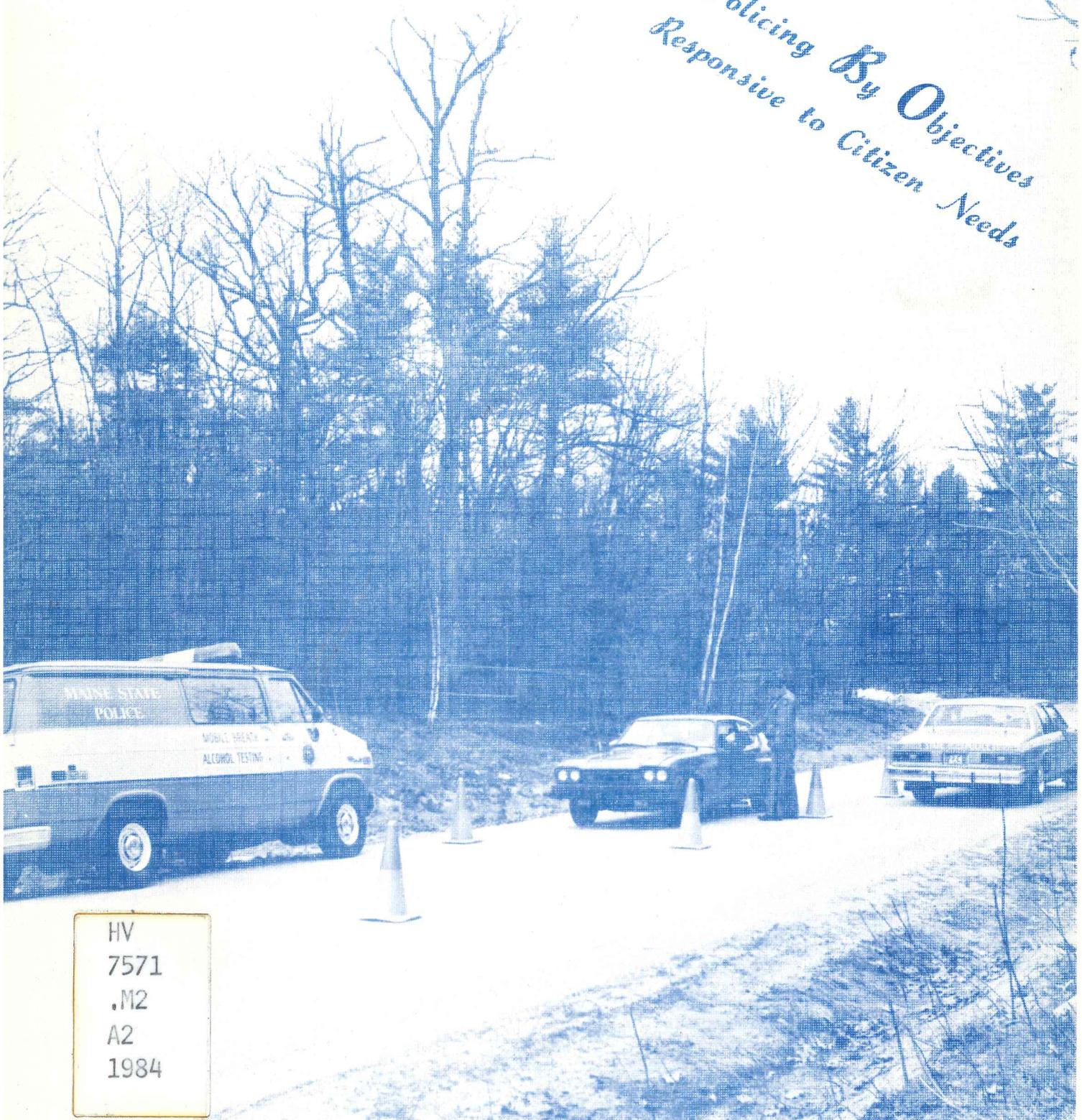


MAINE'S STATE POLICE

*Policing By Objectives
Responsive to Citizen Needs*



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1984

— COVER PHOTO —

In an effort to deter the hard core drinker from driving and to decrease alcohol related fatalities, Maine's State Police began an O-U-I roadblock program based on the Policing By Objectives management process — used to meet the goals of preserving the property of those within this State, and to be responsive to citizen needs.

Liquor Enforcement
Bureau of Safety
Capitol Security



Maine Criminal Justice Academy
State Fire Marshal
State Police

DEPARTMENT OF PUBLIC SAFETY
36 HOSPITAL STREET • AUGUSTA, MAINE 04330

May 1, 1985

The Honorable Joseph E. Brennan
Governor of Maine
State House
Augusta, Maine 04333

Dear Governor Brennan:

It is my pleasure to provide you with this annual report on Maine's State Police for the year 1984.

The Chief of the Maine State Police, Colonel Allan H. Weeks, and his staff have continued to do an excellent job of managing limited material and personnel resources in order to provide the required professional law enforcement services to those within this State.

The Maine State Police are to be commended for initiating a Policing By Objectives (PBO) participatory management process intended to increase efficiency, direction and morale of the Agency now and in the future.

During the year, drunk drivers, marijuana growers, drug dealers and speeding motorists were the main targets of State Police enforcement efforts. Because of a dramatic increase in child abuse incidents reported, the Agency increased its training in the awareness of and the procedures required for investigating child abuse.

Maine's State Police, as part of the Maine Department of Public Safety, will continue its progressive effort in the preservation of life, protection of property and crime prevention during the coming year.

Sincerely,

A handwritten signature in black ink, appearing to read "Arthur A. Stilphen".

ARTHUR A. STILPHEN
Commissioner

In Dedication
to the memory of

SERGEANT RICHARD L. JOHNSON



Southern Criminal Investigation Division

Years of Service
1958-1984

IN RECOGNITION

of those officers
who have retired after years
of dedicated service to the people of Maine

<u>Name</u>	<u>Years of Service</u>
Sgt. Dale M. Ames	3-9-64 to 1-13-84
Tr. Victor Greenleaf	3-9-64 to 1-13-84
Cpl. Jerry E. Flowers	3-9-64 to 2-10-84
Capt. Rupert L. Johnson	10-19-53 to 2-21-84
Tr. Arthur D. Roberts	3-9-64 to 2-29-84
Tr. Blaine Jardine	10-24-60 to 9-30-84
Tr. Anthony W. Brann	10-26-64 to 9-28-84
Sgt. James Pinette	3-9-64 to 8-14-72 and 7-2-73 to 10-20-84

IN MEMORIAM

of the following retired members

<u>Name</u>	<u>Deceased</u>	<u>Years of Service</u>
Cpl. Donald Mitchell	10-12-84	9-24-56 to 7-7-76
Sgt. Robert MacEachern	9-29-84	1-9-50 to 3-15-66
Sgt. Ralph Price	6-28-84	4-30-36 to 4-30-56

TROOPER OF THE YEAR

The highest annual award of the
Maine State Police
was earned by

CORPORAL ARNOLD G. GAHAGAN



Cpl. Gahagan, of Caribou, who is a detective assigned to the Northern Criminal Investigative Division (Houlton), met the highest standards of the Maine State Police-- including character, performance and demeanor

INTRODUCTION

Drunk drivers, marijuana growers, drug dealers and speeding motorists were the targets of the Maine State Police enforcement efforts during the year.

Although the majority of motorists complied with Maine's tough drunk driving law, hard core drinking drivers did not -- that is why the State Police began O-U-I (Operating Under the Influence) roadblocks in February in those rural areas that had demonstrated high alcohol accident frequency.

Included in the hundreds of motorists arrested for O-U-I are 98 motorists arrested at State Police roadblocks. There were 74 roadblocks in which 10,876 vehicles were stopped for a brief time and 397 motorists who had their breath/blood alcohol content tested. Troopers stopped 11 teenagers in violation of the .02 law--which requires administrative suspension of driving privileges for one year. The O-U-I roadblocks are scheduled to continue during 1985.

The State Police Organized Crime Investigative Division (OCD) Marijuana Eradication Program resulted in 21 people arrested and 11,277 marijuana plants eradicated by 69 Maine law enforcement agencies. The program, coordinated by the OCD's Drug Enforcement Unit (DEU) resulted in the confiscation of 8,000 seeds, cocaine paraphernalia, and quantities of harvested/processed marijuana. The cooperative effort, to continue during 1985, resulted in 180 "pot" plant pots eradicated.

State Police aircraft, working in conjunction with the Federal Drug Enforcement Administration and OCD's DEU and Anti-Smuggling units assisted in the eradication program and helped combat drug smuggling. Citizen involvement, through use of the toll-free telephone number (1-800-992-DOPE) and media public service announcements, were instrumental to a successful program.

The DEU, in conjunction with the Portland Police Department, concluded a covert "sting" operation in Portland resulting in solving dozens of burglary and theft incidents plus over 25 drug related cases, in indictments of 30 people and the arrest of several juveniles, and in the recovery of thousands of dollars of stolen merchandise.

The State Police Criminal Intelligence Unit uncovered a large scale multi-state theft ring involving single engine aircraft, and recovered parts of more than two complete aircraft in Penobscot County.

The OCD's Arson/Auto Theft Unit, with assistance from patrol Troopers, confiscated parts to more than 35 stolen motor vehicles in Norridgewock. The operation, called the largest stolen car ring/"chop shop" operation ever in Maine, was a coordinated effort to include local, county and out-of-state state police plus the FBI. In Brownville, more than 50 law enforcement officers located 16 vehicles and parts of another from the depths of the water filled Merrill Quarry, with the help of an 80-ton crane from the Maine Army National Guard. The operation included divers from the Connecticut State Police as well as the Maine State Police Underwater Recovery Unit.

State Police aircraft were also used to help Troopers enforce the 55-mph national mandatory speed limit. Troopers utilized moving-mode radars, plus marked and unmarked vehicles in an effort to reduce injuries and deaths caused by excessive speed.

More than \$7,000 was raised for cystic fibrosis children in Maine. The State Police registered participants, including Troopers, in the annual Cystic Fibrosis Walk-a-Thon which took place in Bangor, Lewiston and Portland. The State Police also coordinated required law enforcement responsibilities and provided law enforcement assistance during the World Junior Alpine Championships at 4,237-foot Sugarloaf (USA) Mountain near Carrabassett Valley.

Officers earning the Maine State Police Meritorious Service Award included: Corporal Roland W. Foss, Jr. of E. Corinth, assigned to Troop E (Orono), for professional diligence and perseverance for his actions at a Corinth crime scene. Foss "with unusual persuasiveness and deliberation" convinced a mentally disturbed man who had fired a .357 handgun at one person and threatened other law enforcement officers to surrender the weapon and turn himself in.

Trooper Dennis Hayden of Vassalboro, assigned to Troop C (Skowhegan), and Sergeant David Lindahl of Lincolnville, assigned to Troop D (Thomaston), earned the Meritorious Service Award for risking their lives while tracking an armed man at night through a wooded area who had just shot one individual and threatened anyone who came after him.

The Maine American Legion Outstanding Police Officer Award was earned by Trooper Craig Poulin of So. China, now with Executive Security and formerly with Troop D, for his bravery and life saving in which he risked his own life to pull two people from a burning vehicle.

During 1984, the State Police embarked on a participatory management process that will direct the future of the Maine State Police. Policing By Objectives (PBO) is based on decentralized decision making and is a systematic approach to management in which every element has a specific function to achieve a specific result.

A key factor in PBO is citizenry involvement either as individuals or through representatives in such forums as the Maine State Police Planning Committee. With input from the citizenry, the Chief puts forth the mission statement--a statement of policy direction and priorities. Working with the captains, the Chief outlines the goals of the Agency. The captains working with the lieutenants formulate the objectives. And the lieutenants working with the sergeants formulate the action plans. In the action plan phase Troopers provide input into practical, realistic courses of action. PBO is a continuous process and depends upon "top down, bottom up" communication.

As a public agency, the Maine State Police through PBO can better recognize the wishes of and meet the needs of the citizens within this State.

Maine State Police

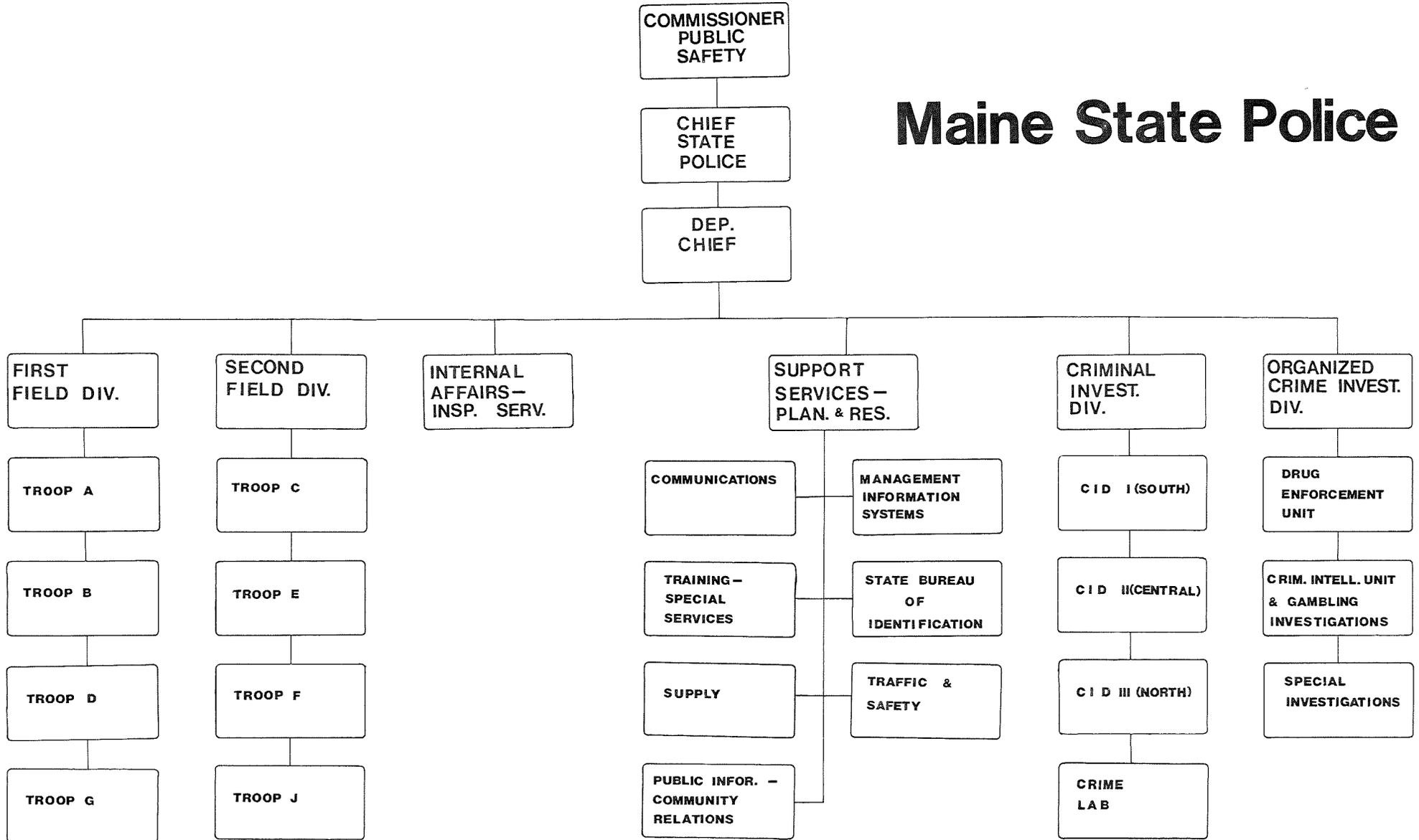


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EXECUTIVE



CHIEF

The Chief of the Maine State Police -- Colonel Allan H. Weeks -- is the executive head of the Maine State Police. The chief is appointed from the commissioned ranks by the Commissioner of the Maine Department of Public Safety, with the advice and consent of the Governor. The appointment is subject to review by the Joint Standing Committee on State Government and to confirmation by the Legislature. The Chief is responsible for the administration of the State Police and for the enforcement of all Maine motor vehicle and criminal laws.

DEPUTY CHIEF

The Deputy Chief--Lieutenant Colonel John W. Clark--is a commissioned officer designated by the Chief. He is charged with ensuring that all orders and regulations pertaining to the operations and welfare of the State Police are carried out. The Deputy Chief assists the Chief in overall planning, coordinating, and directing the administration and operations of the State Police. Other primary responsibilities include program planning, coordination of federal programs, and legislative liaison.



CRIMINAL DIVISION

The Criminal Division, commanded by a captain, is responsible for Criminal Investigations and the Crime Laboratory.

Criminal Investigations

The Maine State Police has by statute original and concurrent jurisdiction to enforce the criminal laws of Maine and to investigate any non-compliance. Criminal Investigations dealing with major crimes such as homicides are the responsibility of the northern, central and southern Criminal Investigation Division (CIDs) with a central headquarters in Augusta.

The primary function of each CID is to investigate homicides, suspicious deaths, other major crimes within its respective geographical areas, and to assist uniformed personnel and other law enforcement agencies with criminal investigations they are conducting. Other major crimes investigated include: burglary, bank robbery, forgery, conspiracy, escapes, deceptive business practices, kidnapping, rape, aggravated assaults, extortion, terrorizing, and gross sexual crimes, etc. In addition, each CID coordinates investigations and prosecutions as necessary, with the Maine Department of the Attorney General; assists in the training of State and local police in criminal investigative techniques; and provides detectives for speaking engagements before various civic groups and schools.

During 1984, the investigation of new homicides decreased (from 23 in 1983 to 19 in 1984) but other major investigations increased. With a dramatic increase in the reported incidents of child abuse, the CIDs increased their training in the awareness of and the procedures required for investigating child abuse. CID detectives worked in cooperation with the district attorneys and the Maine Department of Human Services. (To meet the increasing demand for investigatory expertise, the State Police will increase the number of child abuse investigators from three to 12 and train other detectives to assist as practicable during 1985.)

One of the tools used by detectives to help with their investigations is the polygraph. The polygraph is utilized by examiners to discern truth or deception from what is said by an individual who has volunteered to take the examination. During 1984, there were 338 polygraph examinations, the bulk of which were done for the Maine State Police and the remainder for other law enforcement agencies.

In addition to State Police investigation requests (including those required for private investigator license applications), the CIDs assisted other in-State and out-of-State criminal justice agencies. Much of the work done by the detectives was facilitated by State Police officers within the field divisions. And, the CIDs investigated criminal law violations that took place at the State's correctional facilities (including the Maine State Prison).

Crime Laboratory

The application of forensic sciences at the State Police Crime Laboratory has proven one of law enforcements most potent weapons. Examinations of submitted evidence coupled with expert testimony in court can link the crime or victim to the criminal, establish an element of the crime, corroborate or disprove an alibi, induce an admission or a confession, or most importantly, exonerate the innocent.

Crime Scene Search

The recognition, collection, preservation and recording of physical evidence to be examined by the individual sections of the Laboratory and the dissemination of the physical evidence to the respective section.

Crime Scenes processed	52
Autopsies attended	22

Photography Section

The photography section provides photographic support for all field activities. In addition to recording major crime scenes the section provides fingerprint photography for the Crime Laboratory's fingerprint section and meets the needs of the other Laboratory sections as well.

In addition, the photography technician conducts training sessions and schools to familiarize law enforcement officers with proper crime scene coverage and use of photographic equipment.

The Photography Section provides the full service of all photo lab functions:

- a) development and printing of color film
- b) development and printing of black and white film
- c) furnishes enlargement, duplicates, etc. as required
- d) provides files for all negatives and log of the same
- e) provides portrait services as necessary
- f) provides identification photos as necessary
- g) orders photographic supplies and film for the department

Photography	Rolls	Prints
35mm color	1247	17027
35mm black and white	116	708
2 1/4 color	61	541
2 1/4 black and white	14	261
35mm slides	36	40
4 x 5's	199	277
Special Projects	<u>197</u>	<u>5052</u>
Total	1870	23906

Firearms Section

Firearms examinations deal with answering questions relating to the use of firearms in the commission of a crime. The examinations include identifying the gun from which a questioned bullet was fired, functional and operational tests of firearms, determination of the distance from which a shot was fired by gunpowder, shot pattern tests, and the determination of the type of weapon used in firing a questioned bullet or cartridge case.

Toolmark identification, by using the same principles used in firearms identification, can identify the tools that made the marks left by pry bars, screwdrivers, chisels, hammers and other objects used by criminals at the scene of a crime.

Serial number restoration is a method of restoring obliterated, identifying altered or restamped serial numbers in metal objects by use of chemical means and microscopic examination.

Firearms Identification

Firearms Examinations	5521
Items Examined	1053

Gunpowder Residue Examinations

Gunpowder Residue Exams	13
Items Examined	57

Toolmark Identification

Toolmark Examinations	5
Items Examined	19

Serial Number Restoration

Serial Number Exams	7
Items Examined	8

Latent Fingerprint Section

The latent fingerprint section is capable of examination of most items, regardless of texture, for latent fingerprint impressions by powder and chemical means.

Fingerprint examination provides law enforcement with the only unchangeable and infallible means of positive identification. Being adapted to the field of criminal identification, the fingerprint presents a means of identifying offenders by the examination of tiny, almost indiscernible impressions left carelessly behind.

In addition to its criminal application, fingerprints are used to identify missing persons and resolves uncertainty by establishing the identity of victim(s) involved in tragic accidents.

Footwear/Tire comparison is the examination of class and accidental characteristics found on the tread of the respective item. The State Crime Laboratory is presently improving it's capabilities in this area.

Fingerprint Processing

Items Examined	1740
Items Processed	1407

Fingerprint Comparison

Comparisons	7374
Cases	181

Footwear/Tire Comparisons

Items Examined	9
Cases	7

Forensic Chemistry Section

In June 1984, the State Crime Laboratory obtained the services of a Forensic Chemist, who brings with him 15 years experience in the forensic science field as it pertains to law enforcement.

The current capability of the Forensic Chemistry Section of the State Crime Laboratory is as follows:

Blood

- A. Determination of the presence of blood in trace amounts and in visible stains on clothing, weapons, vehicles, etc.
- B. Determination of the species of bloodstains
- C. Determination of the blood group (ABO) of bloodstains

Seminal Fluid/Sperm Cells

- A. Determination of the presence of fluid/sperm cells on clothing, bedding, objects, etc.
- B. Determination of the blood group (ABO) of seminal fluid stains

Hairs

- A. Determination of the species of hairs
- B. Determination of body area of origin of human hairs
- C. Comparison of hair samples to determine possible common source of origin

Fibers

- A. Identification of fibers
- B. Comparison of fiber samples to determine possible common source of origin

Paint

- A. Identification of paint on clothing/tools etc.
- B. Comparison of automotive/structural paint samples to determine possible common source of origin

Glass

- A. Identification of glass on clothing/tools etc.
- B. Comparison of glass samples to determine possible common source of origin

Urine, Feces

- A. Identification of urine and feces on clothing, bedding, objects etc.

Statistics Are For The Last Six Months of 1984

Hair and Fiber Examination

Items Examined	914
Cases	47

Serology Examinations

Items Examined	862
Cases	65

Paint/Glass Examinations

Items Examined	132
Cases	14

The expansion and continued development of the State Crime Laboratory is necessary to keep pace with the rapid progress of law enforcement.

FIELD FORCE

The Field Force of the Maine State Police is divided into two divisions, with each division being commanded by a division captain.

The division captains are charged with the planning, coordinating and directing of the activities within a respective division. Responsibilities include: periodic inspections of property and personnel; and insuring State Police officers work in harmony with other law enforcement agencies.

The following is a breakdown of the Field Force:

Division I

- Troop A (Scarborough) -- responsible for York and southwest Oxford counties.
- Troop B (Scarborough) -- responsible for Cumberland, southwest Androscoggin and central Oxford counties and Interstate 95 from Scarborough to Brunswick.
- Troop D (Thomaston) -- responsible for Sagadahoc, Knox, Lincoln, Waldo, southern Kennebec and central Androscoggin counties, and Interstate 95 from Brunswick to the Gardiner toll of the Maine Turnpike.
- Troop G (Scarborough) -- responsible for the Maine Turnpike.

Division II

- Troop C (Skowhegan) -- responsible for Franklin, Somerset, northern Kennebec and northern Androscoggin counties, and Interstate 95 from Augusta to Newport.
- Troop E (Orono) -- responsible for Penobscot and Piscataquis counties and Interstate 95 from Newport to Houlton.
- Troop F (Houlton) -- responsible for Aroostook County
- Troop J (E. Machias) -- responsible for Hancock and Washington counties.

First Field Division

In an effort to decrease the number of Operating Under the Influence (O-U-I) related accidents, the Maine State Police initiated the use of roadblocks. These roadblocks were utilized in areas determined to be the more serious alcohol related accident areas. The First Division set up the first roadblock in the State which was well covered by all the television stations in the area. The Division stopped 4,325 vehicles, tested 163 persons for alcohol violations resulting in 33 arrests for O-U-I and six arrests for teenage drinking/driving offenses, and 16 other traffic related violations during 1984.

Voluntary compliance with the 55 MPH speed limit was a major goal of the Division during the year. Troopers with the assistance of aircraft, moving-mode radar, and unmarked vehicles "alerted" those uncomplying motorists to the importance of (and the consequences of not) obeying the law.

In mid-coastal Maine, the State Police watercraft program provided quick access to the islands for law enforcement purposes. The watercraft also enabled the agency to provide security and high visibility at various activities along the coast.

Continued assistance was given to law enforcement agencies within the Division especially in the area of accident reconstruction and K-9 requests. Troops were called upon to play a greater role in assisting other law enforcement agencies especially in the Oxford and Androscoggin County areas.

Troops within the Division continued to provide valuable public service by fingerprinting children, participating in public service announcements, and assisting the U.S. Secret Service provide security for the Vice President while in Maine.

The State Police, through the efforts of the Scarborough based Troop B commander, sponsored the First Cystic Fibrosis Metro Walk Campaign. The walk campaign was successful in raising over \$7,000. There were three locations--Portland, Lewiston, and Bangor--manned by State Police officers, police communications personnel, and a secretary from Troop E. The individuals volunteered and were off-duty. A State Police demonstration was put on at the Eliot Festival Days. The demonstration included the K-9 unit, Crime Van, BAT Mobile, Traffic Division Van, Seatbelt Convincer, and the Tactical Team. These events, as well as others, enhanced the image of the Maine State Police.

Officers provided training for municipal and county law enforcement agencies in the area of O-U-I and Title 29 refresher courses. Several other in-service training programs were given within the Division including the Physical Assessment Program, the Felony Stop Program, and Hazardous Material Training.

Second Field Division

Troopers within the Second Field Division placed emphasis during 1984 on the Operating Under the Influence (O-U-I) program designed to reduce fatalities and serious personal injury accidents as well as to increase public awareness against driving after drinking. The Division's troops utilized special patrols and roadblocks in an effort to get the drinking driver off the road.

The 55mph national mandatory speed limit was top priority within the Division. In addition to normal patrol procedures, the troops assigned officers to provide for the highest saturation of officers during peak traffic times. Because of the effort of the Division's Troopers--including special enforcement teams based out of the Orono barracks, federal guidelines relating to compliance by motorists with the 55mph speed limit were met during 1984.

The Department's Marijuana Eradication Program, working in conjunction with local police agencies, was successful in eradicating many marijuana plots. Patrol officers were assisted by fixed and rotary wing aircraft. Troops were also involved in drug prevention programs, including Substance Abuse Prevention Day at the University of Maine at Fort Kent.

The Division's troops were honored by the Federal Drug Enforcement Administration for their contribution in drug enforcement, and by other governmental and civic agencies for assistance and cooperation.

The Division also worked on many criminal investigations. The most notable one was the investigation of an auto "chop" shop in the Norridgewock area. State, federal and county law enforcement agencies worked together in securing the area and making arrests in what has been called "the largest chop shop operation in Maine." The investigation was started through the efforts of a Skowhegan area based Trooper. The efforts of other Troopers and detectives in gaining confidential informants led to numerous drug related and other criminal arrests.

The Division's Fingerprinting Program, designed as a public service to parents for the voluntary fingerprinting of their children for identification purposes, continued to grow during the year. Several hundred children had their prints taken on cards that were provided to parents.

The Division provided assistance in the security arrangements for the 1984 World Junior Alpine Championships "The Junior Olympics" at Sugarloaf (USA) Mountain in Carrabassett Valley.

The Division's troops participated in many civic functions, including parades, public gatherings, and charity events. Troopers from the East Machias area maintained liaison with Indian reservations and with blueberry growers/workers for increased cooperation and understanding.

And the Department exercised its lease agreement and purchased the building housing the headquarters for Troop J in East Machias.

INTERNAL AFFAIRS

On March 5, 1984 after extensive research and upon the recommendation of the State Police Planning Committee, the Division of Internal Affairs was formed.

It is the stated policy of the Maine State Police that all allegations of employee misconduct or criticism of its services be thoroughly investigated and promptly adjudicated.

It was realized that in-depth investigation of each allegation was a time consuming process. Historically, such administrative investigations were conducted by troop or division commanders, however time spent on such activities decreased their time available for their primary areas of responsibility. It was also realized that, with the advent of negotiated agreements/contracts such investigations were becoming more technical and required a greater degree of familiarity with various guidelines and requirements. Finally, it was felt that with one Division charged with the primary responsibility for administration of all internal investigations, a clearer picture could be developed concerning the number and nature of complaints received. This would allow a more direct approach towards minimizing causation factors.

A State Police captain was assigned as director of the Division and received specialized training in the field of internal affairs. During the first nine months of its existence, the Division of Internal Affairs investigated or coordinated the investigation of forty-eight complaints. At the end of calendar 1984, forty-three of these complaints had reached final resolution. In each instance, the complainant was contacted and advised of the outcome of the complaint.

The Division is in the process of building an automated data base which, in the future, will allow timely identification of problem areas which will be retrievable by a number of different identifiers. By analyzing this data, not only will management have immediate access to statistical information on past problems, but more importantly, will be able to identify areas in which problems might be expected to surface. With such information in hand, greater emphasis may be placed in indicated areas before future problems occur.

ORGANIZED CRIME INVESTIGATIVE DIVISION

The Organized Crime Investigative Division, known as the "Organized Crime Division" or OCD, is commanded by a captain and is responsible for the investigation of major crimes that have an organized crime connotation and those crimes that require coordination on a statewide multi-unit basis. The Division coordinates criminal intelligence and gambling, drug enforcement, and special investigative activities.

Criminal Intelligence Unit and Gambling Investigations

Criminal Intelligence

The calendar year 1984 saw 314 inquiries directed to the CIU from throughout the United States. 128 cases were generated by the CIU as a result of criminal investigations relating to organized criminal activities in the State. \$93,000 in stolen property was recovered, this in part due to the discovery and breakup of an aircraft theft ring.

One member of the CIU was assigned full time to the FBI Task Force searching for 10 most wanted fugitives associated with the killing of a New Jersey State Trooper. The Task Force met with success during November with the arrest of five people in Cleveland, Ohio, that were the targets of the fugitive search.

The investigations undertaken by the CIU resulted in 29 arrests for the year 1984. They are as follows: one fugitive from justice, one for possession of a weapon by a felon, one for burglary, one for interstate transportation of stolen aircraft parts, two for insurance defraudments, two for receiving stolen property, three for armed robbery, and 18 for drugs.

Gambling Investigations

The Maine State Police is responsible for the enforcement licensing and administration of over 840 Beano and Games of Chance organizations statewide. It also maintains close and effective cooperation with other law enforcement agencies.

Routine inspections of licensed games are made as frequently as possible with all complaints fully investigated.

Summary of enforcement activities for 1984 included, but were not limited to:

- 2515 Administrative Hours
- 54 Court Hours
- 298 Investigations (complaints) for a total of 673 hours
- 115 Premise Inspections for a total of 227 hours
- 129 Special Workshops or audits for a total of 480 hours
- 58 New application investigations for a total of 174 hours
- 28 Speaking Assignments for a total of 243 hours

The above resulted in 389 warnings and seven arrests.

Summary of licensing activities for 1984.

Beano and Bingo.

1. Total Beano organizations licensed - 440
2. Total number of Beano licenses issued - 4137
3. Total revenue received by State of Maine from license fees - \$49,332
4. Total operating expenses for 1984 year - \$16,962.19
5. Surplus from Beano license fees for 1983-84 year - \$32,369.81

Games of Chance

1. Total Games of Chance organizations licensed -403
2. Total number of Games of Chance licenses issued - 7536
3. Distributors licensed - 11
4. Total revenue received by State of Maine from Games of Chance license fees - \$153,532
5. Total operation expenses for 1984 year - \$133,360.53
6. Surplus from Games of Chance licenses for 1983-84 year - \$20,171.47
7. Combined surplus from Beano and Games of Chance license fees to State of Maine General Fund Account for 1984 - \$52,541.28

The State Police accepts applications, investigates backgrounds and issues licenses for private investigators and private security guard services.

Similar background investigations are conducted for non-resident concealed weapon applicants plus ex-felons who may only apply for non-concealable firearms permits.

During the year 1984, the State Police issued 304 licenses. A total of \$38,200 was received from application fees. \$27,215 was spent/allocated for Unit operations. \$10,985 was provided to the State.

	Private Investigators	Assistant Private Investigators	Private Security Guards/ Agencies
New	22	7	10
Renewal	93		45
I.D. cards	28	6	3

	Non-Resident concealed	Possession by Ex-Felon
New	127	0

Drug Enforcement

Drug Enforcement Unit

The Drug Enforcement Unit investigated 313 cases during 1984. Although the total number of cases investigated decreased, the complexity and quality of the cases investigated increased. Over 30 search warrants were executed on both buildings and vehicles. Major investigations concluded during the year were:

- Sting operation in Portland where, through a second-hand store, both stolen property and drugs were purchased. Thirty individuals indicted (the majority for both property and drug crimes). In excess of \$150,000 in recovered stolen property (ranging from computers to jewelry). Dozens of burglary and theft cases cleared in the Greater Portland area.
- Seizure of crystal methamphetamine lab and arrest of involved individuals.
- Seizure of mushroom growing lab and arrest of involved individuals.
- Buy/Bust resulting in seizure of kilogram of cocaine.
- Buy/Bust resulting in seizure of 14 ounces crystal methamphetamine smuggled in from Canada.
- Buy/Bust resulting in seizure of 87 pounds of hashish.
- Investigation resulting in two arrests and seizure of 1 1/2 pounds cocaine.

In 1984 a publication entitled "Crime in Maine" was printed and released. This annual publication was for the period January - December 1983. A brief bulletin with data covering the period from January - June 1984 was generated and forwarded to all contributors and related criminal justice agencies.

Activities of the UCR Unit, in addition to crime data collection and reporting, include the constant training of contributor personnel (more than 3,000 trained to date) in records systems and Uniform Crime Reporting rules and procedures. Consultation and visitations with UCR contributors, as well as providing technical assistance upon request, reflect a significant portion of the Unit's activity.

State Police Investigative Records

This unit of SBI is the Central repository of the investigative records of the Maine State Police.

Starting with the assigned identification numbers of the case on the original investigative complaint they are processed to a completed case and finally microfilmed. The records are available for recall and copies are printed when necessary.

In 1984 the Investigative reference file developed as a by-product of the investigative records was automated on a word processor computer terminal for the first time. Two years records, 1983-84, were automated requiring 30,000 index entries. Proper utilization of this file as an informational, statistical or investigative resource, should prove valuable to State Police personnel.

All non-criminal justice agencies are charged a five-dollar fee to cover administrative and clerical costs when they request verification of reports from the investigative file. Detailed information is confidential by statute. Fees collected during 1983 amounted to \$1,363 and were turned over to the Department's Finance Office.

Activity in the Investigative Records Unit of the State Police in 1984 consisted of the following:

Criminal Cases: Received/Filed.....	6,831
Criminal Continuations: Received/Filed.....	3,148
Civil Cases: Received/Filed.....	176
Civil Continuations: Received/Filed.....	63
Index Additions to Computer Reference File:	
Names entered.....	30,213
Insurance Requests: Received/Answered.....	247
Prison Requests: Received/Answered.....	52

Cases Microfilmed:

1978 Cases.....3,243
 1979 Cases.....4,177
 1980 Cases.....6,320
 1981 Cases.....4,732
 1982 Cases.....5,872

Total Number of Cases Microfilmed.....24,344

Cards Purged/Microfilmed.....29,000

Troop	Criminal Cases Received	Criminal Continuations Received	Civil Cases Received	Civil Continuations Received
CID	691	783		
A	559	325	49	21
B	579	271	12	4
C	1,602	349	42	3
D	678	344	2	5
E	898	286	17	5
F	1,023	602	22	14
G	186	44	15	7
J	605	144	17	4
Traffic	10			
Totals	6,831	3,148	176	63

Insurance Fees Received.....\$1,175

Supply

The Supply Office is responsible for the purchase, storage, and distribution of clothing, office supplies, office equipment, departmental forms and support equipment to approximately 500 sworn and civilian members, as well as supplying forms, intoxilyzer materials and other related items to municipal police departments and county sheriff offices. The Supply Office is becoming involved with a completely new computer system for all inventory control. Supply is also responsible for obtaining any new products that could be beneficial to the Department, and with the aid of field personnel, tests these products for economic and durability factors.

Traffic & Safety

The Traffic Division is responsible for the administration of Accident Reconstruction, Accident Records, Air Enforcement, Commercial Vehicle Enforcement, Fleet Safety Program, Hazardous Materials, and Motor Vehicle Inspection.

Accident Reconstruction

Accident reconstruction reports are maintained within the Traffic Division, and the overall supervision of the reconstruction program is based within the Division also. The reconstruction program completed its fifth year in April 1984. Due to an increase in requests for accident reconstruction assistance, the State Police trained an additional 25 reconstructionists during March of 1984.

Accident Records

The Accident Records section of the Traffic Division receives, processes, and maintains files of all traffic accident reports submitted in accordance with MRSA Title 29. Annually, this section of the Traffic Division handles approximately 30,000 reports. Each report is reviewed for accuracy and proper coding, prepared for entry into the computerized data system, and microfilming. Insurance companies, private citizens, State and federal agencies, district attorneys, and representatives of the Attorney General obtain copies of accident reports from the records section. These requests exceed 5,000 each year.

Fatal accidents are maintained in separate files, and statistics are done on a daily basis for comparison with previous years.

All reporting police agencies are supplied with quarterly computer print-outs of their accident activity.

Air Wing

1984 was a year of priority readjustment for the Air Wing resulting in diversification of activities to a certain extent. The period saw a reduction in overall coastal drug interdiction intelligence missions and a dramatic increase in domestic marijuana and speed enforcement flights.

A total of 121 missions were flown in support of criminal investigations for the purposes of intelligence gathering, surveillance of actual criminal activity, and attempts to locate lost and wanted persons or property. The year saw continued use of aerial electronic surveillance techniques facilitating the monitoring of suspect movements which otherwise would continue undetected.

During August of this year the Maine State Police hosted the first Marijuana Eradication school in the region. It was sponsored by the Federal Drug Enforcement Administration and was fundamentally directed toward the education of law enforcement pilots in detecting domestic cultivated marijuana from the air. Aviators from all over New England attended along with other officers.

An increase in marijuana flights in 1984 resulted in less fields detected than was in 1983. The 1983 program was effective in that it caused considerable alteration of growing habits, on behalf of the perpetrators, to avoid aerial detection. In many cases it is believed that the potential growers were greatly discouraged from engaging in this illegal activity during 1984.

In September of 1984 pilots seized another twin engine airplane worth approximately \$250,000. Close cooperation between our pilots and criminal investigators make seizures of this magnitude possible.

During mid 1984 enforcement of the 55 MPH national speed limit gained a high priority slot with the Air Wing once again. Pilots flew numerous missions in support of ground officers resulting in hundreds of violations noted. Thirty-six percent of the contacts with the public were for speeds less than 70 miles per hour and the remaining sixty-four percent involved speeds greater than 70 and up to 104 miles per hour.

As Departmental priorities become finely tuned pilots will continue to articulate effective and innovative approaches to the responsibilities that face them.

Commercial Vehicle Enforcement

The Truck Size and Weight Section has the responsibility of enforcing the Size and Weight Laws as they apply to commercial vehicles. During 1984 this section weighed 77,047 trucks and checked 118,051 trucks for compliance. The two new weigh stations in Kittery - York are open and are in constant use. These areas are used primarily by the State Police but are often used in conjunction with the Federal Bureau of Motor Carrier Safety, Sea & Shore wardens, and other State and federal organizations.

During calendar year 1984, the Motor Carrier Section registered and issued operating permits to 4,583 for hire motor carriers, which included 4,141 carriers operating in Interstate Commerce and 442 in intrastate commerce. Vehicle Identification Decals were issued for 119,968 interstate trucks and 2,866 intrastate trucks being operated by motor carriers. Approximately 4,500 temporary telegraphic authorities were sent to motor carriers in order to expedite legal movement of their vehicles into or through the State. Revenue from Motor Carrier Operations was \$1,024,635.90 an 18 percent increase over calendar year 1983.

Fleet Safety Program

State Police Policy mandates that the Director of the Traffic Division also serve as the Chairman of the Fleet Safety Board. Files are maintained on all members of the Department regarding fleet driving activity. The Fleet Safety Board meets quarterly to review all accident reports. Board files are used to determine qualifications for safe driver awards, assignments to driver improvement or refresher programs, and in some instances influence the assignment of vehicles.

Hazardous Materials

The Traffic Division continues to be involved in Hazardous Materials Safety and Enforcement. Involvement is centered around the highway transportation of hazardous materials.

The State Police Commercial Vehicle Enforcement Section entered into a contract called "The State Police Hazardous Materials Enforcement Development Program" with the U. S. Department of Transportation which provides monies and materials to enhance our enforcement programs. This contract has and continues to enable the State Police to obtain needed training and equipment.

During this past year, three training sessions were held at the Maine Criminal Justice Academy. These training sessions, presented by instructors from the Transportation Safety Institute in Oklahoma, covered the inspection and enforcement of the hazardous material regulations. These three courses of instruction were attended by approximately 80 officers, from within and without the State.

Motor Vehicle Inspection

The Motor Vehicle Inspection Unit consists of nine uniformed officers responsible for the administration and licensing of all inspection stations (1,850) and inspection mechanics (6,107) in the State. Every school bus (2,241) in the State must also be inspected twice a year by the inspection officers. Their duties also include speaking engagements, motor vehicle inspection complaint investigations, accident reconstruction, vehicle autopsy and instruction at the Maine Criminal Justice Academy.

A State inspection survey was introduced in 1984 in an effort to assess the types of defects that could be attributable to annual inspection. One hundred and sixty stations throughout the State were selected to participate in this program with the inspection officers monitoring these stations. (The inspection survey is to be completed in 1985.)

Sticker sales for 1984 are as follows:

Motor Vehicle	961,300
Motorcycles	29,540
School Bus	6,544
Trailer	2,250
Total	999,634

Total dollar amount of all sticker sales: \$499,817.

Training/Special Services

Training

Twenty-two men and four women comprising the 38th Training Troop completed the 16-week Maine State Police School, at the Maine Criminal Justice Academy.

The two-week New England State Police Administrators Compact (NESPAC) Non-Commissioned Officers' Academy was continued with supervisory officers being selected to attend at the various state police training facilities throughout New England.

State Police General In-Service Training consisted of a one-day program on physical assessment and lifetime fitness, and a one-day program on felony stops.

The State Police training staff coordinated many outside training sessions throughout Maine, for State, municipal and county officers. Some of these areas include: physical fitness, defensive tactics, emergency vehicle operations, PR-24 police baton, SIDS education, EMT and C-P-R refresher, and motor vehicle law.

The State Police training staff, with the support of State Police officers and civilians, contributed staff and instruction to Municipal/County Basic Police Schools at the Maine Criminal Justice Academy. Some of the areas State Police personnel instructed were: accident investigation, crime lab services, crisis conflict management, motor vehicle law, news media relations, and physical fitness. The principal instructor for accident investigation at the MCJA is a Traffic Division officer.

In cooperation with the American Legion, the Maine State Police held a student Law Enforcement Orientation Program, at the Maine Criminal Justice Academy, where 35 students from throughout the State attended.

Special Services

State Police Special Services is comprised of the Canine Unit, Hostage Negotiation Team, the Tactical Team, and the Underwater Recovery Unit.

Canine Unit--The Second Maine State Police Basic Patrol Dog School was held in 1984, with five new teams being trained and put on patrol before Memorial Day. This increase reflected wider coverage of the State and cut the response time down for better service. The 480-training hour school was attended by a Sanford Police Officer and his canine. He was the first municipal officer to be trained by the State Police. This concept provided a start for a new Canine Unit and demonstrated cooperation and leadership of the Maine State Police with municipal departments.

The yearly totals of canine activities still shows that tracking is the most frequently called for service. The use of the dog as a deterrent and as a backup in dangerous situations is being utilized to a greater degree. Using the Police Dog to enhance the Maine State Police public image and as a medium to educate school children on safety aspects also has increased. The Unit continued to assist police agencies with canine services and the Maine Department of Inland Fisheries and Wildlife with searches for lost persons. Basic and In-service Training were provided to local police departments and we backed up that training with documentation and court presentations of the canine team's qualifications. The canines were directly responsible for 51 felony and misdemeanor arrests in 1984, without any serious bites.

The following is a listing of Canine Unit activities:

- Tracking.....213 calls
- Public Demonstration..... 93 calls

Backing Up Other Officers..... 39 calls
 (During threatening situations)

Deterrent..... 41 calls
 (People stopped violent behavior on sight of dog)

Building Searches..... 31 calls

Evidence Recovery..... 30 calls
 (At crime scenes)

Drug Searches..... 27 calls

Total.....474 calls

(142 of the above calls were handled by an off duty canine handler, and 172 of the calls were aids to other agencies.)

The outstanding case of 1984 was for a subject wanted for an armed robbery in Gray, Maine, in August. The subject armed with a shotgun was tracked from the scene of the crime for 6 miles, before canine "Adam" became exhausted from the heat of the day. Canine "Magnum" was called in to continue the track. A farmer spotted the subject ahead of "Magnum" and canine "Duke" was assigned to pick up the track from there. Having the direction of travel provided by the canine teams, the subject was spotted 30 minutes ahead of canine "Duke". Canine "Adam" having rested was transported to the last sighting and commenced tracking for another mile. The subject was spotted ahead and ordered to halt by handler George Denison. The subject stopped, turned and pointed the shotgun at the team. Tr. Denison dove for cover and sent his dog for an apprehension. As the dog approached the subject, he turned the shotgun onto himself and threatened suicide. The dog was recalled without a bite. After 30 minutes of negotiations, the subject was taken into custody.

Hostage Negotiation Team--The State Police formalized a hostage negotiating team working in conjunction with the Tactical Team. (During 1985, team members will be having specialized training to facilitate their responsibilities.)

Tactical Team--The Maine State Police Tactical Team consists of specially trained officers who, for the most part, are centrally located within the State in order to insure maximum team mobility. The purpose of the Team is to respond to extreme emergencies in which serious injury or death could be imminent and where the use of a professionally trained and equipped team could neutralize the effects of any person(s) threatening the lives and safety of the public.

During the year the Tactical Team responded to numerous requests for assistance from local, county and State agencies with the requests ranging from assisting with security during the World Junior Alpine Championship Competition which was held at Sugarloaf USA; to assisting the U.S. Marshal with security of a known terrorist; to confronting individuals that were armed, had committed murder, were barricaded and were threatening the lives of the police and public.

The Team has been able to accomplish each mission with no injuries or loss of life to the police profession or innocent bystanders after the Team had been activated and was on scene.

Underwater Recovery Unit--The Maine State Police Underwater Recovery Unit (URU) participated in two training sessions during 1984 including one at the Pennsylvania State Police Academy in which all members were certified in ice diving operations. In addition, the URU conducted 14 operational dives. The most extensive was a two-week joint operation with the Connecticut State Police Dive Team at the Merrill Slate Quarry in Brownville which resulted in the recovery of 16 stolen motor vehicles. Unit members also recovered three drowning victims, including one from under the ice in the Piscataquis River. Stolen antiques and a large amount of stolen jewelry from several burglaries were recovered from Wesseransett Stream in Skowhegan and the Cathance River in Topsham. Two members of the URU were checked out in the use of Mk I surface supplied air equipment (hard hat). The Underwater Recovery Unit continued to demonstrate its ability to accomplish its mission under the most difficult diving conditions.

P O L I C I N G

B Y

O B J E C T I V E S

POLICING BY OBJECTIVES

Maine's State Police has embarked on a participatory management process to direct its future. Policing By Objectives, or PBO, is based on decentralized decision making and is a systematic approach to management in which every element has a specified function to achieve a specific result.

A key factor in PBO is citizenry involvement--either as individuals or through representatives in such forums as the Maine State Police Planning Committee. With input from the citizenry, the Chief puts forth the mission statement--a statement of policy direction and priorities. Working with the captains, the Chief outlines the goals of the Agency. The captains working with lieutenants formulate the objectives. And the lieutenants working with the sergeants formulate the action plans. In the action plan phase Troopers provide input into practical, realistic courses of action. PBO is a continuous process and depends upon "top down, bottom up" communication.

The State Police began the PBO process in the fall of 1983. State Police administrators and commissioned officers were briefed on the PBO process by the distinguished management consultant, Val Lubans. During 1984, training was provided to troop commanders, sergeants and Troopers to involve them in the PBO process. A key part of the training was familiarization with action plans--especially the "how to" of action plans. Drafting and approval of action plans were completed in 1984. (Implementation of the action plans began February 1, 1985.)

As mentioned previously, policy direction and priorities are set by the mission statement. The following is the mission statement of Maine's State Police:

MISSION STATEMENT

Historically, the mission of the Maine's State Police has been in its broadest sense, the protection of the lives and property of both the citizens of this State as well as all persons travelling within our borders.

In order that there be no question in the minds of the members of this Agency relative to the direction of the Maine's State Police concerning the fulfillment of our mission, this Mission Statement is promulgated.

Building upon the foundation of the general mandate set forth in paragraph one, this statement will address specific areas of concern, to which attention must be directed.

The accomplishment of the stated mission will be built upon action plans developed at the Division/Troop level taking into consideration the total environment prevailing within each Division/Troop area of responsibility.

Within the following paragraphs are several areas which must be addressed on a statewide basis. The magnitude of the problems existant in these areas demands the channelling of maximum possible resources towards successful resolution of these problems areas.

There are obviously numerous other requirements which we must fulfill if we are to truly meet our obligations as a State Police organization. The listing of several priority items within this statement by no means is meant to exclude those other areas.

Traffic Safety--

First, by historical precedent and the obvious ramifications of a weak Traffic Safety Program is the field of Traffic safety. Within this general field, the enforcement of Operating Under the Influence (O-U-I) offenses coupled with an effective educational program directed towards curbing OUI related traffic accidents must be of the highest priority.

On the same plateau, similiar emphasis must be directed towards compliance with the 55 MPH National Maximum Speed Limit (NMSL)... Over the past several years, the savings of lives as well as resources stands as mute testimony towards the effectiveness of 55.

Obviously, the 55 N.M.S.L. does not enjoy a high degree of popularity with the motoring public. If the validity of the 55 NMSL is questionable in the minds of those charged with its enforcement, it can become difficult for them to commit themselves to this responsibility.

The considerations in this area are basically three-fold:

First, the severity of damage in a collision at 55 miles per hour as opposed to higher speeds is generally less. This will hopefully lead to fewer deaths and severe injuries resulting from traffic accidents. Statis- tical data tends to fortify this position.

Secondly, fuel consumption is less at lower speeds than higher. This is a very basic fact, but one that can easily be forgotten as current nationwide fuel supplies are not as limited as they were a few years ago. We must keep in mind, however, that all operating costs continue to rise, and any savings which we can realize can only benefit our overall operational capabilities.

Thirdly, the Federal Government has embraced the 55 NMSL as having a positive influence in both of the aforementioned areas. The Federal commitment is such that the National Highway Safety Administration (NHTSA) has issued compliance levels to all states. Any state which fails to meet the mandate of these federal levels may be faced with the withholding of a portion of all Federal Highway Funding allocated to that state, to include highway construction and related areas, as well as NHTSA enforcement monies. Presently, Maine is within the allowable level, however the margin is very close. Were the State to lose such federal funding the results could well be disasterous.

Enforcement of 55, as well as all violations cannot be pushed aside, however it must be tempered with good judgment and common sense.

To maintain and complete an effective traffic safety program we must continue to ensure the mechanical safety of those vehicles operating on this State's highways through a modern motor vehicle safety inspection program.

Within the realm of traffic safety we deal with two main principals being the vehicle and its operator.

As with the operator we rely on voluntary compliance based on his or her general knowledge of current statutes and safe operating practices.

As with the vehicle it is the maintenance of a motor vehicle safety inspection program that the motoring public is afforded knowledge of the mechanical condition of the vehicle by those trained in this function.

Additionally, the motoring public must continue to be assured that all Maine registered vehicles operating on the roadways of this State have also met uniform safety standards.

This is the only area within the disciplines of traffic safety that the elements of voluntary compliance and preventive action are drawn together so effectively.

Our goal must not simply be a total reliance on enforcement action but must be tempered with education and similar programs that encourage voluntary compliance.

Major Crimes--

Realizing the exorbitant cost to the citizens of this State in both financial as well as human terms, exacted by on-going criminal activities throughout the State we must strive for the reduction of such incidents.

Of prominence are those offenses that come under the category of child abuse. Perhaps no other single criminal act, because of the age factor, subjects its victims to such long term suffering as does this type of offense. Realizing this we must not only continue to maintain a high degree of sensitivity but we must continue to constantly upgrade our training and investigative techniques in this area.

Drugs--

This is an area in which we are faced with a two headed serpent. On the one hand we must battle the smugglers drawn to Maine by our unique and remote coastline. Secondly, the on-going activity of drug trafficking/street drugs within the communities of our State demand immediate and on-going attention.

Property Crimes--

While on an individual basis, property crimes do not have the impact of crimes against the person; the financial impact on our citizens due to the larger number of such crimes compared to the low incidence of crimes against the person, thrust property crimes to the forefront. Specific enforcement and property crime prevention programs must be implemented to address the problem. Citizens awareness and involvement must be an integral part of any such endeavor if it is to have a chance of success.

Homicide--

The continuance of on-going training in the latest techniques of homicide investigations for our investigators is imperative if we are to successfully combat this most serious of crimes and bring investigations to fruitful conclusions.

Intelligence--

The maintenance of a strong Criminal Intelligence Unit guided by established standards designed to provide necessary data with which to combat crime while recognizing the constitutional safeguards of all citizens is a necessity in carrying out any anti-crime programs.

Training--

In-service training on both the Troop and Agency level which is directed towards upgrading operational functions as well as developing employee potential must be carried out on a continuing basis.

Public Relations--

No public agency can survive without the support of the citizens it serves. This is certainly true of the Maine State Police however, due to the functions carried out by any Law Enforcement Agency, the maintenance of such support becomes ever more difficult. This is true because of our responsibilities to take enforcement action against the very individuals whom we represent; the public. Because of this, it is incumbent upon each individual member of the Maine State Police to always conduct him or herself in courteous, professional manner. Absent an effective, ongoing public relations program, supported by and participated in by every member of the Maine State Police, we will not receive the maximum support available to accomplish our goals and objectives. Therefore it is of the utmost importance that each of us strive to present our Agency in a most positive fashion. When action is taken we must keep in mind that there is an objective for such action; i.e. accident prevention; crime reduction, etc. If we approach our responsibilities with this outlook, the result should be a more positive attitude and sense of accomplishment which can only benefit both the individual officer as well as the Maine State Police.

Communications--

We must strive to constantly analyze and evaluate our overall communication function in order that this most important facet of our operation be ensured of the latest state-of-the-art equipment applicable to our undertakings. Hand in glove with equipment must be continued consideration in the area of selection and training of personnel who perform this vital service.

All of the aforementioned areas will be for naught if we fail to recognize and subscribe to a commitment to inter-personal communications among all employees of the Maine State Police. This administration subscribes to the concept of participatory management. Such a concept cannot begin to function properly unless there is an atmosphere of open communications among all members.

Healthy interpersonal communications fosters trust and belief in the validity of our operations must be stressed at every level.

As we attempt to enhance the level of interpersonal communications within our Agency, we should strive to also make this commitment in our dealings with other jurisdictions in the Criminal Justice community.

Planning--

As in any business, either public or private, planning is the backbone of the road to success. The Maine State Police have historically attempted to embrace the planning process but only in the past few years has a formalized structured planning program been undertaken. We must continue this effort in order that we can shift the balance of our efforts from almost totally re-active to pro-active. While there can be no question that a certain percentage of our endeavors will always be reactive due to the nature of our operations, the more of these operations that we can anticipate and shift to the pro-active side, the more control we will realize over our future. It must always be remembered that planning must take place at all levels; not just at the top.

Summation:

To re-emphasize the opening paragraph of the Mission Statement, the intent is to provide direction to members of the Maine State Police as we go forward in the everyday performance of our duties. Many areas have not been specifically mentioned, however, such omissions are not to be considered as excluding such responsibilities. In this document, areas of great concern have been highlighted and these must be acted upon in conjunction with the myriad tasks facing us in our day to day operations.

The fact that detailed problem resolutions are omitted is not an oversight, rather it is intentional. The philosophy behind this entire document is based upon the premise that given administrative areas of concern, specific action plans will be developed at the Division/Troop levels by those charged with the implementation of such action plans. In this way we all share in the future of Maine's State Police and our level of commitment will have a direct bearing on how or if this future develops.

Through PBO, Maine's State Police have made goals in the areas of traffic safety, major crimes, drugs, property crimes, homicides, intelligence, training, communications, and planning. The following are the goals formulated during 1984 (to be addressed by action plans during 1985):

GOALS

Traffic Safety--

1. To reduce the percent of vehicles exceeding the national maximum speed limit (NMSL) without causing unacceptable levels of adverse public reaction.

2. To reduce the percent of rural motor vehicle accidents involving alcohol.
3. To develop a management information system so as to determine the impact of Maine's annual motor vehicle inspection program in terms of highway safety.
4. To reduce the number of motor vehicle inspection complaints.

Major Crimes--

1. To reduce the number of reported major crimes.
2. To increase public awareness and reporting of child abuse cases.
3. To increase the investigative capabilities and training of Maine's State Police in the area of child abuse cases.
4. To reduce the number of child abuse cases occurring in this State.

Drugs--

To develop a management information system to measure the effectiveness in reducing the number of those who possess, use, or traffic in illegal drugs within the State.

Property Crimes--

1. To reduce the projected rate of Part I property crimes (burglary, larceny, motor vehicle theft, arson).
2. To develop an information system in order to create a profile of Maine unrecovered stolen motor vehicles.

Homicides--

To increase the clearance rate of homicides.

Intelligence--

To collect, store, retrieve and disseminate information through appropriate sources relating to criminal activity, so as to increase the clearance rate of criminal investigations.

Training--

1. To upgrade entry level training in relation to developed job descriptions so as to increase job performance.
2. To upgrade in-service training in relation to career enhancement, management and supervisory functions in order to increase job performance.

Public Relations--

To enhance the image of the Maine State Police.

Communications--

1. To upgrade the present communications network consistent with available technology.
2. To maximize interpersonal communications among members of this Agency as well as the various jurisdictions of which the criminal justice community is comprised.

Planning--

To maximize the involvement of citizens, advisory planning group, and Bureau members in the planning process.

CONCLUSION:

Policing By Objectives for Maine's State Police is a dynamic, on-going management process involving planning, implementation and evaluation. The year 1984 saw completion of the planning phase, 1985 will see the implementation phase, and continuous evaluation will be done during 1985. Also during 1985 planning will be done to determine 1986 goals and those action plans required to meet those goals -- goals to better preserve the lives and protect the property within this State, as Maine's State Police remains responsive to citizen needs.

PLANNING

REPORT

UPDATE

PLANNING REPORT UPDATE

The State Police Planning Report covering the period of 1983 through 1988 contains recommendations and suggestions from a broad segment of the State Police and for the first time in State Police history, the people who we serve were represented by a citizens Advisory Planning Group in providing input affecting the Agency's future. The goal of the Advisory Planning Group, the State Police Planning Committee, and the Planning Report is to improve the quality of service to the people of this State and to improve the quality of Maine's State Police.

The following explains what has been accomplished in the various areas the Planning Report originally addressed. The accomplishments are the result of dedication by sworn and civilian members of the State Police, interested citizens, the Governor and the Legislature, and the Agency's dynamic, on-going management process--Policing By Objectives.

RESTRUCTURING

The Planning Report recommended certain restructuring of the State Police to provide maximum utilization of available resources both operationally and administratively. The following indicates the progress in various areas:

Lt. Col./Deputy Chief--

Legislation was passed to provide for a second lieutenant colonel/deputy chief position

Internal Affairs/Inspectional Services--

This was implemented by appointing a State Police captain as director of Internal Affairs/Inspectional Services.

Support Services--

A State Police captain was named director to coordinate the functions of communications, management information systems, planning and research, public information/community relations, State Bureau of Identification (including Uniform Crime Reporting), supply, traffic and safety, and training/special services.

Data Processing/Computer Systems--

These functions were brought together under a civilian director of Management Information Systems.

Communications--

A State Police lieutenant has become responsible for the overall management of the several Regional Control (i.e., communications) Centers to include systems discipline, operations and maintenance.

Training/Special Services--

A State Police lieutenant became responsible for administration of overall Agency training needs. He is being assisted in the Special Services area by a sergeant. (Special Services Units include: Canine Unit, Hostage Negotiation Team, Tactical Team, and the Underwater Recovery Unit.)

Community Relations Officer--

Federal funding (through the Maine Bureau of Safety) provided for the position to be established with a Trooper. The position allows the State Police to address community relations issues in the area of highway safety on an educational basis (to include a speaker's bureau) using a uniformed officer.

Troop Boundaries/Staffing--

In recognizing the advantage of aligning troop boundaries with prosecutorial districts, the following troops have been aligned: Troop E (Penobscot/Piscataquis), Troop F (Aroostook), Troop J (Hancock/Washington), and Troop A (York).

General Investigative Services (Troop Detectives)--

Some troops have been able to designate a Trooper to coordinate investigative services within the troop and assist the statewide intelligence activities related to criminal investigations.

Shift Supervisor--

Most of the troops now have three sergeants assigned to meet shift supervisory requirements.

Administrative Assistant--

All troops have a uniformed or civilian member assigned to perform administrative functions such as Uniform Crime Reporting, NCIC/Maine Wanted & Missing verifications, Incident Based Reporting/Scheduling/Report Processing/Case Screening/etc. The uniformed member also has duties as court officer thereby relieving a patrol officer from this duty.

Troop I--

Troop I has been disbanded with uniformed officers being absorbed with the troop in which he or she resided. The transformation from a line patrol to a rural patrol provides police services for those towns bordering the Interstate which were without such added services.

FUNCTIONAL OPERATIONS

A key portion of the Planning Report addressed the functional operations of the several sub-divisions of Maine's State Police. The following indicates the progress in the various areas:

Canine Unit--

Twelve of the 15 recommended teams are in place. Several of the Canine Teams have been trained in drug detection. Presently there is one part-time trainer to assist the Unit supervisor.

Supply--

A study is in progress on supply acquisition and use. A stand alone desk top computer has been approved to increase efficiency and cost effectiveness. Additional space has been provided to relieve cramped quarters that came into being when Supply became responsible not only for State Police material and equipment but also the entire Department of Public Safety.

Personnel--

A State Police policy has been formulated effecting the newly formed State Police Training Council, with members acting as troop/unit training coordinators.

A physical assessment program has been developed to allow sworn members the opportunity for a yearly physical assessment, provide training on physical fitness, and nutrition.

Under way and in the process of completion is an accurate task inventory for each job assignment or position (patrol and specialty) to provide guidance to members.

Manpower Allotment--

The State Police have begun to more equitably and efficiently assign sworn personnel on a statewide basis. Phase one of the three phase process was completed when new Troopers out of the Maine State Police School were assigned to field troops utilizing objective (including demands for service) criteria.

Criminal Investigation Division--

Investigators have been specifically assigned to address the increased workload of child abuse cases.

Communications--

Maine vehicles that are reported stolen out-of-State are now processed within the Maine system that mirrors NCIC information.

Model 28 teletypes have been replaced with modern, efficient computerized teletypes. In process is an on-going training program to ensure continuity of adequately trained computers operation personnel at all levels of skill. A centralized director (a State Police lieutenant) has been named to coordinate and manage all Departmental police communications.

A computer review council has been established to monitor computer technology in order to identify and recommend needed changes. The council is headed by the director of Management Information Systems, who is the new systems manager for the Department.

Games of Chance--

One additional clerk was hired to share administrative duties.

Crime Lab--

Proposed expansion and enhancement of the Crime Lab has been and is in the legislative process.

SBI/UCR--

A computerized master name index file for investigative purposes is in the development state; on line now is a computerized State Police investigative records reference file.

Street Drugs--

A supervisory sergeant has been assigned to cover the areas of Aroostook, Washington, Piscataquis and Hancock counties.

Field Divisions--

General Investigative Services (Troop Detectives) personnel have been named for some troops. There has been a reduction from three to two field divisions. The Special Services Unit has been enhanced to more efficiently respond to those unique situations to which the field is not specifically equipped or trained to handle expeditiously. A revised method of personnel assignment to troops utilizing a manning chart based on validated criteria has been accomplished. The rank of corporal has been eliminated. Due to the decrepit condition of the Orono Barracks, replacement of the physical facilities is under review by the State Bureau of Public Improvements. (The last completed capital construction of a barracks facility was in the 1950's.) In order to maintain uniformity, measure progress, evaluate effectiveness and determine needs within the Agency, Maine's State Police began the Policing By Objectives management process.

Special Services--

An active hostage negotiations unit has been formed with two officers, with more individuals being assigned as training is completed. An updated firearms program was implemented allowing for more realistic training. (Special Service personnel are field and non-field assigned officers who do Special Services duties in addition to their full time functions.)

Troops--

The purchase of the Troop J barracks in East Machias was accomplished as recommended.

MAINE'S STATE POLICE is an organization fostered and created by its citizens that must continue to remain responsive to the needs of the people it serves. It is an organization "In Service to All" within the limits of its jurisdiction and legislative mandate.

STATISTICAL

DIGEST

INTRODUCTION

The Data Processing and Management Information Unit prepared this statistical section to assist the reader to know more about motor vehicle accidents in Maine and to better understand the enforcement function of the Maine State Police.

The first part of the statistical digest provides an analysis of the motor vehicle traffic accidents for all public street and highway systems within the State. The data has been compiled from reports submitted from municipal, county and state law enforcement agencies in their investigation of traffic accidents resulting in death, personal injury, or property damage of \$300 or more during 1984. Due to complexity of the accident report and the occasional omission of required information, it is not possible to guarantee 100 percent accuracy in all statistics.

The Maine State Police appreciates the effort made by each reporting law enforcement agency for making the accident information available for analysis. In addition, the Maine State Police expresses gratitude to the Department's Bureau of Safety for continued support and funding.

The second part of the statistical digest provides information on the enforcement activity of the Maine State Police based on computer printouts of information on file for the calendar year 1984.

When possible, the Maine State Police can provide statistical information concerning motor vehicle accidents. For further information, contact the Maine State Police Management Information, State House Station 42, Augusta, Maine, 04333, or telephone 289-3396.

IT'S A FACT

ON MAINE HIGHWAYS DURING 1984.....

... MOTOR VEHICLE ACCIDENTS OCCURRED WITH THE FOLLOWING AVERAGE FREQUENCY:

ONE FATAL ACCIDENT EVERY 38 HOURS.
ONE PERSONAL INJURY ACCIDENT EVERY 47 MINUTES.
ONE PROPERTY DAMAGE ACCIDENT EVERY 23 MINUTES.
ONE REPORTABLE TRAFFIC ACCIDENT EVERY 15 MINUTES.

... THERE WERE MORE THAN 7 BILLION VEHICLE MILES TRAVELED WITHIN THE STATE OF MAINE.

... THERE WERE 34,543 TRAFFIC ACCIDENTS IN MAINE INVOLVING MORE THAN 57,000 VEHICLES AND MORE THAN 88,000 PERSONS.

... THERE WERE 231 PERSONS KILLED IN TRAFFIC ACCIDENTS - 125 WERE THE RESULTS OF DRINKING AND DRIVING.

... THERE WERE 210 FATAL ACCIDENTS AND 11,076 INJURY ACCIDENTS.

... 37% OF THE FATAL ACCIDENTS OCCURRED BETWEEN 5 P.M. AND MIDNIGHT.

... 71% OF ALL FATALITIES WERE MALES.

... 44% OF ALL FATALITIES WERE BETWEEN THE AGES OF 15 AND 29.

... 72% OF ALL FATAL ACCIDENTS OCCURRED ON DRY SURFACES.

... 67% OF ALL FATAL ACCIDENTS OCCURRED IN RURAL AREAS.

- ... 68% OF ALL ACCIDENTS OCCURED IN RURAL AREAS.
- ... 21% OF ALL FATAL ACCIDENTS OCCURRED ON SATURDAY.
- ... 36% OF ALL FATAL ACCIDENTS OCCURRED BETWEEN MIDNIGHT FRIDAY AND 6 A.M. MONDAY.
- ... 65% OF ALL VEHICLES INVOLVED IN ACCIDENTS WERE PASSENGER CARS.
- ... 55% OF ALL VEHICLES INVOLVED IN FATAL ACCIDENTS WERE PASSENGER CARS.
- ... OF THE 155 FATALITIES INVOLVING MOTOR VEHICLES EQUIPPED WITH RESTRAINING DEVICES, 133 VICTIMS WERE FOUND NOT TO BE USING THIS SAFETY EQUIPMENT.
- ... OF THE 15,979 PERSONS INJURED IN MOTOR VEHICLE ACCIDENTS, 10,953 WERE REPORTED NOT WEARING A RESTRAINING DEVICE.
- ... THE VALUE TO VEHICLES DAMAGED IN TRAFFIC ACCIDENTS EXCEEDED 60 MILLION DOLLARS.
- ... OF THE 516 PEDESTRIANS STRUCK BY MOTOR VEHICLES -- 30 WERE KILLED.
- ... OF THE 1,216 MOTORCYCLE ACCIDENTS -- 33 PERSONS WERE KILLED.
- ... 17 OUT OF EVERY 100 LICENSED TEENAGE DRIVERS WERE INVOLVED IN MOTOR VEHICLE ACCIDENTS.

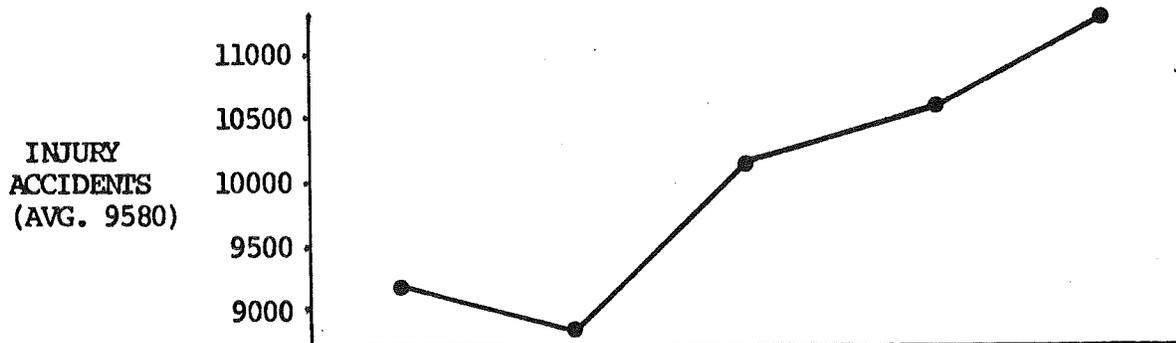
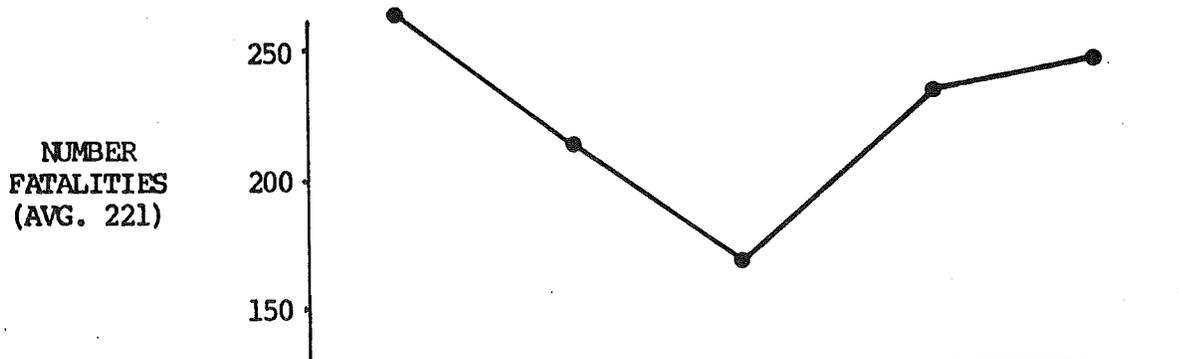
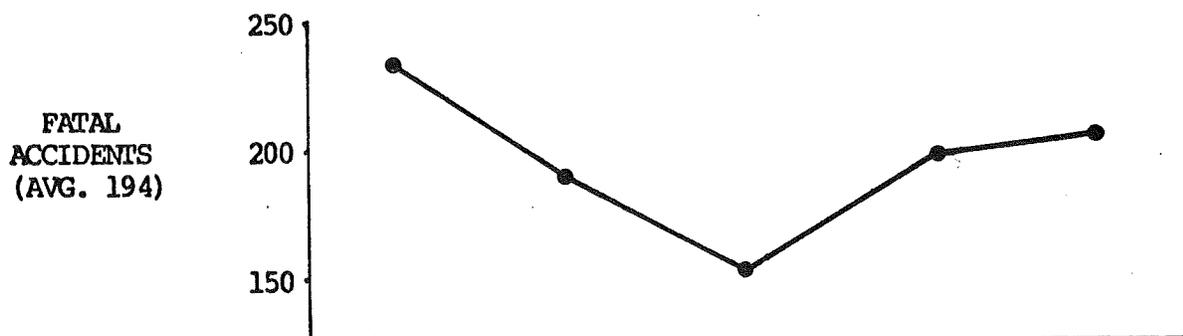
ACCIDENT DATA

FIVE YEAR COMPARISON

	<u>1980</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>
FATAL ACCIDENTS	234	187	151	198	210
NUMBER FATALITIES	261	211	166	224	231
INJURY ACCIDENTS	9267	8848	10023	10446	11076

FIVE YEAR AVERAGE

	<u>1980</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>
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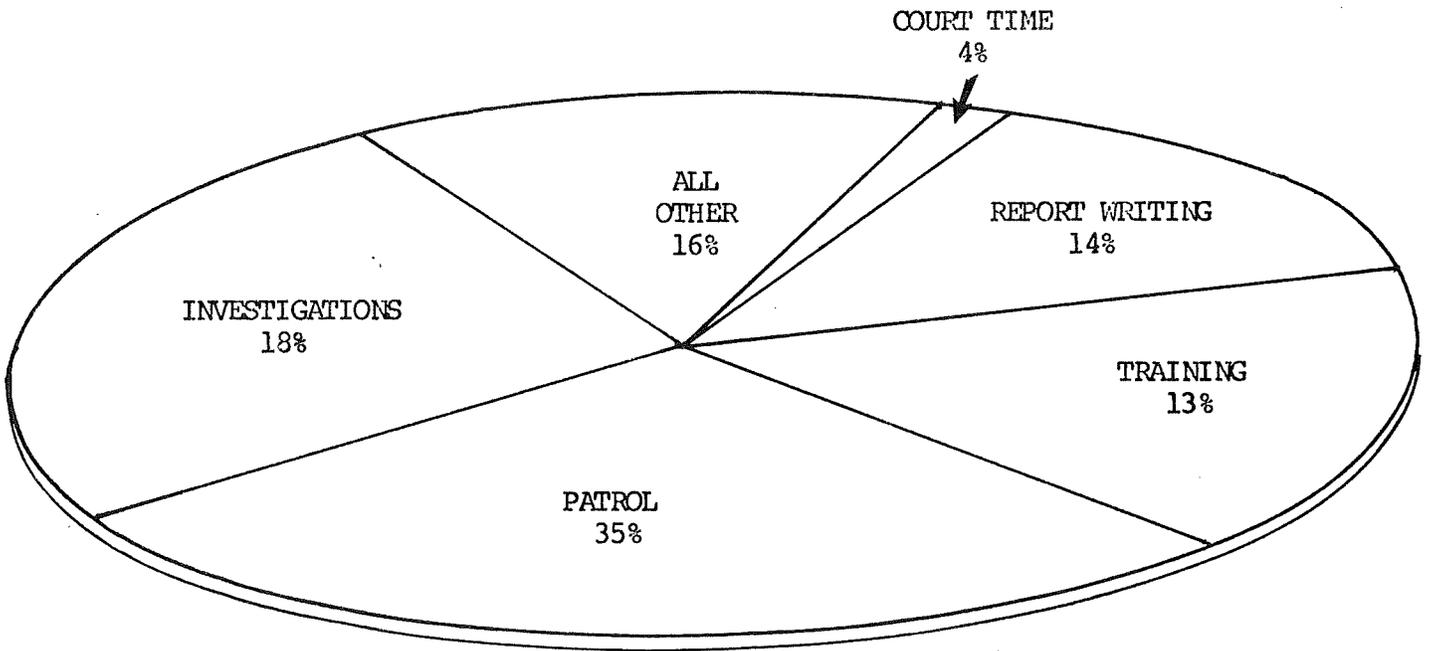
1984 ACCIDENT ANALYSIS

<u>AGENCY</u>	<u>TOTAL ACCIDENTS</u>	<u>FATAL ACCIDENTS</u>	<u>INJURY ACCIDENTS</u>	<u>PROP. DAMAGE ACCIDENTS</u>	<u>NO. KILLED</u>	<u>NO. INJURED</u>
TROOP A	302	9	104	189	10	199
TROOP B	1103	12	441	650	17	657
TROOP C	1076	11	393	672	11	567
TROOP D	1146	19	454	673	24	693
TROOP E	966	12	373	581	13	575
TROOP F	1119	15	356	748	17	520
TROOP G	537	4	175	358	4	244
TROOP J	<u>588</u>	<u>6</u>	<u>211</u>	<u>371</u>	<u>7</u>	<u>319</u>
TOTAL						
STATE POLICE	6837	88	2507	4242	103	3774
TOTAL SHERIFF'S						
DEPARTMENTS	<u>3361</u>	<u>26</u>	<u>1290</u>	<u>2045</u>	<u>27</u>	<u>1889</u>
TOTAL RURAL						
ACCIDENTS	10198	114	3797	6287	130	5663
MUNICIPAL						
DEPARTMENTS	<u>24345</u>	<u>96</u>	<u>7279</u>	<u>16970</u>	<u>101</u>	<u>10316</u>
TOTAL STATE	34543	210	11076	23257	231	15979

MOTOR VEHICLE FATALITIES
ON MAJOR HOLIDAYS

<u>HOLIDAY</u>	<u>DATES</u>	<u>NUMBER HOURS</u>	<u>NUMBER FATAL ACCIDENTS</u>	<u>NUMBER KILLED</u>
NEW YEAR	DEC. 30, 1983 - JAN. 2, 1984	78	0	0
MEMORIAL DAY	MAY 25, 1984 - MAY 29, 1984	78	1	1
JULY 4TH	JULY 3, 1984 - JULY 4, 1984	30	3	3
LABOR DAY	AUG. 31, 1984 - SEPT. 3, 1984	78	2	2
THANKSGIVING	NOV. 21, 1984 - NOV. 22, 1984	30	0	0
CHRISTMAS	DEC. 24, 1984 - DEC. 25, 1984	30	1	1

TYPICAL DAY OF A TROOPER



ALL OTHER INCLUDES:

- Aids to Other Agencies
- Speaking Engagements
- Special Assignments
- Vehicle Repairs

MAINE STATE POLICE

HAZARDOUS ENFORCEMENT SUMMARY (MAJOR VIOLATIONS)

1981-1982-1983-1984

<u>VIOLATION</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>% CHANGE 1983-1984</u>
SPEEDING (TOTAL)	33,718	28,388	27,197	30,374	+ 11.7
PACING	1,604	1,493	1,620	2,136	+ 31.9
AIRCRAFT	1,130	157	83	195	+134.9
RADAR	30,860	26,688	25,418	27,971	+ 10.0
TIME/DISTANCE	124	50	76	72	- 5.3
OPERATING UNDER INFLUENCE (INCLUDING DRUGS)	2,683	2,066	2,341	2,487	+ 6.2
NUMBER GUILTY	1,926	1,639	1,915	2,115	+ 10.4
PERCENT GUILTY	71.8%	79.3%	81.8%	85.0%	
OPERATING TO ENDANGER	429	225	176	179	+ 1.7
UNSAFE VEHICLE	303	283	213	248	+ 16.4

MAINE STATE POLICE
ENFORCEMENT ACTIVITY COMPARISON

1981-1982-1983-1984

<u>ACTIVITY</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>% CHANGE 1983-1984</u>
TOTAL ARRESTS PROCESSED	65,280	56,083	53,328	55,146	+ 3.4
NUMBER GUILTY	56,488	47,591	46,550	48,266	+ 3.7
% GUILTY	86.5%	84.9%	87.3%	87.5%	
 MOTOR VEHICLES (HAZARDOUS VIOLATIONS)	 40,758	 34,035	 32,424	 35,851	 +10.6
 MOTOR VEHICLES (NON-HAZARDOUS VIOLATIONS)	 13,062	 13,046	 13,387	 9,942	 -25.7
 TRUCK VIOLATIONS	 4,115	 3,492	 3,582	 3,640	 + 1.6
 M.P.U.C./S.P. PERMIT	 2,772	 1,910	 2,046	 2,642	 +29.1
 CRIMINAL OFFENSES	 4,573	 3,600	 3,350	 3,071	 - 8.3
 TOTAL WARNINGS	 85,093	 83,395	 94,882	 69,554	 -26.7
 TOTAL DEFECTIVE EQUIPMENT	 63,687	 62,625	 67,016	 43,945	 -34.4

MAINE STATE POLICE
FUNCTIONAL ACTIVITY COMPARISON

1981-1982-1983-1984

<u>ACTIVITY</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>% CHANGE 1983-1984</u>
PATROL CHECKS	12,814	19,845	18,979	16,535	-12.9
PERMITS ISSUED	14,864	12,950	12,765	7,432	-41.8
TRUCKS WEIGHED	70,648	64,694	72,521	73,931	+ 1.9
ACCIDENTS INVESTIGATED	5,734	6,292	6,400	7,114	+11.2
STOLEN PROPERTY RECOVERED	\$1,646,802	\$1,288,928	\$1,585,243	\$2,576,353	+62.5
COURT FINES	\$3,602,719	\$3,215,297	\$3,720,356	\$3,873,805	+ 4.2
TOTAL VEHICLE MILEAGE	9,604,259	10,687,403	12,137,810	10,535,810	-13.2

MAINE STATE POLICE
 OPERATIONAL ACTIVITY COMPARISON
 PATROL FUNCTIONS

1981-1982-1983-1984

<u>ACTIVITY</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>% CHANGE 1983-1984</u>
TOTAL PATROL HOURS	263,399	260,073	260,901	230,160	-11.8
ROUTINE PATROL HOURS	195,018	184,547	183,973	156,535	-14.9
TRAFFIC INVESTI- GATION HOURS	5,234	5,817	8,178	7,982	- 2.4
ACCIDENT INVESTI- GATION HOURS	12,833	13,296	14,284	14,913	+ 4.4
SPECIAL ENFORCEMENT HOURS	50,313	56,412	54,465	50,730	- 6.9

MAINE STATE POLICE
 OPERATIONAL ACTIVITY COMPARISON
 NON-PATROL FUNCTIONS
 1981-1982-1983-1984

<u>ACTIVITY</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>% CHANGE 1983-1984</u>
TOTAL NON-PATROL HOURS	429,171	453,966	457,004	476,358	+ 4.2
ADMINISTRATIVE HOURS	123,274	123,491	127,880	122,244	- 4.4
COMMUNICATIONS DISPATCH HOURS	6,120	3,754	941	836	-11.2
COURT HOURS	29,731	22,188	25,050	24,210	- 3.4
INVESTIGATION HOURS	77,474	72,968	86,840	88,871	+ 2.3
REPORT WRITING HOURS	32,237	37,118	40,952	39,449	- 3.7
VEHICLE REPAIR HOURS	14,247	14,792	16,843	14,869	-11.7
AID TO OTHERS:					
NUMBER	3,955	3,148	2,850	2,878	+ 1.0
HOURS	9,241	7,289	6,865	7,073	+ 3.0
ESCORTS/RELAYS:					
NUMBER	2,172	1,630	1,334	1,255	- 5.9
HOURS	4,393	3,270	2,928	2,715	- 7.3
SCHOOL BUS INSPECTIONS:					
NUMBER	5,081	5,267	5,710	6,205	+ 8.7
HOURS	2,641	2,574	2,565	2,577	+ .5

MAINE STATE POLICE
 OPERATIONAL ACTIVITY COMPARISON
 NON-PATROL FUNCTIONS (CONT'D)
 1981-1982-1983-1984

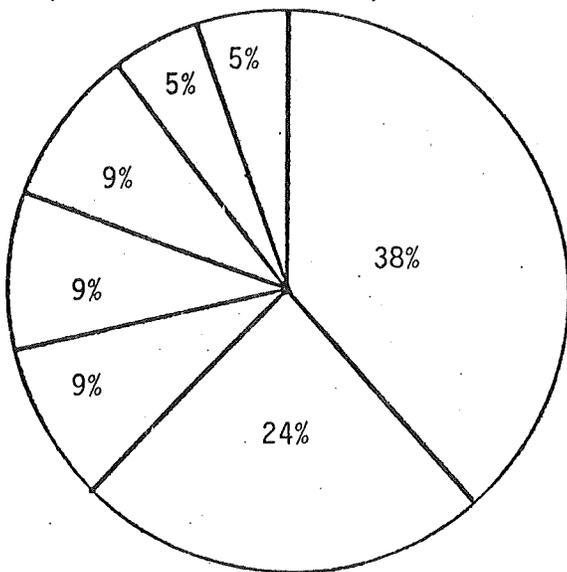
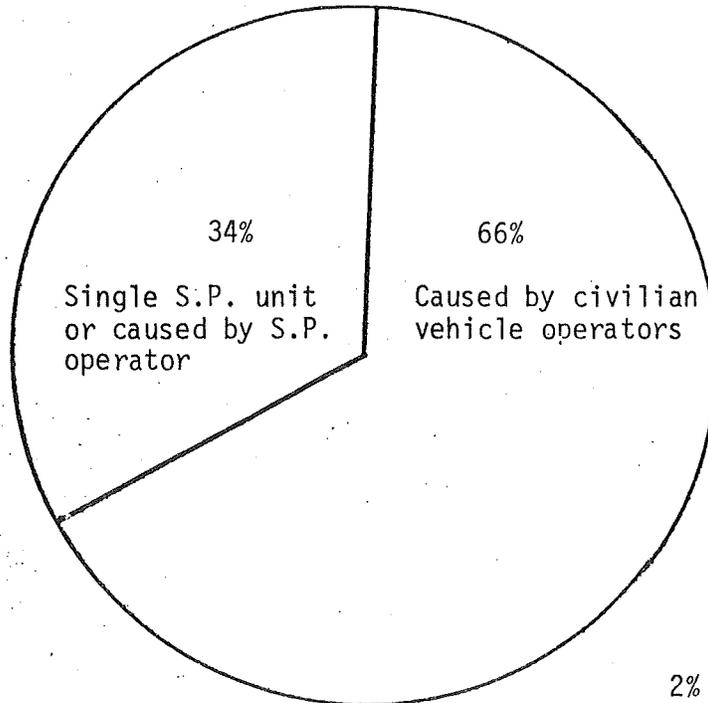
<u>ACTIVITY</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>% CHANGE 1983-1984</u>
INSPECTION STATIONS VIOLATIONS:					
NUMBER	3,724	4,230	3,109	3,545	+ 14.0
HOURS	5,933	5,521	4,560	5,003	+ 9.7
SPEAKING ASSIGNMENTS:					
NUMBER	1,081	1,421	1,170	1,054	- 9.9
HOURS	4,705	5,815	5,555	5,172	- 6.9
TRAINING ASSIGNMENTS:					
NUMBER	3,685	3,691	3,070	3,257	+ 6.1
HOURS	31,474	78,344	36,975	78,996	+113.6
PREMISE INSPECTIONS:					
NUMBER	6,558	6,982	10,606	9,185	- 13.4
HOURS	2,615	2,394	2,932	2,956	+ .8
CRIME SCENE PROCESS:					
NUMBER	901	998	947	788	- 16.8
HOURS	2,147	1,955	2,093	1,875	- 10.4
LAB EXAMINATIONS:					
NUMBER	582	435	584	515	- 11.8
HOURS	2,825	1,851	2,785	2,176	- 21.9
PHOTO ASSIGNMENTS:					
NUMBER	697	537	600	584	- 2.7
HOURS	1,349	901	947	1,091	+ 15.2

MAINE STATE POLICE
 OPERATIONAL ACTIVITY COMPARISON
 NON-PATROL FUNCTIONS (CONT'D)

1981-1982-1983-1984

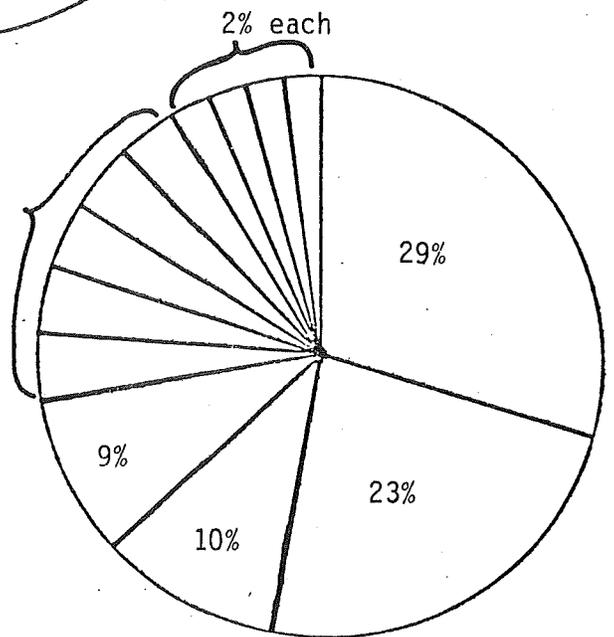
<u>ACTIVITY</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>% CHANGE 1983-1984</u>
POLYGRAPH EXAMINATIONS:					
NUMBER	437	392	400	338	-15.5
HOURS	2,183	1,764	1,930	1,878	- 2.7
INTERVIEWS/INTERROGATIONS:					
NUMBER	6,593	6,459	7,674	6,957	- 9.3
HOURS	9,279	8,880	10,574	10,193	- 3.6
SECURITY DETAILS:					
NUMBER	903	1,040	1,408	1,209	-14.1
HOURS	8,665	10,221	17,279	10,536	-39.0
SPECIAL ACTIVITIES:					
NUMBER	6,711	6,367	6,940	6,029	-13.1
HOURS	27,483	24,159	33,452	25,478	-23.8
INCIDENT REPORTS:					
NUMBER	27,994	18,751	18,286	18,583	+ 1.6
HOURS	24,179	19,888	21,182	21,083	- .5

MAINE STATE POLICE - Reportable Fleet Accidents - 1984



Causation Factors
Single SP vehicle or
caused by SP operator

ANIMALS	38%
INATTENTION	24%
IMPROPER TURN	9%
DEFECTIVE BRAKES	9%
TO FAST FOR CONDITIONS	9%
VISION OBSCUREMENT	5%
VEHICLE FIRE	5%



Causation Factors
Civilian operators

ILLEGAL/UNSAFE SPEED	29%
INATTENTION	23%
IMPROPER TURN	10%
IMPROPER BACKING	9%
FAIL TO YIELD	4%
IMPROPER PASSING	4%
FOLLOWING TO CLOSE	4%
TO FAST FOR CONDITIONS	4%
DISREGARD-TRAFFIC CONTROL	4%
OPERATING LEFT OF CENTER	2%
OPERATING UNDER INFLUENCE	2%
IMPROPER STOP	2%
PEDESTRIAN ERROR	2%