

**State of Michigan
Byrne Memorial Formula Grant Program**

**Annual Report
2003**



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BYRNE MEMORIAL FORMULA GRANT PROGRAM

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Table of Contents

Executive Summary	Page 4-5
Introduction	Page 6
Drug Control Programs Evaluation	Page 7-10
Community Policing Strategies	Page 11-15
Juvenile Intervention Strategies	Page 16-19
School Resource Strategies	Page 20-24
Drug Treatment Courts	Page 25-29
Family and Domestic Violence Strategies	Page 30-35
Drug Testing and Treatment for Juveniles and Adults	Page 36-39
Multijurisdictional Task Forces	Page 40-46
Criminal Justice Records Improvement	Page 47-50

Executive Summary

The Office of Drug Control Policy assisted the State of Michigan's criminal justice community with funds from the Byrne Memorial Formula Grant program. This grant program enabled Michigan to effectively pursue an integrated strategy that coordinates the components of the criminal justice system to reduce drugs and violent crime and assist in improving the quality of life for its citizens. Law enforcement, in partnership with prosecutors, courts, school administrators, citizens, and communities, identified problems and created innovative and effective solutions.

Disbursement of Byrne Memorial Formula funds is based on a process which involves public hearings, focus groups, site visits, and regular contact with criminal justice professionals. This process allowed for continual refinement of program areas and the establishment of new priorities to meet identified local and state needs. There were 140 Byrne projects funded in this period, totaling \$17,908,153. During the period of October 1, 2002 to September 30, 2003, the Byrne Memorial Formula Grant program funded projects under the following program areas:

- *Drug Control Program Evaluation*
 - *Community Policing Strategies*
 - *Juvenile Intervention Strategies*
 - *School Resource Strategies*
 - *Drug Treatment Courts*
 - *Family and Domestic Violence Strategies*
 - *Drug Testing and Treatment for Juveniles and Adults*
 - *Multijurisdictional Task Forces*
 - *Criminal Justice Records Improvement*

Byrne funding accomplishments:

- *Community policing officers made 1,150 arrests, had 3,937 contacts with residents, businesses and schools, and made 464 referrals to public works, social services, and other agencies.*
- *School resource officers handled 2,883 truancy cases, and investigated 2,303 criminal complaints.*
- *Juvenile intervention programs provided intensive intervention services to 338 new youth who were enrolled during the program year, in addition to the over 900 students enrolled in the previous year.*

State of Michigan Byrne Memorial Grant Program Annual Report 2001

5

- *Police agencies implementing family and domestic violence strategies made 4,923 arrests.*
- *Drug treatment courts admitted 1,483 new individuals with severe substance abuse problems.*
- *Drug treatment and testing programs enrolled nearly 4,005 juveniles and adults.*
- *Multi-jurisdictional task forces made 4,109 arrests.*
- *Local communities continued to improve and enhance their ability to electronically collect and transmit criminal history records.*

Introduction

This state annual report for the reporting period October 1, 2002 to September 30, 2003 describes Michigan's Drug Control Strategy and other statewide efforts under the Byrne Memorial Formula Grant program. The report is presented to the Bureau of Justice Assistance to provide information on program expenditures and project performance for subgrantee awards.

A strategy for addressing the state's drug and violent crime problems is established based on an analysis of current efforts and resource needs developed through law enforcement, criminal justice focus groups, and statewide public hearings. This report describes the programs funded and highlights accomplishments in accordance with the goals and objectives of the program areas.

Federal funds awarded by the Office of Drug Control Policy are directed at enhancing the effectiveness of law enforcement and criminal justice agencies by optimizing the use of federal, state, and local resources. During the reporting period, the Office of Drug Control Policy, in collaboration with federal and state agencies, continued to focus on programs that enhanced public safety and improved the quality of life for residents of Michigan.

The Office of Drug Control Policy is designated by executive order as the state agency which administers the Byrne Memorial Formula Grant in Michigan. It has the responsibility for policy, planning, and oversight for law enforcement, education, treatment, and substance abuse prevention programs. This has resulted in better coordination at the state and local level, as well as productive partnerships with federal agencies.

Program areas funded under the Byrne Memorial Formula Grant areas are as follows:

- Drug Control Program Evaluation
- Community Policing Strategies
- Juvenile Intervention Strategies
- School Resource Strategies
- Drug Treatment Courts
- Family and Domestic Violence Strategies
- Drug Testing and Treatment for Juveniles and Adults
- Multijurisdictional Task Forces
- Criminal Justice Records Improvement

Drug Control Programs Evaluation

BJA Purpose Area	19
Number of Subgrants	2
Number of Sites	N/A
Byrne Funding Total	\$435,392
Local Match Total	0
Program Area Total	\$435,392

Goals, Objectives, Activities, and Performance Measures

Goal #1 **To evaluate and assess the efficiency and effectiveness of Byrne Memorial Grant Funds.**

Objective #1 Development of an appropriate evaluation model.

Activities Conduct a thorough examination of the project to be implemented. Work with agency staff to identify and quantify the goals of the project. Determine the best mode of evaluation based on the type of project implemented and the goals of that project. Develop a selection process for project clients. Identify a specific timeline for implementation of evaluation project activities.

Performance Measures Development of a timeline for project implementation. Establish a logic model linking program activity to expected outcomes. Development of a comprehensive set of quantifiable outcome measures which can be used to determine whether the program achieved its intended goals.

Objective #2 Development of project-appropriate process evaluation.

Activities Regular interaction with project staff and agency stakeholders. Establish a baseline of agency activity prior to program implementation. Identify and document key decisions in the implementation process. Document organizational, community, or interagency conditions that facilitated or hindered the implementation of the program.

Performance Measures	Establish the context within which the program is embedded. Documentation of organizational dynamics, interagency cooperation and resistance, and community dynamics. Development of a narrative detailing the factors facilitating or hindering the implementation of the proposed program.
Objective #3	Development of project-appropriate evaluation methods.
Activities	Identify quantifiable outcome measures linked to initial program goals. Develop additional measures of program context.
Performance Measures	Establish whether the program achieved its goals. Determine whether there were conditions under which program success was maximized or minimized.

Program Accomplishments

Juvenile Intervention Initiative Evaluation

The juvenile intervention program area has been selected for intensive evaluation during the past three years. This project involves four police departments collaborating with juvenile courts and working with the Michigan Justice Statistics Center (MJSC) to identify and intervene with delinquent youth who are likely to develop more extensive criminal careers. Based on an extensive literature review and data analysis conducted by MJSC, each department designed an intervention specific to its community and the needs of the targeted youth (serious offenders under the age of 14). Program elements at each site included: intensive supervision, individual and group counseling sessions, prosocial recreational opportunities, and community service activities. The MJSC has continued to implement an evaluation plan designed to track the progress, activities, and impact of these interventions.

In this regard, MJSC staff worked closely with project staff to design a computerized data reporting system. This database has proven especially useful in the two sites that have employed it regularly. In addition, MJSC is continuing to interview all youth who participated in this project. Interviews are conducted at three points in time for each of the youth participants (intake into the program, and 6 and 12 month follow-ups). To date, 321 initial, 207(65%) second, and 53(17%) third interviews have been conducted.

Frequent site visits were also made by evaluation staff to document the implementation process. MJSC also organized and conducted regular meetings to deliver technical assistance concerning

the elements of successful interventions identified from research in other jurisdictions. At the conclusion of the last two project years, MJSC conducted interviews with the principal participants and key staff members in each jurisdiction to discuss the ways in which the program developed over the course of the project.

The Grand Rapids Intervention Program (GRIP) has emerged as a promising model in addressing serious youth violence. The GRIP intervention employs a community probation perspective in which probation officers are assigned to specific neighborhoods. As a result, they are able to partner with community policing officers and other neighborhood leaders (school principals, neighborhood associations, etc.). The GRIP model also utilizes surveillance officers to intensively monitor youth in the community. Finally, probation officers refer youth to appropriate programs such as individual and group counseling, tutoring, and recreational opportunities.

The MJSC is currently working on assembling all of the data sources at each of the sites to produce a comprehensive report detailing programmatic activities and outcomes. In addition to the treatment group in Grand Rapids, a comparison group of nondelinquent youth and a historical group of serious offenders who would have qualified for the program if it had existed (youth under the age of 14 between 2000 and 2001 who were arrested twice for a serious offense) have been identified. These groups will be used to assess the effect of intervention programming on treatment youth in Grand Rapids. For example, Table 1 reports the 6-month failure rate for GRIP youth compared to the historical comparison group. Notably, fewer GRIP youth recidivated in the first 6 months (21.4%) compared to the comparison group (38.6%) and those who re-offended from the GRIP group took longer to do so (264 days compared to 227 days).

Table 1. Official Recidivism – First 6 Months (70 youth in each group)

	GRIP Youth	Historical Comparison
Percent of youth with an arrest in first 6 months	21.4	38.6*
Mean days to failure¹	264	227
Mean number of arrests in the first 6 months	0.30	0.41

¹Days to failure for comparison group equals the number of days between arrests. Days to failure for treatment group equals number of days from intake date to first arrest.

* Statistically significant difference (p < .05; two-tailed)

The MJSC is continuing to interview program participants and collect data on intervention programming at each of the sites. Overall, the project has been successful in providing services

State of Michigan Byrne Memorial Grant Program Annual Report 2003
10

to an at-risk group of juvenile offenders. Future analysis will be conducted to determine the short- and long-term outcomes of youth involved in programming at each of the sites.

School Resource Strategies

This is the third year of evaluation for the school resource strategies program area. In light of recent research linking early childhood conduct problems, antisocial behavior, and future delinquency; a number of early intervention school resources programs were funded by the Office of Drug Control Policy to address the problem of youth truancy.

The evaluation component involves five schools in three schools districts (Inkster, Lansing and River Rouge). The programs include intensive school-based interventions that partner social workers with police staff to address problems of chronic truancy among an identified target group. During this year the process evaluation for the program models as implemented in the sites was continued and expanded. The process evaluation component involved interviews with staff and observations of program implementation. Second, the research team began data collection for the outcome evaluation. This aspect of the evaluation included the development of a comprehensive database for official school and programmatic data and the administration of participant and teacher surveys. The MJSC staff has begun collecting data on the nature of the intervention “dose” that each recipient receives to determine whether some levels or types of intervention are more effective. MJSC staff administered surveys to program participants’ teachers to collect additional data pertaining to students’ change in behavior and attitude.

MJSC is continuing to interview all youth who participated in this project. Interviews are conducted at three points in time for each of the youth participants (intake into the program, and 6 and 12 month follow-ups). To date, 119 initial interviews and 40 second interviews have been administered.

Community Policing Strategies

BJA Purpose Area	4
Number of Subgrants	11
Number of Sites	11
Byrne Funding Total	\$1,634,048
Local Match Total	\$557,430
Program Area Total	\$2,191,478

Goals, Objectives, Activities, and Performance Measures

- Goal #1 **Implement long-term crime prevention strategies within target areas that will reduce crime and increase community involvement and confidence in the criminal justice system.**
- Objective #1 Decrease in the overall adult and juvenile crime rate, and reduce the number of calls for police service.
- Activities Conduct a comprehensive analysis of community crime problems and underlying root causes. Develop a strategic plan defining the responsibilities of law enforcement and social service providers in addressing the community crime problems. Provide problem-solving training to relevant stakeholders in the target area.
- Performance Measures Pre and post measures of crime and calls for service in the targeted communities. Statistics on the change in caseloads for the police, prosecutor, and court.
- Objective #2 Improve the overall quality of life, and the quality and quantity of social services provided to citizens of the target area.
- Activities Initiate a defined problem-solving strategy to identify needs and gaps in services in the target area. Develop and implement a comprehensive plan for the provision of social services to those individuals or groups identified in the problem solving strategy. Train and educate service providers on the nature of the comprehensive plan. Provide visible support for community services through active participation in relevant activities.

State of Michigan Byrne Memorial Grant Program Annual Report 2001

13

Performance Measures	Statistics on the number of citizens participating or receiving services from community social service providers. Compare baseline data for crime, civil complaints, code and zoning complaints, and nuisance abatement complaints.
Objective #3	Develop or improve partnerships between criminal justice professionals and community social service agencies.
Activities	Develop a strategic plan for all participating agencies. Implement partnership agreements or memorandums of understanding for all agencies. Develop a task force of key stakeholders and hold regular organizational meetings.
Performance Measures	Statistics on the number of persons attending local council and task force meetings. Analysis of contents of memorandums of agreement and other partnership agreements.
Objective #4	Increase in community involvement in crime prevention strategies and improve confidence in the police among community members.
Activities	Increase home ownership through financial assistance programs. Assist landlords and tenants with conflict resolution. Develop decentralized services within the targeted neighborhood. Establish neighborhood group organizations. Promote neighborhood restoration through improvement of environmental design, neighborhood cleanups, abandon house removal, and promotions.
Performance Measures	Increase in property values and home ownership within targeted areas. Improvement in community satisfaction surveys. Change in the levels of individuals utilizing decentralized services. Number of participants in neighborhood organizations. Number of complaints resolved by community organizations.

Program Accomplishments

Community policing grants assist law enforcement agencies and prosecutors' offices in working with distressed communities. Community policing requires a defined area that enhances the ability of citizens to interact with the police and prosecutors to resolve problems. Performance measures include contacts with the citizens, attendance at meetings, and referral to appropriate agencies. Directed and foot patrols are utilized to achieve crime control through prevention.

Data from community policing projects indicate contact with the community goes beyond traditional enforcement. Project personnel recorded 1,150 arrests, as well as 3,937 contacts with residents, businesses, and schools in their jurisdictions. Grantees reported making 464 referrals to public works, social services, and other agencies. These measures provide evidence that federal funds are supporting a variety of nontraditional police activities to reduce community disorder.

Narcotics continue to present problems within local communities. Drug crimes accounted for 31 percent of the total arrests made. Local strategies included the traditional methods of weeding out the drug dealers through arrests. Byrne grant funds provided additional personnel, overtime, coordination activities with multijurisdictional task forces, and technology to assist street level teams and prosecutors. Projects reported that a strong police presence, arrests, and successful prosecution were key elements in gaining the trust of local residents to initiate community involvement. Non-traditional methods of policing required problem-solving initiatives and the development of partnerships. Street level drug operations that use juveniles to distribute drugs or act as look-outs were attacked through the enforcement of curfews. Juvenile courts prioritized these cases for stricter sanctions and probation oversight.

Nuisance abatement complaints accounted for one of the highest percentages of police service calls in target neighborhoods. Byrne funds were utilized to decentralize code compliance officers and assistant city attorneys in target neighborhoods to handle civil violations. Community residents organized neighborhood cleanups and housing repairs; lending institutions provided assistance for home purchases; and community committees lobbied for new parks, traffic signs, and zoning changes.

<i>Crime Prevention-Control</i>		
<i>Patrol...</i>	<i>Mode</i>	<i>Hours</i>
	Car	17,317
	Foot	778
	Bicycle	387
	Other - surveillance, neighborhood groups walking in neighborhood	82
	Total	18,564
<i>Enforcement...</i>	<i>Crime</i>	<i>Arrests</i>
	Nuisance abatement	626
	Narcotics - adult and juvenile	362
	Larceny	271
	Family and domestic violence	239
	Burglary	145
	Home invasion	59
	Robbery	19
	Curfew	19
	Other-civil infractions, city/township ordinance violations, traffic	399
	Total	2,139

<i>Community Activity</i>		
<i>Contacts with...</i>		<i>Number</i>
	Residents	2,344
	Businesses	1,417
	Schools	175
	Other - (social service agencies, courts, probation/parole)	1
	Total Contacts Recorded	3,937
<i>Meetings with...</i>		
	General purpose neighborhood crime reduction	469
	Government - city councils, county commissioners, township boards, state agencies	356
	Total Meetings Attended	825
<i>Referrals to...</i>		

	Employment, health, mental health, social services, etc.	464
	Total Referrals Made	464

Wayne County Prosecutor's Office

The Wayne County Prosecutor's Office initiated a Community Policing/Prosecution project titled "Blitz and Broom." This initiative combines the resources of local law enforcement agencies, city officials, community and business leaders, and citizens to aggressively target crime and blight caused by drug trafficking in specific areas in Detroit. Utilizing innovative methods, the partners in this initiative were able to reduce crime in 8 precincts. Statistics were quite impressive: 2,882 narcotic cases were initiated; 1,692 felony arrests; 4,187 misdemeanors; 1,815 search warrants executed; 352 filings against abandoned houses; 74 houses seized; 2,060 vehicle seizures; 912 non-fatal shootings investigated; 423 non-fatal shootings solved; 903 investigative subpoenas served; and 26,542 code compliance violations filed. Of special note for this project is that the community prosecutors re-shaped how non-fatal shootings are investigated. Using investigative subpoenas, search warrants and on-call responses provided the community prosecutors with more tools to gather information about and prosecute these mostly drug related shootings. The investigative subpoena power allowed the community prosecutors to tackle drug gangs and organizations that are often responsible for many shootings. Prior to the initiation of this project, only 10 percent of the non-fatal shootings were solved. However, during the first year, "Blitz and Broom" prosecutors increased the closure rate to 45 percent.

Juvenile Intervention Strategies

BJA Purpose Area	7a
Number of Subgrants	12
Number of Sites	12
Byrne Funding Total	\$1,508,837
Local Match Total	\$777,790
Program Area Total	\$2,286,627

Goals, Objectives, Activities, and Performance Measures

- Goal #1 **Develop and implement an inter-agency juvenile intervention program to reduce juvenile crime and delinquency.**
- Objective #1 Identify the unique juvenile crime problems in the community.
- Activities Examine juvenile crime trends with data obtained from police and court records. Obtain data from other social service agencies to ascertain the nature of the juvenile substance abuse problem in the community. Conduct an inventory and assessment of other juvenile intervention programs. Identify gaps in services not provided by existing intervention programming.
- Performance Measures Perform quantitative analysis of juvenile crime and substance abuse for the assessment of gaps and needs in services.
- Objective #2 Increase the coordination of juvenile justice professionals and social services agencies.
- Activities Develop a strategic plan for all participating agencies. Implement partnership agreements or memorandums of understanding to form an integrated problem solving team among police, prosecutors, courts, probation, schools, and other social service agencies. Develop a task force of key stakeholders and hold regular organizational meetings.

Performance Measures	Analysis of contents of memorandums of agreement and other partnership agreements. Statistics on the amount of time each agency spends on the provision of juvenile intervention programming and the number of agency personnel attending local task force meetings.
Objective #3	Reduce criminal and other problem behavior among program participants.
Activities	Develop and implement an individual-based intervention program that includes both juvenile justice sanctions and treatment for identified problem behaviors and educational, social or family deficiencies. Develop a graduated sanctioning plan that addresses violations of program requirements by participants. Maintain the individual treatment plan for six to twelve months and document deviations to the treatment plan and individual program violations.
Performance Measures	Statistics on the number of violations, apprehensions, prosecution and adjudications of program participants during the program and after program completion. Pre- and post-test comparisons of school program participants during the intervention period.

Program Accomplishments

The Juvenile Intervention Strategies program area was designed to foster proactive, problem-oriented interventions to combat juvenile violence and delinquency. The central focus of this program area is the provision of comprehensive intervention services to those youth who have had prior contact with the police or juvenile justice system for delinquent behavior. These programs are expected to be developed out of multi-disciplinary partnerships that address the multitude of social, family, educational, and emotional factors associated with juvenile delinquency.

Eight grant projects were funded under this program area, with four being the Michigan Juvenile Intervention Initiative sites (as described in the Evaluation section). All projects were designed to provide intensive services to a small caseload of juveniles. In addition to the 900 juveniles enrolled in the previous year, 338 new youth were enrolled during the 2002-2003 project year. A total of 174 juveniles successfully completed the program during the project year. The majority of participants received some form of counseling while in the project. Other services provided to the juveniles included: restitution, community service, random drug testing, tutoring, and substance abuse treatment.

Berrien County Health Department/Benton Harbor Boys and Girls Club

Benton Harbor is a community of 12,818 residents located in southwestern Michigan. Of the residents, 42 percent are under the age of 18. At least 71 percent of the child population lives in poverty and 91 percent of elementary school students qualify for the free or reduced lunch program. Nearly 70 percent of households are headed by a single parent, with the overwhelming majority being headed by a female. Students in Benton Harbor schools score, on average, 70 percent below the state average in math, reading, science and writing. Only 52 percent of high school students actually complete high school.

The Boys and Girls Club Model provides this community in need with programming targeted at vulnerable children and youth. The comprehensive nature of Boys and Girls Club programming addresses delinquency prevention, violence prevention, academic and character development and sports and recreation.

Some highlights of the project are as follows:

- The Club satisfied requirements for United Way membership.
- The academic and career development component was enhanced by development of the computer lab. Additional software and hardware were donated by Whirlpool Corporation and the Boys and Girls Club of America.
- Over 150 children received tutoring in reading and language development.
- A team from Americorps USA completed renovation and decoration of the building, including offices, classrooms and recreational areas.
- An arts initiative encourages exploration of creative abilities through art and drama. Numerous submissions were made to art fairs.
- The teen focus involved teens in service learning projects including clean-up and beautification, and volunteering at the community Food Pantry.
- Average daily attendance is in excess of 100 individuals per day.
- Club staff dealt with the emotions and fear experienced by children in the community after riots took place in Benton Harbor.

Washtenaw County Prosecutor's Office Juvenile Diversion/Restoration Program

The Washtenaw County Prosecutor's Office Juvenile Diversion/Restoration Program is a pre-petition program for non-violent juvenile delinquency offenders who have had minimal prior contact with the juvenile justice system. The diversion program utilizes intensive supervision and community-based resources to keep these offenders from entering the juvenile justice system. The program strives to prevent recidivism among its participants by connecting them with the community through community service work and by addressing the needs of the offender. The program also seeks to address the concerns of victims by making contact with all victims, requesting and encouraging their input in the diversion process, and requiring full restitution to victims. From October 1999 through September 2003, the Juvenile Diversion/Restoration Program, in tandem with the Youth Mentoring Program, has provided services to nearly 500 juveniles. The project has completed the cycle of eligible funding and will continue with general fund dollars in 2004.

School Resource Strategies

BJA Purpose Area	7a
Number of Subgrants	14
Number of Sites	26
Byrne Funding Total	\$814,414
Local Match Total	\$592,761
Program Area Total	\$1,407,175

Goals, Objectives, Activities, and Performance Measures

- Goal #1 **Prevent the onset of delinquency and violent and anti-social behavior through comprehensive programming directed at children and youth.**
- Objective #1 Establish an early intervention and prevention team of school resource officers and school social workers.
- Activities Identify available school and community resources. Establish a team of key school and law enforcement stakeholders. Determine availability and establish procedures for referrals and provision of services to at-risk children their families. Develop criteria for the selection of program participants. Develop a strategic plan that establishes policies and procedures for sharing of information and monitoring of at-risk children. Agree upon and implement assessment tools and procedures for monitoring progress.
- Performance Measures Statistics on the type and nature of programming available to children. Analysis of the strategic plan for the project including specific referral policies and procedures and participation criterion. Statistics on participation of the intervention team.
- Objective #2 Implement a plan for the identification of at-risk youths and the provision of early intervention programs and services.
- Activities Develop and implement school based interventions. Refer children and family to available resources and services. Monitor progress of child and family, and modify services and programs as necessary.

State of Michigan Byrne Memorial Grant Program Annual Report 2001

23

Performance Measures	Number of at-risk children referred or provided service. School based and developmentally appropriate early intervention programs implemented. Observed behavioral changes in at-risk children. Improved school performance, and social and family interaction. Absence of delinquency and other anti-social behaviors following the completion of the program.
Goal #2	Reduce crime, disorder and delinquency problems in and around assigned school or schools.
Objective #1	Develop and implement a plan to reduce the truancy and student suspension rate.
Activities	Compile data regarding existing truancy rate and student suspensions, and identify contributing factors. Develop a partnership agreement between the school and juvenile justice staff to facilitate the identification and apprehension of truant and disruptive children and youth. Implement plan to enforce truancy laws and to address contributing factors.
Performance Measures	Statistics on the reduction in truancy rate and in the number of student suspensions.
Objective #2	Reduce the number of complaints and incidents involving students and staff through investigation, enforcement and school policies.
Activities	Reduce the number of complaints and incidents involving students and staff through investigation, enforcement and school policies.
Performance Measures	Successful investigation of complaints. Reduction in the number of complaints and incidents through school policy improvements that address reaching the goal of reduction in delinquency and disorder.
Objective #3	Implement programs, services and activities after school and during other times that school is not in session.
Activities	Assess needs for after school and summer services and activities. Identify resource partners and secure cooperative agreements. Coordinate activities with community resources.

Performance Measures	Descriptions on the type of programming and activities available in the community. Statistics on the number of children participating in the programs. Impact of programs and activities on delinquency and incidents involving students.
Objective #4	Develop and implement crime prevention efforts for students and assist in safety and security plans, policies and procedures, including physical changes in the environment.
Activities	Consult with school personnel on current safety and security plans, including both emergency and routine school safety and security. Identify crime prevention activities including physical changes in the environment. Implement activities to reduce crime.
Performance Measures	Consultations with school personnel. Specific recommendations and changes made to enhance safety and security. Implementation of specific crime prevention efforts. Reduced crime and improved school safety and security.

Program Accomplishments

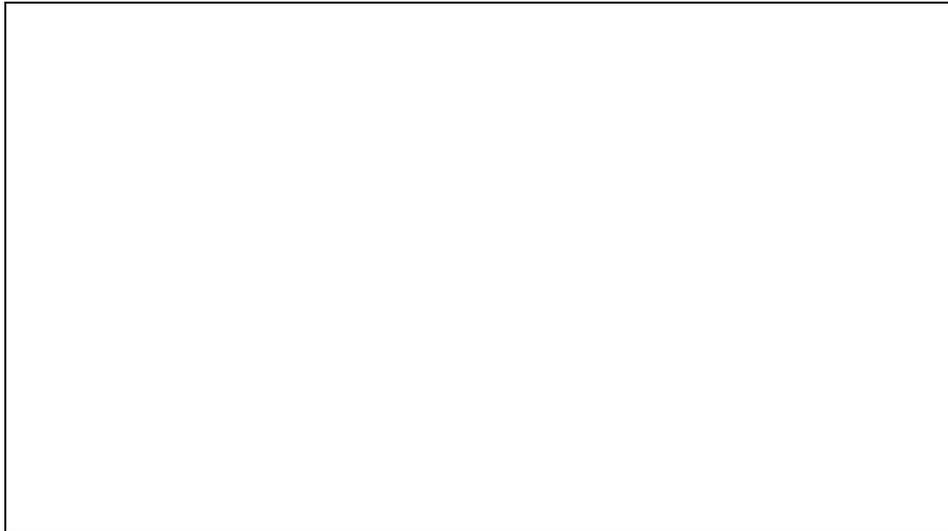
Public attention to the issue of school-related crime and disorder has increased substantially in recent years. Policymakers have responded to high profile instances of school violence by requiring schools to develop a school safety plan and revise school rules of conduct. School liaison officer programs are effective strategies that work to decrease school crime and disorder, create positive relationships between law enforcement and other governmental and service agencies, and enable law enforcement to proactively address juvenile crime and delinquency. Performance measures include enhanced patrol, education and prevention presentations, and the development and participation in after-school programs.

Truancy and poor academic performance are important predictors of participation in delinquent behavior. Truancy is a concrete and manageable problem that can be positively affected with appropriate intervention strategies. During the 2002-2003 program year, school liaison officers handled 2,883 truancy cases. Of those cases, there were 750 referrals to probate court, 1,783 home visits, and 3,359 school suspensions. A small number of students (210) were expelled as a result of chronic truancy.

School liaison officers also investigated a number of criminal complaints apart from truancy. Overall, school liaison officers investigated 2,303 criminal cases. Of those cases, officers made

702 arrests and petitioned 743 juveniles, while 274 juveniles received another disposition. Seven hundred forty-two of the cases remained open at the time of this report.

The school liaison officers spent a significant amount of their time attending to truancy cases. Of the total grant-funded time spent by officers, 24% was devoted to patrolling school grounds and 11% was spent in classroom instruction. Ten percent was spent handling non-criminal complaints. Eighteen percent of their time was equally divided between handling criminal complaints (9 percent) and patrolling non-school property (9 percent).



Mecosta County Sheriff's Department

Now in its fourth year, the Mecosta County Sheriff's Department school liaison project assigns an officer to work in schools in three school districts in this rural Michigan county. Prior to the initial grant, officers were not assigned to any school. Schools needing police assistance had to rely upon the availability of a road deputy to respond. This created problems with timeliness, lack of continuity, lack of familiarity with school and students, and the inability of officers to follow up. The grant allowed the Sheriff to assign one officer to deal with the schools in the three districts.

Almost immediately, the consistent presence of a police officer helped make faculty, staff and students feel safer. The deputy dealt with school based incidents and complaints, and was able to follow-up on contacts. Being in the school and in frequent contact with the students enabled the deputy to observe the extent to which bullying and sexual harassment were problems for the students. Various schools were convinced to adopt a new policy regarding such behavior, and,

once adopted, the deputy took the lead in training and implementation. The deputy is involved with various safety issues and works with students in such areas as peer mediation and Students Against Drunk Driving (SADD).

The deputy also worked with school staff to develop a record keeping system to monitor and track students' behavior and discipline. Another proactive measure was persuading each of the school districts to adopt a closed campus policy to deal with the volume of incidents related to coming and going during the school day.

A priority this past year has been school crisis plans. Working with the Emergency Management directors for each of the schools, the existing, generic crisis plans are being modified and updated so they are specific to each school building. Once the plans have been completed the deputy will work in each building on drills and faculty training.

During the summer months, the deputy maintains contact with students. The deputy also started a summer program that provides jobs for 23 students. In cooperation with the Michigan Department of Natural Resources (DNR), students installed culverts, made the area's "rails to trails" paths handicap accessible, and completed erosion control where needed.

Drug Treatment Courts

BJA Purpose Area	16
Number of Subgrants	26
Number of Sites	24
Byrne Funding Total	\$1,846,274
Local Match Total	\$615,418
Program Area Total	\$2,461,692

Goals, Objectives, Activities, and Performance Measures

- Goal # 1 **Reducing the demand for drugs by breaking the cycle of drug use through drug treatment courts.**
- Objective # 1 Integrate alcohol and other drug treatment services with justice system case processing.
- Activities Offer the potential for many different levels and modalities of treatments. Develop adequate case tracking and processing systems.
- Objective # 2 Using a non-adversarial approach, prosecution and defense counsel promote public safety while protecting participants' due process rights.
- Activities All program participants must be formally charged and adjudicated. The program must be limited to non-violent offenders.
- Objective # 3 Eligible participants should be identified early in accordance with formal selection criteria and promptly placed in the drug court program.
- Activities Prior to implementation, selection criteria must be developed. Sophisticated case management also must be in place to screen candidates for successful intervention. Each participant must be given a formal needs assessment evaluation by a treatment professional at the initiation of the program.
- Objective # 4 Provide access to a continuum of alcohol, drug, and other related treatment, employment and rehabilitation-based services.

- Activities A broad variety of treatment and rehabilitation services should be made available to participants. Grantees must use the information obtained from the needs assessment to match participants with appropriate services. In addition, adult participants must be provided with employment assistance. Grantees are encouraged to use the 12-step and faith-based treatment services that are present in their community. Family based treatment should also be emphasized.
- Objective # 5 Abstinance must be monitored by frequent alcohol and other drug testing.
- Activities Prior to program implementation, grantees must develop a drug testing policy. This policy should include both fixed interval and random drug tests. The number of random drug tests administered should be proportionate to the results of past drug tests.
- Objective # 6 A coordinated strategy governs drug court responses to participants' compliance.
- Activities Grantees are encouraged to develop shared information systems with other members of the local criminal justice community. Participation in the program must be included as a condition of probation. Probation conditions should be included in LEIN. Grantees should dedicate adequate staff time to the case management of program participants. If staff resources are available, a full time case manager, treatment coordinator, or probation officer should be assigned to provide case management.
- Objective # 7 Ongoing judicial interaction with each drug court participant is essential.
- Activities A system of graduated sanctions for program violations should be developed prior to implementation. Incentives should also be incorporated into the program. Grantees must also develop a court appearance schedule for all participants to appear before a judge so that periodic status reports can be developed. Program participants should be required to make a contribution toward program costs. The nature of the participant contribution (e.g. cash payment, community service) should be determined by court personnel.
- Objective # 8 Monitoring and evaluation measure the achievement of program goals and gauge effectiveness.

- Activities Assessment of program processing and outcomes of drug courts is required. The first year of drug court operation should include adequate comparison groups which may include a plan for random assignment of individuals to treatment and non-treatment control groups.
- Objective # 9 Continuing interdisciplinary education promotes effective drug court planning, implementation, and operations.
- Activities Monthly (or more frequent) meetings of project personnel are necessary.
- Objective # 10 Forging partnerships among drug courts, public agencies, and community-based organizations generates local support and enhances drug court effectiveness.
- Activities The development of partnerships and increased collaboration at the local and state level are encouraged to maximize the effect of resources.

Program Accomplishments

The Drug Treatment Courts program area, in its second year of funding, involves a comprehensive, integrated, and systematic approach to dealing with a broad range of drug using adult and juvenile offenders. Drug treatment courts represent an enhancement of community supervision by closely supervising drug offenders in the community, placing and retaining drug offenders in treatment programs, and providing treatment and related services to offenders who have not received such services in the past. The benefits of drug treatment courts include generating actual and practical cost savings, and substantially reducing drug use and recidivism.

61st District Court Drug Court Program

This drug court began in 1999 with a federal grant from the Drug Court Program Office. They have also received funding from state and local resources including an award from this office last fiscal year. The program has structured a multijurisdictional and multidisciplinary approach to manage a growing chronic substance abusing offender population by implementing two drug court tracts. The first tract includes non-violent drug possession cases charged as felons. An agreement with the prosecutor allows a plea to a misdemeanor taken under advisement as a condition of entering and successfully completing the program that is comprised of five phases. Phase One consists of weekly review hearings, weekly treatment sessions and 12-step support groups, intensive case management, and frequent random drug testing. Phase Two consists of bi-weekly review hearings, treatment and 12-step groups, case management, and random drug testing. Phase Three consists of monthly review hearings, continued case management, a minimum of two treatment/12-step appointments per week, and random drug testing. Phase Four consists bi-monthly review hearings, continued case management, treatment as needed, and random drug testing. Phase Five is an aftercare phase that is available for up to twelve months. Review hearings are held when deemed necessary and drug testing may be required as needed. For those that do not complete the program, the original charge is reinstated and the case is bound over for Circuit Court. Successful completion of the program results in a dismissal of the charges. This tract is also expanding the program to include non-violent substance abusing property offenders. The second tract, which also has five phases, targets OUIL/OWI drunk driving offenders. The first four phases require seven to eighteen months to complete successfully and consist of intensive treatment and supervision, a focus on life skills such as education and employment, a pre-graduation phase with continued focus on life skills, and finally graduation and aftercare. Unlike the first track, offenders enrolled in the drunk driving program will not have their charges dismissed. The incentive for participating is the motivation and desire to become addiction free and to avoid a lengthy jail sentence. During the year, the program enrolled 198 participants and had 18 successful completions. The program reports that since 1999, of the 72 program graduates, 4 persons or 6% have been rearrested on new misdemeanor criminal charges.

Oakland County Family-Focused Juvenile Drug Treatment Court

This is a project that received funding from this office last fiscal year. The program's mission is to promote public safety and reduce juvenile crime rates by assisting substance-abusing offenders and their families in achieving a drug free life styles and healthy relationships. Byrne funds support a drug court coordinator, data entry clerk, treatment services, drug testing, and evaluation. The court targets repeat juvenile offenders that are adjudicated for drug or alcohol violations, or those charged in a minor delinquency action where substance abuse is a contributing factor. The drug court is structured into two tracts as a referral mechanism into the program. The first tract forwards new drug and alcohol petitions to the juvenile prosecutor within 24 hours that are flagged as a referral into drug court. Potential participants undergo screenings, the case is reviewed for admittance, set for a disposition hearing where a plea is entered, and those meeting drug court eligibility criteria are then admitted into the program. The second tract targets youths who are on probation and have committed violations. Similar to the screening and review process in tract one, youths enter a plea at the violation hearing and those deemed eligible are admitted into the drug court program. The drug court program consists of three phases and an additional aftercare phase. Intensive substance abuse treatment along with other counseling services, review hearings, attendances in 12-step recovery groups, participation in an education or vocation program are mandatory throughout the phases. The phases are structured so that as youths progress to the next phase, program requirement demands are lessened. Parents must also submit to random drug testing, participate in counseling and 12-step recovery groups as directed by the drug court judge. The primary objectives of the program are to establish a non-adversarial team based approach to intervention, reduce drug use, reduce recidivism by providing intensive supervision along with substance abuse treatment and relapse prevention, reduce court crowding by expediting case processing in order that treatment can begin quickly, reduce the number of out of home placements by providing quality in-home alternatives, and to improve the lives of youths and their families. An independent evaluator has been contracted to monitor program progress and to assist the drug court planning team in targeting issues, measuring recidivism, and measuring improvements in the lives of youths and their families. During the year the program had 23 admissions and 13 successful completions. The program reports that 87% of the participants have had no new adjudications since the beginning of the program and that two youths were adjudicated for Minor in Possession Charges.

Eaton County OUIL III Drug Court Program

This is a program that was implemented in 2000 with state funds and which received funding from this office last fiscal year. Byrne funds support a case manager who is also a certified addiction counselor, treatment services, drug testing and breathalyzer tether services. With the change in the Michigan drunk driving laws in October 1999, which increased the number of offenders charged with felony OUIL, the Court sought an effective alternative in managing an increasing felony drunk driving population. Traditional approaches in adjudicating these offenders were complex, costly, labor intensive, and involved numerous steps that often delayed sanctions and rehabilitative efforts by the Court. The program is structured into three phases that consist of intensive case management, drug testing on a frequent random basis, review hearings, intensive treatment services and 12-step support groups, and other services that have been identified in the Risk/Needs assessment and the substance abuse assessment. As with other drug courts, as participants progress through the phases, program requirement demands are lessened. The project has four specific goals. The first goal is to reduce substance abuse relapse through early intervention, assessment and placement into appropriate treatment combined with close supervision by a probation agent and treatment case manager. The program estimated that approximately 50% of drunk drivers relapsed during a term of probation. The second goal is to reduce recidivism of felony drunk drivers to 25% or less. Local data shows that 40% of such offenders, when processed through traditional methods of adjudication and probation supervision, re-offend with another substance abuse offense. The third goal is to reduce court crowding by diverting eligible offenders from traditional approaches, which last from four to six months to placement into the drug court within 14 days of arraignment. The fourth goal is to reduce jail overcrowding. Prior to drug court, felony drunk drivers would receive jail terms from six to twelve months. Those that enroll in the drug court receive a reduced sentence of up to sixty days. While incarcerated, participants are required to attend jail-based services such as substance abuse treatment, cognitive restructuring, GED programming if appropriate, and 12-step supportive programs. During the year, the program enrolled 16 participants for a total of 62 clients enrolled that year and had 16 successful completions. The program reports that of approximately 20 graduates, 3 have re-offended with new criminal convictions.

Family and Domestic Violence Strategies

BJA Purpose Area	18
Number of Subgrants	20
Number of Sites	20
Byrne Funding Total	\$1,630,224
Local Match Total	\$1,370,889
Program Area Total	\$3,001,113

Goals, Objectives, Activities, and Performance Measures

- Goal #1 **Promote a coordinated, multi-disciplinary approach to improving the criminal justice response to family violence, domestic violence, and child abuse.**
- Objective #1 Increase the knowledge of the nature of family violence, domestic violence and child abuse through coordinated education programs.
- Activities Train and provide professional development for criminal justice practitioners in the areas of domestic violence, child abuse and family violence. Coordinate community education and prevention programs.
- Performance Measures Pre and post attitudinal and knowledge-based tests for criminal justice professionals who attend training. Community surveys which measure the knowledge of citizens about domestic violence and child abuse after community education campaigns have been instituted.
- Objective #2 Increase the coordination of criminal justice professionals and victim service and social service agencies.
- Activities Implement partnership agreements or memorandums of understanding to form an integrated problem solving team between police, prosecutors, courts, probation, and victim service agencies including domestic violence shelters and child protective services. Create and regularly attend existing local domestic violence task force and child abuse council meetings.

Performance Measures Statistics on the number of persons attending local council and task force meetings. Analysis of contents of memorandums of agreement and other partnership agreements.

Objective #3 Increase the rate of arrests, prosecutions and convictions for family violence, domestic violence, and child abuse crimes.

Activities Execute a pro-arrest or mandatory arrest policy. Arrange for temporary restraining or no-contact order. Enforce bench warrants for probation violations. Create a specialized domestic violence, child abuse or family violence unit. Pursue cases without victim testimony utilizing evidence based prosecution methodologies. Keep offender files containing information on previous arrests and convictions.

Performance Measures Statistics on the number of arrests, prosecutions, convictions, victimless prosecutions, probation revocation in comparison with numbers prior to project implementation. Conduct a community audit process for each aspect of the criminal justice process, which includes surveying professionals about the policies and procedures within their respective agency in relation to domestic violence and child abuse cases.

Objective #4 Increase offender accountability through improved court and probation policies.

Activities Ensure that batterers/abusers/offenders obey court orders through intense probation supervision. Implement probation policies that hold batterers accountable. Train judges, prosecutors and probation officers to be alert to the co-occurrence of domestic violence and child abuse.

Performance Measures Survey victims on the outcome of their case and the effectiveness of the court ordered probation. Statistics on number of probation revocations, changes in sentence length, number of repeat offenses, offenders success in treatment and batterers intervention programs, number of home visits and number of victim contacts.

Objective #5 Increase offender and case tracking efficiency.

Activities	Implement comprehensive tracking and case monitoring for all criminal justice agencies. Develop, install, or expand data collection and communication systems, including computerized systems that link police, prosecutors, and courts or that are designed to identify and track arrests, protection orders, violations of protection orders, prosecutions, and convictions for family and domestic violence incidents.
Performance Measures	Statistics on the number of computers purchased and installed, number of individuals certified in operating the new system, and the number of agencies sharing data under the new system. Compare the ease in collecting statistics before and after implementation of the new data collection system.

Program Accomplishments

Family and domestic violence strategies, in its fourth year of program funding, represents the continued commitment to enhancing public safety while targeting a crime which constitutes a large percentage of overall calls for police service.

A major focus of this program area is to develop a coordinated community response by law enforcement, prosecutors, courts, service providers, and to assist victims of domestic violence while holding perpetrators accountable. Victim service providers have noted the positive change in the willingness of the criminal justice system to include the domestic violence advocates in developing solutions to the problem of domestic violence.

The following charts represent selected measures from law enforcement and prosecution-based domestic violence projects. Statistics from the law enforcement projects represented in the chart are the result of the creation of domestic violence teams and specially trained domestic violence investigators to improve evidence collection and increase arrests. Overall, these teams have responded to 12,848 calls for assistance in family and domestic violence complaints. Of those complaints, 2,455 were repeat calls for service in that the police had responded to a call at the same address more than one time during the project period.

The following chart illustrates the number of arrests that were made as a result of the calls for service.

Arrests By Offense Type	
Assaults - misdemeanor	4,494
Assaults - felony	828
Homicide	12
Adult Sexual Assault	14
Child Sexual Assault	81
Child Physical Abuse	226
Elder Abuse	31
Sex Offenses - other	12
Stalking	115
Child Endangerment	20
Family Offense	149
Home-Business Invasion	302
Trespassing-Disorderly	62
Probation Violation	667
Violation of Personal Protection	209
Other	137
Total Arrests	7,359

Evidence-based prosecution remains a priority of the family and domestic violence projects. Evidence-based prosecution is a type of prosecution in which the victim does not participate. In the prosecution-based projects, 1,022 cases were tried without testimony from a victim.

A number of individual programs have made substantial progress in developing and implementing comprehensive domestic violence programs. A discussion of three exemplary programs is presented below.

Allegan County Prosecuting Attorney, Domestic Violence Intervention Project

This is a second year project where Byrne funds have assisted in the development of a coordinated response to domestic violence. Two designated prosecutors, one of who is grant-funded, fast-track domestic violence related cases, probation violation, and personal protection order cases through the criminal justice system. The Prosecutor's Office and the Court have implemented a system that completes arraignments and pre-trial within 2 weeks of the assault or arraignment. Prior to grant implementation, such cases would take months to resolve. The designated attorneys have also coordinated efforts with the local domestic violence shelter in order to train employees for testifying as expert witnesses. Such efforts have resulted in a more cooperative relationship with the local shelter than had existed in the past. One of the primary goals of the project is to meet with victims within 72 hours of a domestic violence incident. The prosecutors are able to interview victims at the shelter whereas before the project, victims were required to come to the office to make a statement. This change allows victims to talk more freely and is less traumatizing. The project has also resulted in increased collaborative efforts between the Prosecutor's Office and other involved agencies by coordinating a multi-agency response in order to improve services to domestic violence victims. Bi-weekly team meetings occur within the Prosecutor's office to review cases and systems issues. Once per month, these meetings include a number of agencies such as the Sheriff's Department and other local law enforcement agencies, representatives of the local Family Independence Agency, the local shelter, and other involved agencies. The Prosecutor's Office also offers multi-disciplinary training involving the dynamics of domestic violence and the investigation of these cases. Law enforcement training emphasizes the need for witness interviews, evidence collection, preservation of hearsay evidence and 911 recordings. Such training has resulted in a number of successful prosecutions going forward where victims either did not cooperate or the cooperation substantially diminished after the initial contact. During the year, 784 warrants were requested, 636 arrests were made, and 210 victims were interviewed within 72 hours and referred for supportive services.

Detroit Police Department, Child Abuse Unit Project

This is a second year project in which Byrne funds supported four police officer positions that are dedicated to investigating child abuse and neglect complaints. This Unit also contracts for services from the local 4 C (Child Care Coordinating Council) of Detroit that provides on-site social workers who conduct assessments and evaluations of both children and the non-offending parents. On-site screening also occurs to determine if children need to be removed from the home and to identify other services that need to be provided. The project is a comprehensive response to child abuse and neglect cases that partners the Unit with a number of agencies such as the Prosecutor's office where an on-site prosecuting attorney is provided, a Family Advocate who attends and monitors all court proceedings for emergency alternative placement of children initiated by the Detroit Police Department, the Attorney General's Office who handles court proceedings in Family Court, the Family Independence Agency, and a number of other involved agencies. Overall, this coordinated response has been successful in providing improved protection and services to children, has enhanced information sharing among involved agencies, has improved multi-disciplinary training efforts in the dynamics and investigation of child abuse and neglect cases, and has improved case monitoring. In June 2003, the Child Abuse Unit relocated to the Wayne County Family Independence Building which has allowed for an even more efficient response to such cases. A separate "Safe Zone" nursery within the Unit was constructed and offers physical and psychological comfort to children and their families who come into contact with the Unit. During the year, the Child Abuse Unit made 198 arrests, interviewed 1,130 children regarding child abuse and neglect, and over 315 families were serviced by project social workers.

Kalamazoo County Domestic Violence Intensive Probation Project

This is a third year project in which Byrne funds support an intensive probation officer who is also a police officer. The intensive probation officer oversees a serious domestic violence offender caseload where in-office contacts and frequent random contacts including drug testing outside the probation office are conducted. The officer is able to make an immediate arrest when violations occur. The primary goals of this program are to reduce the number of subsequent offenses, hold offenders accountable to the probation terms imposed by the Court, and enhance victim safety. In addition to offender contacts, the intensive officer meets regularly with victims through the course of offenders' probation term and provides referral and follow-up to an array of crisis and supportive services. Offenders are required to attend Batterer Intervention programs and if substance abuse issues are documented, they must undergo an assessment and participate in the appropriate level of treatment. The intensive probation officer monitors attendance and progress in such programs closely. The project partners with a number of agencies such as the Prosecutor's Office, courts, the local Family Independence Agency and Child Protective Services, a local domestic violence shelter, local law enforcement, and treatment and other human services agencies. This collaboration has led to an improved response to domestic violence cases where policies and practices in place regarding arrest, prosecution, and supervision of batterers will remain long after funding has ceased. During the program year, the intensive probation officer made 2,675 offender contacts, 1,551 victim contacts, and processed 123 probation violations.

Performance Measures Number of offenders tested. Percentage of positive tests. Number and type of sanctions imposed.

Program Accomplishments

Drug treatment and testing projects take a multi-faceted approach in providing services to facilitate the ultimate goal of abstinence. In addition to the initial 1,056 clients previously enrolled at the start of the 2002-2003 program year, 2,949 new clients were added to the caseloads through Byrne funding (4,005 total clients funded for the program year).

At the end of the program year, there were 1,303 (33 percent) reported graduates and 1,089 (27 percent) terminations. Of the successful graduates, 38 percent received some form of treatment service.

Failure to complete the program, resulting in termination, was largely a result of voluntarily dropping out (31 percent), exceeding the number of allowable violations (25 percent), and being transferred out of the program (25 percent). Other reasons for discharge included re-arrest (4.2%) and other (16.7%).

Drug testing was administered to all program participants. Of those who successfully graduated, 75 percent of clients had zero positive tests, 14 percent had one positive test, 4 percent had two positive tests, and the remaining 7 percent had three or more positive tests. Compared with successful graduates, clients who were terminated from the program with unsuccessful completion had much higher percentages of failed drug tests. Only 37 percent of participants terminated passed all drug tests given, while 18 percent failed one test, 22 percent failed two tests, and 23 percent failed three or more tests.

The majority of clients who tested positive on at least one occasion tested positive for marijuana (53 percent). Twenty-five percent were positive for crack/cocaine and 18 percent were positive for alcohol. The remaining positive tests were for amphetamines, opiates, barbiturates or other drugs.

<i>Positive Tests by Drug (Graduates Only)</i>	
Alcohol	102
Marijuana	256
Crack/Cocaine	115
Amphétamines	2
Opiates	19

Barbituates	2
Other	5

In addition to drug testing, drug treatment programming was also provided to program participants. Drug treatment services offenders were referred to include: counseling (individual, group, and family), 12-step programs, outpatient treatment, relapse prevention services, and education. To a lesser extent, residential and inpatient treatment services were provided.

<i>Drug Treatment Programming</i>	
Counseling	31.0%
12-step program	8.9%
Outpatient Treatment	14.3%
Relapse Prevention Services	7.7%
Education	10.0%
Residential	4.2%
Inpatient	2.4%
Other	21.5%

Macomb County Community Corrections

The Dual Diagnosis Program of the Macomb County Community Corrections was developed in response to problems encountered at the Macomb County Jail. An analysis of the jail population found:

- Inmates in the 34 bed mental health unit of the Jail had served an average of 90 days in jail during the past 12 months.
- 70% of the jail population had substance abuse problems.
- 18% of total average jail population received psychotropic medications, and such medications represent 37% of the prescriptions written each month in the jail.
- Studies of 400 felony cases sentenced in Circuit Court in 2001 and 2002 showed that 14% of the offenders had mental health issues and 89% of those were found to also have substance abuse problems.

Inmates who are dual diagnosed, i.e. they have mental health issues as well as substance abuse issues, were seldom able to access both mental health and substance abuse treatment. In October of 2001, Macomb County Community Corrections began the Dual Diagnosis program. Inmates are assessed and placed in the most appropriate program for that offender's needs. The Byrne funded project provides treatment, drug testing and case management for those offenders who have a primary diagnosis of substance abuse and a secondary diagnosis of mental illness. The

program works in tandem with the Community Mental Health Board's Jail Diversion Project that targets those inmates who are mentally ill and have a secondary diagnosis of substance abuse.

Offenders in the program are individuals whose criminal activities are rooted not so much in antisocial attitudes, but in mental health issues coupled with substance abuse. The program provides court ordered treatment as well as supervision and case management. The program ensures that entry into court ordered treatment is swift and certain. Drug testing provides accountability. Case management assures that offenders are referred to and receive the appropriate services.

As of December 31, 2003, there have been 34 successful graduates of the program. Program graduates have shown a 70% increase in the time they spend in the community without re-arrest. Sixty-seven percent of the graduates have not recidivated.

Multijurisdictional Task Forces

BJA Purpose Area	2
Number of Subgrants	25
Number of Sites	25
Byrne Funding Total	\$7,004,587
Local Match Total	\$7,004,587
Program Area Total	\$14,009,174

Goals, Objectives, Activities, and Performance Measures

Goal #1 **The removal of multijurisdictional narcotic offenders and conspiracies in the regional area.**

Objective #1 Investigation, prosecution, and conviction of multijurisdictional narcotic offenders and violent criminals through the integration of law enforcement agencies and prosecutors, with federal agency cooperation, for the purpose of enhancing interagency coordination, cooperation, and intelligence.

Activities Establishment of criteria to identify, select and prioritize narcotic investigations with emphasis on mid and upper level drug dealers. Coordination and monitoring of cases to ensure effective management and supervision of shared investigation and prosecutorial resources and activities.

Each project shall have a Board of Directors which is comprised of a representative from each state, county, and local agency participating in the project. The Board will establish policies consistent with purpose area goals and objectives; allocate, focus, and manage project resources; and provide oversight of project investigations. Members of the group will have an equal vote on all matters. Identification and assignment of resources and skills is required in the investigation and prosecutorial process throughout the duration of a case.

Performance Measures	The number of drug trafficking organizations identified as major dealers within the regional area of the task force dismantled, disrupted, or rendered ineffective. The number of Class I, II, III, IV, and V violators arrested.
Goal #2	The disruption, dismantling, or rendering ineffective targeted money laundering organizations identified within the regional area with assistance of the Money Laundering Task Force.
Objective #2	Targeting of money laundering operations and the seizure of assets directed at dismantling the drug dealers business.
Activities	Establishment of criteria to identify, select and prioritize money laundering investigations. Coordinate money laundering investigations with the Money Laundering Task Force.
Performance Measures	The number and value of assets seized directed at dismantling the drug dealers business. The extent of task force involvement with the Money Laundering Task Force to assist with investigations in the regional area.
Goal #3	Work with citizen groups, schools, the community, and treatment agencies to reduce crime and improve quality of life.
Objective #3	Cooperation and interaction with schools, community agencies, citizen groups, and treatment agencies, including participation on boards and committees.
Activities	Maintain regular contact and share drug-related information with schools, community agencies, citizen groups, and treatment agencies.
Performance Measures	The extent of task force interaction and cooperation with protective services, drug treatment agencies and local school personnel in the regional area.

Program Accomplishments

Multi-jurisdictional drug task forces have long been the backbone of interdiction efforts in Michigan. The goal of the task forces is to develop collaborative and integrated working relationships among federal, state, county and local law enforcement agencies, including

prosecutors, to fight narcotics trafficking and production. Their purpose is to enhance interagency coordination and intelligence, to facilitate multijurisdictional investigations that remove mid- and upper-level narcotic offenders and related conspiracies, and to impact and assist in solving regional and local community drug and violent crime-related problems. The task forces play a very important role in reducing the availability of drugs in Michigan.

Methamphetamine Arrests and Seizures

Two of Michigan's drug task forces are positioned in the center of the methamphetamine problem and have dealt with the bulk of lab seizures since 1998. The Southwest Enforcement Team (SWET) includes Cass, Barry, Van Buren, Kalamazoo, Calhoun, Branch and St. Joseph Counties. The West Michigan Enforcement Team (WEMET) services Muskegon, Allegan, and Ottawa Counties.

As a result of the continued emphasis given to the problem of methamphetamine distribution and production, the number of labs seized by law enforcement agencies has generally increased. Evidence of this can be seen in the following chart that illustrates the number of methamphetamine labs seized by law enforcement agencies in the State of Michigan.

Year	Labs Seized
1999	19
2000	40
2001	120
2002	189
2003	186

Arrests/Class Violator Categories

To determine the significance of the types of drug violators encountered, a violator classification is used. The system is a derivative of the Drug Enforcement Administration's drug offenders classification. This classification is currently being utilized by all multijurisdictional task forces. The system separates drug violators into five classes; according to the amount of specific drugs they are capable of trafficking or the individual's position in an illegal drug organization.

The following numbers reflect classifications of drug arrests by multijurisdictional drug teams. Class I-III violators represent 18 percent of the total number of drug arrests.

State of Michigan Byrne Memorial Grant Program Annual Report 2001

47

Classification	Arrests
Class I	275 (6.7%)
Class II	53 (1.3%)
Class III	331 (8.1%)
Class IV	412 (10%)
Class V	2,681 (65.2%)
Other	356 (8.7%)
Total	4,108

Arrests Classified by Sex, Race, and Age

<i>Arrest Characteristics</i>	<i>Sex-Male</i>	<i>Sex-Female</i>	<i>Age <18</i>	<i>Age >=18</i>
White	2,560	685	74	3,165
Black	1,290	218	25	1,444
Hispanic	165	24	0	186
Native American	18	15	1	29
Other/Unknown	46	11	0	50
TOTAL	4,079	953	100	4,874

Drug Seizures

Drug Type	Amounts Seized
Cocaine	59,855 g
Crack	7,074 g
Marijuana	22,425 lbs
Methamphetamine	9,379 g
Ecstasy	14,142 DU
Stimulants	3,547 DU
Depressants	441 DU
Opiates	513 g
Heroin	1,360 g

Federal Agency Assists

Federal Agency	Number of Assists
Drug Enforcement Agency (DEA)	117
U.S. Attorney Offices	56
Federal Bureau of Investigation (FBI)	54
U.S. Customs	30
Bureau of Alcohol, Tobacco, and Firearms (ATF)	35
Internal Revenue Service (IRS)	8
U.S. Coast Guard	8
Immigration and Naturalization Service (INS)	3
U.S. Marshals Service	8
Postal Service	3
Other*	30

*Other includes: Forest Service, Border Patrol, FDA, Federal Aviation Agency and Michigan National Guard.

Performance measures for multijurisdictional task forces indicate that they continue to focus on serious violators, making drug seizures and asset forfeitures, closing down methamphetamine labs, and maintaining cooperation with federal agencies. Of the drug arrests made, 18 percent were between Class I and III. Multijurisdictional task forces also maintained their record of using the assistance of federal agencies to pursue drug offenders.

Southwest Enforcement Team

Michigan's Southwest Enforcement Team is a very cooperative drug team in terms of local support. The seven county area is covered by breaking the team down into three squads each with a geographic area assignment. The target population exceeds 670,000 and covers over 4000 square miles. Kalamazoo County provides the team an assistant prosecutor who handles criminal cases in three of the seven counties, and forfeiture cases in five of the seven counties. This exhibits a very efficient use of resources, and should be the standard for all of Michigan's drug teams.

Thirteen departments supply officers to the team, even though Kalamazoo and Battle Creek have their own street level enforcement teams. Due to the instant increase in the production of methamphetamine, three of the counties covered by the team have been designated as high intensity drug trafficking areas by the federal government. HIDTA has become actively involved with the team and is providing additional financial assistance. The Drug Enforcement Administration is also actively involved with the team and has provided great assistance with costs of lab clean-ups. This team is highly successful largely due to an active executive board with representatives from all participating agencies. The control board meets monthly to discuss operational and financial issues, and has an annual retreat to establish team goals, objectives, and quantitative performance measures.

Statewide Methamphetamine Strategy

Michigan's Office of Drug Control Policy has been established as the lead agency for a statewide strategy to stem the growth of methamphetamine use, production and sale. The statewide strategy was published in July 2002 following a summit to identify and commit agencies to work collaboratively toward the established goals. Six committees were established: (1) law enforcement; (2) environmental; (3) media and public awareness; (4) prevention and treatment; (5) prosecutorial and judicial; (6) retail.

Highlights for committee activities include:

- Law Enforcement: The Office of Drug Control Policy awarded a Byrne grant for a special meth unit within the Michigan State Police to assist local agencies with cleanups and overtime costs. The unit also provides training for first responders. To date, 245 officers have been trained.
- The Environmental Committee has been working throughout the year to establish statewide standards for remediation and re-occupancy of property used for methamphetamine production.
- Media and Public Awareness has been actively working with private and public sector agencies to disseminate warning bulletins to: real estate/landlord and property managers;

motel/hotel owners/operators; mobile home park managers; health care workers; fire fighter; 911 emergency dispatch operators. The Media committee has also initiated the formulation of the Michigan Meth Watch Program. This program involves retailers that sell precursor materials and informs the public that the retailer is aware of methamphetamine production methods and is actively assisting the authorities to get the word out that we are fighting meth in Michigan.

- Prevention and Treatment members are working collaboratively on education and treatment services aimed at methamphetamine.
- The Prosecutorial and Judicial committee was instrumental in helping to draft legislation to establish penalties for abusers and persons in possession of precursor chemicals, and define responsibilities for manufacturing site clean up. The legislation was passed in 2003.
- The Retail committee is working with law enforcement to restrict access to precursor chemicals.

All committees and agencies responsible for dealing with methamphetamine use, sale, treatment, prevention, and production were assisted by a publication generated through the Office of Drug Control Policy. Methamphetamine and Other Stimulants in Michigan was released in June 2003. The report provides data and information critical to establishing baseline status on the extent of methamphetamine abuse in Michigan.

Criminal Justice Records Improvement

BJA Purpose Area	15b
Number of Subgrants	17
Number of Sites	17
Byrne Funding Total	\$995,038
Local Match Total	\$306,193
Program Area Total	\$1,301,231

Goals, Objectives, Activities, and Performance Measures

- Goal #1 **Improve the accuracy, completeness, and timeliness of building criminal history records.**
- Objective #1 Develop a totally paperless records processing environment for submission of records to a state repository.
- Activities Development of capabilities within local criminal justice agencies to properly process and prepare a standardized and complete packet of information with which to update the state repository. Update freestanding booking operations, which currently link automated booking information systems with live scan fingerprint devices, with the capability to electronically submit data and fingerprints to the State’s criminal justice information center.
- Performance Measures Improvement in statewide accuracy, completeness, and timeliness of booking and charging information. Increased number of criminal cases processed. Improved processing time for criminal cases. Increased data system integration between criminal justice agencies.

Program Accomplishments

The goal of criminal history records improvement efforts in Michigan is to develop a totally paperless processing environment for the submission of criminal history records to the state repository. This objective requires the development of capabilities within local criminal justice agencies to properly process and prepare a standardized and complete packet of information with which to update the central repository. It also requires the respective repository management agencies to develop related capabilities to receive and process such packets of criminal justice information. Both aspects of this exchange process (i.e., both automated Asending@ and automated Areceiving@) are equally important in the creation of a paperless records management system.

At this point, efforts in Michigan are focused on a single strategic effort: electronic submission of mandated criminal history records from criminal justice agencies in all targeted (larger) counties (i.e, Asending@ technology). The companion paperless processing capabilities at the state (i.e, Areceiving@ technology) have been successfully implemented with several pilot sites.

Currently, 65 counties have at least one agency with live scan equipment, and 46 counties have a local agency submitting electronic arrest information.

Table 1: Prioritization of AIRBS Implementation by County

County	2002 UCR Index Arrests	Percent of State Total UCR Index Arrests	Cumulative Share of Arrests	Live Scan Implementation Status**
Wayne	17,201	32.16%	32.16%	Submitting*
Oakland	5,749	10.75%	42.91%	Submitting
Kent	4,103	7.67%	50.58%	Submitting
Macomb	3,759	7.03%	57.61%	Submitting
Genesee	2,077	3.88%	61.49%	Submitting
Kalamazoo	1,571	2.94%	64.43%	Submitting
Ingham	1,403	2.62%	67.06%	Submitting
Washtenaw	1,360	2.54%	69.60%	Submitting
Berrien	1,200	2.24%	71.84%	Comms check
Ottawa	1,080	2.02%	73.86%	Submitting
Calhoun	1,064	1.99%	75.85%	Submitting
Saginaw	1,014	1.90%	77.75%	Submitting
Muskegon	725	1.36%	79.10%	Submitting
St.Clair	617	1.15%	80.26%	Wait for con
Grand Traverse	611	1.14%	81.40%	Comms check
Bay	483	0.90%	82.30%	Compl'g App
Jackson	446	0.83%	83.14%	Submitting

State of Michigan Byrne Memorial Grant Program Annual Report 2001

53

Monroe	446	0.83%	83.97%	Submitting
VanBuren	438	0.82%	84.79%	Wait for con
Lenawee	425	0.79%	85.58%	Submitting
Midland	387	0.72%	86.31%	Submitting
Branch	355	0.66%	86.97%	Submitting
Isabella	322	0.60%	87.57%	Submitting
St Joseph	309	0.58%	88.15%	Submitting
Marquette	305	0.57%	88.72%	Submitting
Allegan	303	0.57%	89.29%	Submitting
Wexford	269	0.50%	89.79%	Submitting
Newago	253	0.47%	90.26%	Compl'g App
Livingston	250	0.47%	90.73%	Submitting
Clare	238	0.45%	91.18%	Submitting
Barry	217	0.41%	91.58%	Submitting
Lapeer	209	0.39%	91.97%	Submitting
Hillsdale	206	0.39%	92.36%	Submitting
Ionia	206	0.39%	92.74%	Submitting
Montcalm	194	0.36%	93.11%	Submitting
Otsego	193	0.36%	93.47%	Submitting
Shiawassee	192	0.36%	93.83%	Submitting
Alpena	178	0.33%	94.16%	Submitting
Chippewa	177	0.33%	94.49%	Wait for con
Mecosta	164	0.31%	94.80%	Submitting
Emmet	140	0.26%	95.06%	Submitting
Cass	137	0.26%	95.31%	Wait for con
Eaton	126	0.24%	95.55%	Submitting
Sanilac	124	0.23%	95.78%	Submitting
Clinton	124	0.23%	96.01%	Submitting
Manistee	121	0.23%	96.24%	Submitting
Gratiot	114	0.21%	96.45%	Submitting
Ogemaw	110	0.21%	96.66%	2004 Grant
Tuscola	89	0.17%	97.18%	Submitting
Mason	67	0.13%	97.31%	Submitting
Crawford	62	0.12%	97.42%	Submitting
Kalkaska	61	0.11%	97.54%	Submitting
Missaukee	56	0.10%	97.75%	Wait for con
Menominee	51	0.10%	97.85%	No LS
Benzie	42	0.08%	97.93%	Submitting
Oceana	38	0.07%	98.00%	Wait for con
Charlevoix	30	0.06%	98.05%	Compl'g App
Delta	28	0.05%	98.11%	Compl'g App
Oscoda	18	0.03%	98.14%	Submitting

State of Michigan Byrne Memorial Grant Program Annual Report 2003
54

Lake	18	0.03%	98.17%	Submitting
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*Detroit and several communities in Wayne County are currently submitting, but there are still a few local PD/booking agencies that are in process to be connected.

**Code descriptions for “Live Scan Implementation Status” (from MSP data) column:

No LS: no LiveScan
Compl’g App: completing application
Wait for con: waiting for connection
Comms Check: communications check

- Under “Complete Build” column, “yes” means that one or more booking agencies within the county are submitting data for criminal record histories.