englander – Bridgewater State University

Rhiana Kohl – Department of Corrections

Nancy Alterio – Disabled Persons Protection Commission

Arnie Stewart – Committee for Public Counsel Services

Anthony Braga – Northeastern University

Ben Struhl – Northeastern University

Laurence Pierce – Trial Court