

January 1973

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February 1973

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March 1973

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April 1973

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May 1973

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June 1973

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July 1973

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August 1973

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September 1973

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October 1973

SUN	MON	TUE	WED	THU	FRI	SAT

November 1973

SUN	MON	TUE	WED	THU	FRI	SAT

December 1973

SUN	MON	TUE	WED	THU	FRI	SAT

15847

MICHIGAN COMMISSION
ON
CRIMINAL JUSTICE

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STATE OF MICHIGAN



WILLIAM C. MILLIKEN, Governor

DEPARTMENT OF MANAGEMENT AND BUDGET

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LANSING, 48913
PHONE NO. 373-3992

DON P. LeDUC
Administrator
RICHARD K. NELSON
Deputy Administrator

The Honorable William G. Milliken
Governor of the State of Michigan
State Capitol Building
Lansing, Michigan

Dear Governor Milliken:

The Office of Criminal Justice Programs submits the following report of its activities for fiscal year 1973. In addition to the material recapitulating past activity a brief section describing our objectives for fiscal year 1974 has been added. Next year's report will assess our success in achieving these objectives and describe our objectives for fiscal year 1975.

As you know, Michigan experienced a reduction in crime in calendar 1972, its first such reduction in many years. I believe the efforts of this Office contributed significantly to that reduction. We are hopeful that 1973 will have similar results.

Shortly after the end of fiscal year 1973, the Crime Control Act was extended for three years. This means that the support from the federal government for planning and action to reduce crime will be available for at least that additional period. Again, I believe that the performance in Michigan contributed significantly to the Congressional decision to continue the block grant crime control program.

Our next report will be delivered in the fall of 1974.

Sincerely,

Don P. LeDuc
Administrator



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the year in review

Dramatic change, innovation and progress highlighted the 1972-73 fiscal year for the Michigan Office of Criminal Justice Programs (OCJP).

Complete reorganization of the manner in which OCJP administers federal anti-crime grants and plans for the improvement of the state's criminal justice system and the reduction of crime occurred during the year.

The agency's national reputation for efficient, innovative administration of the national crime control program, however, did not change.

Indeed, its growth and maturity continued during the year, assisted by its internal reorganization and its commitment to long-range planning, fiscal integrity and assistance to Michigan communities and state agencies.

The agency's ability to administer federal block grants under the now expired Omnibus Crime Control and Safe Streets Act and currently under the Crime Control Act of 1973, was so well established by the 1973 fiscal year, that OCJP began placing more of its energy into long-range planning—an effort to realize its role as a catalyst in bringing together previously isolated components of the law enforcement and criminal justice system and coordinating, directing and supporting their efforts in a comprehensive attack on crime.

One result of this effort was creation of a separate planning section within the agency. To maintain its grant administration duties, the fiscal management section was combined with a new special

inspections division, and the former management systems section into a grant administration division.

The program planning section was given more responsibility in the area of technical assistance to communities and state agencies seeking to improve the criminal justice system and reduce crime.

Besides the reorganization, OCJP encouraged the creation of a new statewide crime commission, relieved of project-oriented activities and charged with the task of preparing long-range goals and standards to improve justice and the reduction of crime and delinquency in Michigan.

Gov. William G. Milliken, who had by executive order in 1970 created OCJP, committed himself to the project and its promise of "clear policies, strong commitments and good decisions on the problems of crime in Michigan" by issuing an executive order in June, 1973, creating the new commission.

The former Michigan Commission on Law Enforcement and Criminal Justice was dissolved. Created by executive order in 1968, the former state-wide group had been responsible for the approval of five state plans for federal funds and the review and approval of about 900 project awards totaling over \$60 million.

Many of its former members were reappointed by the Governor to the new commission.

Furthering of OCJP's commitment to bring together the state's fragmented criminal justice system led, during the 1972-73 fiscal year, toward develop-

ment of new and expanded roles for regional and local criminal justice planning units.

The new responsibilities, which include those involving fiscal and program inspections, region-wide planning and technical assistance, are expected to free OCJP from duties which have kept it from its larger planning role as well as making better use of regional and local planning capabilities.

Aiding in the design of these new tasks, which also allow integration of criminal justice planning into the state's 14 general purpose planning regions, were planners from throughout the state.

During the 1972-73 fiscal year, preparation of the state's 1974 Comprehensive Plan for Criminal Justice and Law Enforcement began. The new plan makes use of much of the research into Michigan's crime problem which OCJP began in 1972.

The plan is organized along functional lines with chapters devoted to prevention, investigation and arrest, pre-trial processing, judicial processing and corrections and reintegration.

This functional arrangement brings the plan closer to being consistent with the structure of Michigan's Program Budget Evaluation System. It also emphasizes the close relationships that exist between the various parts of the criminal justice system.

During the 1972-73 fiscal year, the Michigan Department of State Police announced the state's first reported crime decrease since 1959. Much of the decrease was attributed to Detroit's steady crime drop over the past two years. Detroit and Wayne County, the state's most populous area, have re-

ceived over 50 per cent of the local share of the state's federal block grant during the past five years.

Since Michigan's participation in the national crime control program, over \$68 million has been awarded to the state by the federal law Enforcement Assistance Administration (LEAA).

In the 1973 fiscal year more than \$23 million was awarded to the state.

More than 900 projects had been awarded more than \$64 million in the five years the program had been in operation by the end of the 1973 fiscal year.

In the 1973 fiscal year \$26.8 million was awarded to help finance 302 projects.

Because of OCJP's ability to administer the block grants, the 1973 fiscal year funds had been almost entirely awarded by the end of the fiscal year despite the fact that the agency did not receive its full block grant from LEAA until February, 1973.

Further efforts in this area are expected to steadily improve the state's fund flow, thus opening the door to additional LEAA funds for Michigan such as were awarded to the state in July. The additional \$4.7 million helped finance 17 projects in six state agencies.

New challenges lie ahead for Michigan's state planning agency—helping to put the new commission's goals and standards into operation; aiding the regions in their tasks; expanding its planning role and continuing its exemplary efforts in the area of grant administration.

Many of these challenges already are being undertaken by the agency and the prospect for success in the 1973-74 fiscal year appears good.

reorganization

In many states throughout the nation the absence of policy direction and poor coordination of effort have had serious consequences in regard to criminal justice.

When state criminal justice planning agencies began operating in response to the federal Omnibus Crime Control and Safe Streets Act of 1968 they were faced with improving a criminal justice system so fragmented that it might have been said there was no system at all.

The fragmentation continues to exist. Answers to the who, why, where, what and how of crime are sought by many state, local and private agencies. Often there has been little coordination in the search; efforts are duplicated; the "non-system" of criminal justice is perpetuated and crime continues to traumatize citizens.

Michigan's Office of Criminal Justice Programs (OCJP) was created in 1970 by Gov. William G. Milliken to meet requirements of the Safe Streets Act calling for state criminal justice planning agencies to administer block grants from the federal government.

Recognizing the need for a coordinated attack on crime, Milliken's executive order forming OCJP indicated the agency should have duties beyond the administration of grants; that it would be the primary source of policy direction in improving the state's criminal justice system.

Developing skills to effectively administer grants from the federal Law Enforcement Assistance Ad-

ministration (LEAA) took up most of the activities of OCJP during its formative years.

Realization of those skills and the now relatively smooth operation of grant administration gave the agency, in the 1973 fiscal year, opportunity to plan to take on the larger role of policy direction and coordination.

Development of this role required changes in the internal structure of OCJP to place greater emphasis on long-range planning and coordination of efforts to combat crime.

The resulting internal reorganization was designed to allow OCJP to take on more responsibility in strengthening the state's crime control policies and in influencing those responsible for such policies. The reorganization also was designed to allow the agency to make sure that general state planning requirements are met, that local and regional planning is consistent with state planning and that federal dollars are well administered.

OCJP reorganization also was undertaken to allow development of a process whereby local, regional and state plans are prepared, annual programs for federal dollars established, applications written and funds awarded in a rapid, effective manner.

Because of the increased rate at which federal funds will have to be awarded to meet this objective, all program areas were eliminated.

This was done because it is believed that the capabilities of the old program areas were not great

enough to handle substantial increases in funding under the previous structure.

Replacing the old program areas are specialists who have been assigned responsibility for technical assistance in the areas of police management, communications, investigation, forensics and civil disorders, crime prevention, community relations, drug and alcohol abuse, courts, prosecution and defense, adult correctional institutions and field service, juvenile institutions and field services and prevention of delinquency.

The reorganization allowed OCJP to undertake the planning necessary to maintain a rapid flow of LEAA dollars to local and state units of government for anti-crime projects.

OCJP is now divided into five sections: Executive, Planning, Program Services and Grant Administration.

As in the previous OCJP organization, the Executive Section is headed by Don P. LeDuc, administrator, who, with Deputy Administrator Richard K. Nelson, has final responsibility for the entire operation of the office. Also included in this section is the public information specialist, Gail R. Light.

The Planning section is responsible for a number of duties previously held by Program Planning Section personnel and by the former Management Systems Section. Its major responsibility is development of long-range planning for criminal justice. Coordination and participation in the state's Program Budget Evaluation System (PBES) and the Governor's Program Policy Guidelines also is a duty of this section.

In addition, this section, headed by Glen L. Bachelder, coordinates OCJP's review of regional and local plans and integrates the results into the annual state comprehensive plan.

It handles research in the area of criminal justice and sets up ways to analyze crime. Coordination and integration of all activity related to automated information systems in the criminal justice field, including data collection and analysis, also is this section's responsibility.

During the 1973 fiscal year the Planning Section prepared the 1974 Comprehensive Plan for Criminal Justice and Law Enforcement for submission to the new Commission on Criminal Justice and LEAA.

The Program Services Section, headed by Thomas E. Johnson, has taken on major responsibilities in coordination and liaison, review of grant applications and technical assistance through use of specialists.

Individuals in this section are assigned to assist specific regions, local planning units and state

agencies in meeting various OCJP regulations and in solving problems.

The Grant Administration Section, headed by Raymond H. McConnell, handles OCJP's grant administration responsibilities. Within this section are divisions for fiscal management and project inspection. Some previous duties of the Management System and Program Planning sections are merged with the Fiscal Management Section in this area.

This division also has control of OCJP's Grant Management Information System (GMIS), which provides computerized grant information.

Budgets for all grant applications submitted for LEAA grants prior to administrative approval are studied in this area.

In addition to those sections, which are explained in greater detail below, staff committees have been designated to make decisions and set policy.

The Planning

Following reorganization of the Michigan Office of Criminal Justice Programs (OCJP) in January, 1973, the Planning Section began its assigned task of developing the 1974 State Plan to improve criminal justice and reduce crime.

At the same time, it also was charged with developing and providing assistance in the area of automated information systems, improving the state's criminal justice statistical base, analyzing federal and state legislation and developing a plan for a state goals and standards project, described later in this report.

Even before the reorganization, however, OCJP had recognized the need for concentrated attention on comprehensive, statewide planning.

Months before the beginning of the 1973 fiscal year, the OCJP administrator, at the Governor's behest, moved to broaden the scope of OCJP activity from planning federal support projects to planning for the entire criminal justice system.

The purpose was to coordinate the federally aided projects with all state funding and to influence local and private activity in the area of criminal justice.

The first step in this process was the hiring of a consultant firm to develop a draft long-range plan.

As part of this project, members of the former Commission on Law Enforcement and Criminal Justice, OCJP staff and regional criminal justice planning personnel were surveyed on their opinions about future priorities.

A draft plan was then developed closely following the state's new decision-making structure—PBES—Program Budget Evaluation System.

PBES was developed to help improve the state's policy and decision making and resource allocation. PBES has the ability to help define terms and objectives, to focus on impact, such as crime reduction, and to evaluate the progress or failure of a particular activity.

It calls for a five-year plan with functional goals, quantified objectives and measurable impact on conditions in society, and, as such, offers the opportunity to develop a uniform planning approach for state, regional and local planning in the criminal justice area.

At the same time the new planning activity was gaining ground, many Michigan citizens were being involved in the deliberations of the national Advisory Commission on Criminal Justice Goals and Standards. At the National Conference on Criminal Justice early in 1973 many state delegates expressed the belief that similar activity should be undertaken in Michigan.

Planning, under the direction of the OCJP administrator, the new Planning Division, the Governor and Lieutenant Governor, began immediately for a Michigan goals and standards project.

Because of this turn of events, it was decided in the 1973 fiscal year that the 1974 Plan, with its ambitious goals and standards, would be treated as information for the goals and standards study by the new Michigan Commission on Criminal Justice.

The new plan, described elsewhere in this report, contains more descriptive and analytical material than any previous plan. Contained, for the first time, are crime data by type, a preliminary attempt to gauge the cost of crime and the results of a survey of public attitudes toward crime and the fear of crime.

As the 1974 fiscal year began, detailed objectives for the Planning Section were developed. Following the tentative efforts begun earlier, it was decided a greater attempt would be made to integrate OCJP planning into the PBES. State departments were, for the first time, to place requests for money to match OCJP grants routinely in their program revision requests.

It was decided that the planning, programming, research and budget activities related to Program I of PBES—the Protection of Persons and Property—would be fully integrated with budget and planning analysis units, which, like OCJP, are now part of the newly formed Department of Management and Budget.

Another major OCJP planning objective, for which the ground work was laid in the 1973 fiscal year, is to be the coordination of planning with a shift toward regional planning for the local aspects of OCJP grant administration. The regional role, described elsewhere in this report, will ultimately be that of block grant applicants submitting one annual request, as part of a plan, for funding.

The Goals and Standards project, involving the use of OCJP staff and outside criminal justice experts and commission members, will be coordinated by the Planning Section.

Improvements expected in the evaluation of OCJP funded programs will be a major priority in the current fiscal year. An evaluation systems expert is expected to be added to the planning section to help in this task.

A state criminal justice statistical center, the design of which began in the 1973 fiscal year, also is expected to be established in the Planning Section. It is generally accepted that complete, more regular and more meaningful statistics on criminal justice operations are necessary for sound evaluation of the problem. A Comprehensive Data System proposal, integrating the data systems of applicable state agencies, was developed during the 1973 fiscal year and is still being revised in conformance with the State of Michigan Management Information System (SOMMIS).

The Planning Section also is expected to devise a system for the analysis of special problems in the areas of criminal justice. This system will contain procedures for identifying and selecting problems needing analysis, developing analysis techniques, making assignments and producing reports. This is designed to fill information gaps and allow more rational allocation of available resources to fight crime.

The existing system of analyzing proposed legislation will be expanded by monitoring legislation at the federal level as well as legislation in other states which might lead to preparation of draft legislation to implement Michigan's goals and standards.

During the 1974 fiscal year, the Planning Section will continue to provide research, analysis and statistical services as well as preparation of plans and planning assistance to allow state agencies, regions and local units of government to use available criminal justice resources more effectively, the seeds of which were sown in 1973.

Grant Administration

The Grant Administration section, in which are merged some operations of the former Management Services and the Program Planning sections with the Fiscal Management section, has the following responsibilities:

1. Control of the Grant Management Information System (GMIS) within the Office of Criminal Justice Programs (OCJP).
2. On-site monitoring and inspection of projects to ensure their compliance with program objectives.
3. On-site project monitoring and inspection for fiscal compliance.
4. Control of OCJP internal accounting procedures.
5. Fiscal review of all subgrant applications submitted for federal funding prior to administrative review by the OCJP administrator.
6. Compliance audits on all completed projects.
7. Compliance with contract procurement procedures.
8. Development and maintenance of guidelines for grant recipients.
9. Development of OCJP internal operational procedures.

In the latter part of the 1973 fiscal year this section began planning for the new regional role in program and financial monitoring.

The Grant Administration section's responsibilities are divided between Fiscal Management and Grant Management.

fiscal management

The primary purpose of this section is to maintain the fiscal integrity of the crime control program in Michigan, one of the most important duties of the agency.

This section is divided into two major components—audit and accounting. The audit unit is primarily responsible for application budget review, preparation of subgrant contracts, instruction of staff and subgrant recipients on fiscal responsibility, monitoring fiscal administration of grants, auditing completed projects, assisting auditors of the federal Law Enforcement Assistance Administration (LEAA) and State Auditor General's staff and developing financial and audit guidelines.

The accounting unit performs pre-auditing of financial reports, prepares financial reports for LEAA and management, draws up OCJP's internal budget, validates GMIS and develops internal procedures and forms.

The primary means of protecting the integrity of the state's crime control program and controlling funds is by conducting audits. To date, the audit staff has audited all the 1969 and 1970 subgrants. By December, 1973, all of the 1971 subgrants will have been audited.

Not every audit performed, however, could be described as comprehensive since certain types of subgrants require only a limited test of the financial documentation. Each subgrant, however, receives an audit review considered sufficient to indicate the potential for major audit exceptions. If a potential existed, a more comprehensive audit was scheduled. (A summary of audits conducted is included in this report.)

The second OCJP audit was conducted by the State Auditor General for the period July 1, 1970 through June 30, 1972. This audit disclosed no major problems or discrepancies related to audits performed by this section or the accounting operation. The Auditor General did, however, report major exceptions at the subgrantee level which were primarily the same as those uncovered by the OCJP audit staff. A major objective for the coming year will be an attempt to reduce the number of exceptions at the subgrantee level by further technical assistance.

Early in the year, the section director was one of six representatives from state criminal justice planning agencies surveying the management of LEAA funds in 12 states.

The representatives recommended ways to eliminate fund flow delays, provide technical assistance to local units of government, certify state planning agencies and a revised role for supervisory boards.

The audit chief was a speaker at a workshop on fiscal operations attended by staff of the western state planning agencies.

This section also, during the year, kept track of the rate at which OCJP awarded its annual block grant, the speed with which the grants were paid to recipients and the rate at which funds were being spent on the projects.

A major criticism of the federal block grant program in the past has been the alleged sluggishness of the "fund flow" from LEAA to the state and from the state to local communities and state agencies.

OCJP, during the 1973 fiscal year, worked to speed this flow at the state level by awarding grants faster and by requiring grant recipients to start projects within 60 days after award.

The results have been encouraging. By the end of the fiscal year, 93 per cent, or \$64.1 million, of the state's \$69.1 million in block grants awarded since 1968 had been subgranted to local and state agencies. Of the \$69.1 million, 57 per cent had been paid to subgrantees and 53 per cent had been expended by project personnel.

During the four year period ending June 30, 1972, 80 per cent, or \$36.7 million, of the \$45.9 million in block grants, had been subgranted; 40 per cent paid out and 28 per cent expended.

Of the \$23.1 million 1973 block grant, 80 per cent had been subgranted by OCJP at the end of the 1973 fiscal year; 14 per cent had been paid to subgrantees and 11 per cent had actually been expended to run the projects.

In the previous fiscal year, by contrast, less than 56 per cent of the \$19.9 million block grant had been subgranted by June 30, 1972; 9 per cent had been paid to subgrantees and about 2 per cent expended for projects.

A summary accounting of action, discretionary and planning grants, by year, is included in this section. This summary shows the relationship, by per cent, of activity by subgrantees compared to the total subgrants awarded.

The pass-through section of the summary shows how Michigan is meeting its responsibility to local units of government, as required by the Crime Control Act.

In 1968-69, OCJP made the minimum \$791,265, or 75 per cent of the total block grant, available to local units. However, due to the inability of local units to apply for fundable projects, OCJP was unable to award \$2,140, or about one-fourth of 1 per cent, of the pass-through funds made available. Additionally, a number of local project personnel were unable to expend the full amount of funds awarded to them. OCJP was not able to re-award those funds because of the constraints of the two-year de-obligation deadline required by LEAA. The funds that had to be returned to LEAA, therefore, totaled \$73,550.

The total amount of action funds returned to LEAA—\$129,123 for 1968-69 and 1969-70 represents less than one and one-half percent of the block grants awarded to Michigan for those years. Funds lapsing from later years will be practically nonexistent due to continued improvement in the rate of fund flow.

Further increases in the fund flow rate are ex-

pected in the future as OCJP works to have its annual state comprehensive plans prepared and approved by LEAA prior to the beginning of each fiscal year. Block grants cannot be released to states until this approval has been given. In the past, LEAA acceptance of the plans has often occurred well into the fiscal year for which the funds were earmarked.

In addition, the newly enacted Crime Control Act of 1973 now requires LEAA approval or rejection of state plans within 90 days following submission.

A major accomplishment of the last year was the development of an audit manual and revision of the financial guide, both of which are included in the OCJP "General Guidelines for Applicants and Subgrantees."

A final accounting report is included in this section detailing the source and expenditure of planning funds. The 1972-73 carryover is being allocated to expand the regional and local planning unit staffs. Unfortunately, LEAA limited the carryover to \$281,850 or 15 per cent and forced a return of \$181,199.

OCJP continues to owe much of its national reputation to the efforts of the Fiscal Management section. The emphasis on financial integrity and control will continue.

grant management section

One of this section's major responsibilities is to process and maintain all subgrant applications as they are received and acted on by OCJP. This activity includes assigning control numbers to all applications, routing the applications to the appropriate program specialist for review and preparation of all subgrant contracts and adjustments after the applications have been approved for awards. The section processed 354 applications during fiscal year 1972-73.

Monitoring subgrants is the second major responsibility of the Grant Management section.

As a result of the OCJP reorganization, Michigan again took the lead in establishing the first program inspection unit in January of 1973. This four-man unit conducts on-site program inspections of all active subgrants. The unit conducted 343 on-site inspections by the end of June, 1973.

Each subgrantee, under the terms agreed to in its contract with OCJP, must submit periodic financial and program progress reports and a final evaluation report. The Grant Management section monitors this activity to ensure that the subgrantee fulfills this requirement.

The tool used to aid the section in fulfilling its two major responsibilities is a computerized Grant Management Information System (GMIS). All the important elements contained in an application or funded subgrant are fed into a computer. As a result, the section is able to get periodic reports which enable it to properly manage each subgrant.

The system gives the section information on such items as projects for which inspections are due and projects which are delinquent in submitting the necessary reports. It also produces other reports used by OCJP personnel to manage subgrants.

This section also developed and wrote the "General Guidelines for Applicants and Subgrantees" which help potential applicants prepare applica-

tions and assist subgrantees as they begin their projects. The section also develops and updates internal operational procedures and forms and controls the GMIS to ensure the information is as accurate and current as possible.

A major objective for the 1973-74 fiscal year is the transfer of program monitoring from OCJP to the regional and local planning units. By January, 1974, these units will be responsible for monitoring all active subgrants to local units of government. OCJP, however, retains the right to conduct selected spot inspections and will continue to monitor the regional and local planning units.

A second objective for the coming fiscal year is to adjust the GMIS so the flow of information in and out of the computer will be faster.

Summary of Audits July 1, 1969 through June 30, 1973

	Grant	Total Funds Subgranted	Total Funds Final Audited	%	Total # of Subgrants Awarded	Total # of Subgrants Final Audited	%	Total # of Interim Audits	Total # of Audits Performed
1969 Action	\$ 1,055,020	\$ 959,535	\$ 959,535	100	82	82	100	24	106
1970 Action	7,817,000	7,783,362	7,783,362	100	161	161	100	130	291
1971 Action	17,174,000	17,159,085	4,827,410	28	218	78	36	85	163
1972 Action	19,919,000	19,839,925	39,535	2	266	4	2	12	16
1973 Action	23,114,000	18,395,797	-0-	—	191	0	—	2	2
Total Action	\$69,079,020	\$64,137,704	\$13,509,842	21	918	325	35	253	578
1969 Discretionary	100,000	100,000	100,000	100	1	1	100	1	2
1970 Discretionary	1,282,661	1,231,515	1,231,515	100	25	25	100	22	47
1971 Discretionary	3,170,985	3,068,502	1,775,888	58	30	20	67	16	36
1972 Discretionary	2,888,615	2,888,615	-0-	—	15	0	—	1	1
1973 Discretionary	5,559,186	2,317,243	-0-	—	12	0	—	0	0
Total Discretionary	\$13,001,447	\$ 9,605,875	\$ 3,107,403	32	83	46	55	40	86
1969 Planning	271,120	271,120	271,120	100	11	11	100	1	12
1970 Planning	305,200	305,200	305,200	100	11	11	100	0	11
1971 Planning	422,900	422,900	384,900	91	15	11	73	0	11
1972 Planning	548,400	482,983	101,350	21	15	4	27	0	4
1973 Planning	751,600	668,550	-0-	—	18	0	—	1	1
Total Planning	\$ 2,299,220	\$ 2,150,753	\$ 1,062,570	49	70	37	53	2	39
GRAND TOTALS	\$84,379,687	\$75,894,332	\$17,679,815	23	1,071	408	38	295	703

Office of Criminal Justice Programs Summary of Grants as of June 30, 1973

	Grant	Subgrants Awarded	Unawarded Balance	% Awarded	Funds Paid To Subgrantees	% Paid	Funds Expended By Subgrantees	% Expended
ACTION								
1968-69	\$ 1,055,020	\$ 959,535	\$ 95,485 ⁽³⁾	91%	\$ 959,535	100%	\$ 959,535	100%
1969-70	7,817,000	7,783,362	33,638 ⁽³⁾	99	7,808,083	101 ⁽⁴⁾	7,783,362	100
1970-71 ⁽¹⁾	17,174,000	17,159,085	14,915	99	16,146,726	94	15,682,203	91
1971-72 ⁽¹⁾	19,919,000	19,839,925	79,075	99	11,620,675	59	9,820,684	49
1972-73 ⁽¹⁾	23,114,000	18,395,797	4,718,203	80	3,254,701	18	2,625,434	14
Subtotal	\$69,079,020	\$64,137,704	\$4,941,316	93%	\$39,789,720	62%	\$36,871,218	57%
DISCRETIONARY								
1968-69 ⁽²⁾	\$ 100,000	\$ 100,000	\$ -0-	100%	\$ 100,000	100%	\$ 100,000	100%
1969-70	1,282,661	1,231,515	51,146 ⁽³⁾	96	1,168,673	95	1,165,958	95
1970-71	3,170,985	3,068,502	102,483 ⁽³⁾	97	2,706,022	88	2,402,006	78
1971-72	2,888,615	2,888,615	-0-	100	1,534,697	53	1,271,644	44
1972-73	5,559,186	2,317,243	3,241,943	42	-0-	—	-0-	—
Subtotal	\$13,001,447	\$ 9,605,875	\$3,395,572	74%	\$ 5,509,392	57%	\$ 4,939,608	51%
PLANNING								
1968-69/1969-70/1970-71	\$ 999,220	\$ 999,220	\$ -0-	100%	\$ 999,220	100%	\$ 999,220	100%
1971-72	548,400	482,983	65,417 ⁽³⁾	88	521,400	108	482,983	100
1972-73	751,600	668,550	83,050	89	598,964	90	668,550	100
Subtotal	\$ 2,299,220	\$ 2,150,753	\$ 148,467	94%	\$ 2,119,584	99%	\$ 2,150,753	100%
TOTAL	\$84,379,687	\$75,894,332	\$8,485,355	90%	\$47,418,696	62%	\$43,961,579	58%

PART C ACTION PASS-THRU SUMMARY

Year	Minimum Allocation	Awarded
1968-69	\$ 791,265 (75%)	\$ 715,575 ⁽⁵⁾
1969-70	5,862,750 (75%)	5,914,886
1970-71	11,019,000 (75%)	11,207,982
1971-72	13,364,250 (75%)	13,325,734 ⁽⁶⁾
1972-73	16,151,861 (78.1%)	13,330,889 ⁽⁶⁾
TOTAL	\$47,189,126	\$44,495,066

FOOTNOTES

- (1) Includes G-1 and/or Part E Funds
- (2) Subgranted and paid direct, LEAA to Detroit
- (3) Lapse of Funds
- (4) \$24,721 due from subgrantees
- (5) Refer to report narrative
- (6) Deficiency of \$38,516 and \$2,820,972 in 71-72 and 72-73 to be eliminated by awards after 6-30-73

**Office of Criminal Justice Programs
Planning Funds Statement
For Fiscal Year 1972-73**

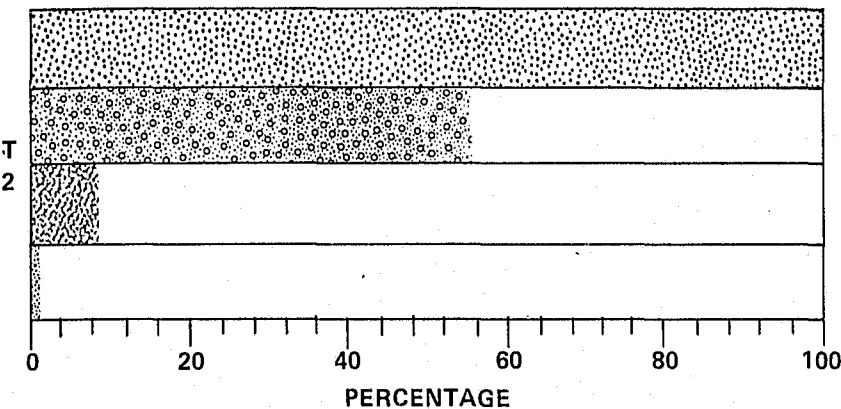
<u>Source of Funds</u>	<u>State Share</u>	<u>Local Share</u>	<u>Total</u>
Federal			
1971-72 Grant Carryover	\$ 205,650	\$	\$ 205,650
1972-73 Grant	1,127,400.	751,600	1,879,000
State and Local Cash Match	138,948	74,284*	213,232
Total Funds Available	1,471,998	825,884	2,297,882
Less 1972-73 Expenditures	1,191,999	742,834*	1,934,833
Unexpended Grant Balance	\$ 279,999	\$ 83,050	\$ 363,049
<u>Summary of Expenditures</u>			
Personnel	\$ 856,178		\$ 856,178
Contractual Consultants	202,281		202,281
Travel	23,600		23,600
Supplies and Operating	107,757		107,757
Equipment	2,183		2,183
	1,191,999		1,191,999
Local Planning		742,834*	742,834
Total Expenditures	\$1,191,999	\$ 742,834	\$1,934,833
<u>Funds Available for 1973-74</u>			
1972-73 Grant Carryover**	\$	\$ 281,850	\$ 281,850
1973-74 Grant (estimated)	1,127,400	751,600	1,879,000
State Cash Match	122,418		122,418
State Buy-in		43,250	43,250
Local Cash - For 72-73 Share		31,316	31,316
Local Cash - For 73-74 Share		43,250	43,250
Total Funds Available	\$1,249,818	\$1,151,266	\$2,401,084

*FY 72-73 local planning expenditures as shown, represent the subgrants awarded totaling \$668,550, plus minimum cash match required totaling \$74,284. The actual expenditures have not been reported as yet.

**LEAA limitation on carryover resulted in lapse of \$81,199.

A Look at the Flow of Funds

STATUS AT
JUNE 30, 1972



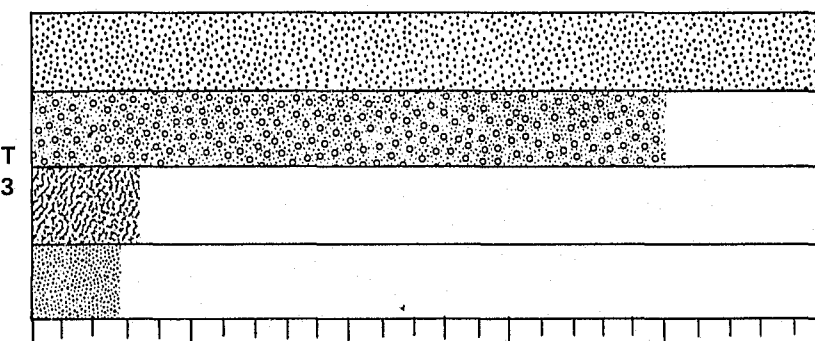
1971-72 BLOCK GRANT AWARDS
TOTAL - \$19,919,000

SUBGRANTS AWARDED - 139
TOTAL - \$11,071,258

FUNDS PAID TO SUBGRANTEES
TOTAL - \$1,727,311

FUNDS EXPENDED BY SUBGRANTEES
TOTAL - \$293,498

STATUS AT
JUNE 30, 1973



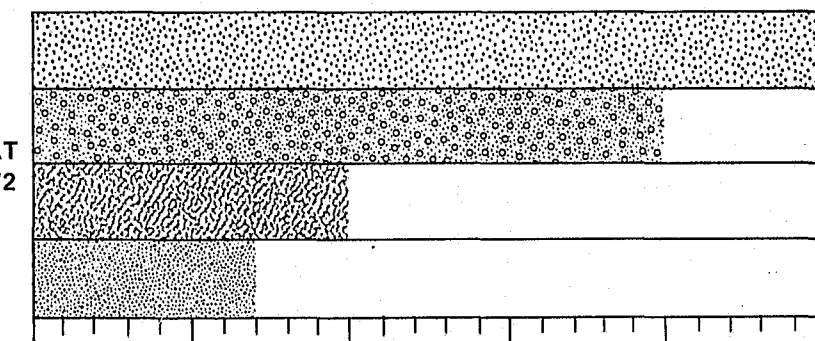
1972-73 BLOCK GRANT AWARDS
TOTAL - \$23,114,000

SUBGRANTS AWARDED - 179
TOTAL - \$18,395,797

FUNDS PAID TO SUBGRANTEES
TOTAL - \$3,254,701

FUNDS EXPENDED BY SUBGRANTEES
TOTAL - \$2,625,434

STATUS AT
JUNE 30, 1972



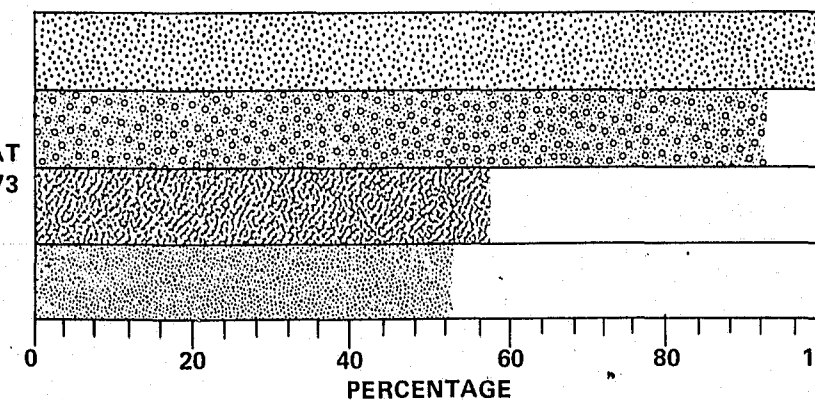
FOUR YEARS OF BLOCK GRANT AWARDS
TOTAL - \$45,965,020

SUBGRANTS AWARDED - 674
TOTAL - \$36,769,609

FUNDS PAID TO SUBGRANTEES
TOTAL - \$18,390,776

FUNDS EXPENDED BY SUBGRANTEES
TOTAL - \$12,923,912

STATUS AT
JUNE 30, 1973



FIVE YEARS OF BLOCK GRANT AWARDS
TOTAL - \$69,179,020

SUBGRANTS AWARDED - 1,024
TOTAL - \$64,137,704

FUNDS PAID TO SUBGRANTEES
TOTAL - \$39,789,720

FUNDS EXPENDED BY SUBGRANTEES
TOTAL - \$36,871,218

Programs

From its inception, the Michigan Office of Criminal Justice Programs (OCJP) has had as its goals improvement of the criminal justice system and reduction of crime. The Program Section has as its responsibility and development and review of projects aimed toward fulfilling this goal.

This section also aids in the administration of projects by issuing grant adjustments and reviewing quarterly and final reports on the progress of each in meeting the goals for which they were designed.

Between July 1, 1972 and June 30, 1973 this section reviewed 228 applications for grants. During the year 302 projects were financed. The section administered nearly 800 active projects during the year.

Since reorganization of the agency in January, 1973, increased emphasis has been placed on assistance to local communities and state agencies.

The Programs Section provides most of this service through the efforts of 12 program specialists and a director, who have expertise in such areas as corrections, law, social services, law enforcement, communications and juvenile delinquency.

This section also provides liaison between OCJP and regional and local criminal justice planning units throughout the state, a job formerly handled by the Regional and Local Affairs Section.

The need to provide more specialized assistance to regions, local communities and state agencies, resulted in the decision to eliminate the Regional and Local Affairs Section and the old program areas.

Prior to reorganization, the Program Section, which also handled the agency's planning activities, was divided into six program areas—Crime Prevention and Community Relations, Organized Crime, Juvenile Problems, Police Services, Administration of Criminal Justice and Corrections.

Six program managers, aided by a number of assistants, provided statewide assistance and planning in these broad, general categories.

After reorganization, these categories were subdivided into more specialized areas: Police Management, Forensics and Civil Disorder, Adult Institutions, Community Relations, Investigative Units, Prosecution and Defense, Juvenile Field Services, Crime Prevention, Juvenile Institutions, Delinquency Prevention, Courts, Drug Abuse and Alcoholism, Adult Field Services and Law Enforcement Communications. (A list of the specialists and their areas of responsibility is included in this section.)

Specialists also began during the year to take on research responsibilities in the area of statewide criminal justice goals and standards for the new Michigan Commission on Criminal Justice, discussed in another part of this report.

The unit also aided OCJP's Planning Section in preparing the 1974 Comprehensive Plan for Criminal Justice and Law Enforcement.

Several specialists became involved in statewide tasks outside OCJP but within the realm of criminal justice improvement. Statewide organizations on the juvenile justice system, consumer fraud prevention, police-school liaison and radio frequency assignment found several OCJP specialists among their memberships.

To improve their skills and knowledge, many specialists attended training sessions throughout the year sponsored by national criminal justice organizations, universities and the federal Law Enforcement Assistance Administration.

The past year was one of transition for the entire agency; particularly so for the Program Section, which already has begun preparing for a second transition—that of shifting more responsibility to regional and local criminal justice planning units. This transfer of duties is expected to allow the Program Section to take on a larger variety of statewide coordination and liaison duties during the coming years.

program section organization

DirectorThomas E. Johnson

Community Relations Specialist ..John H. Marshall
Regional Assignment: Region 4
State Agency Assignment: Civil Rights Commission

Crime Prevention Specialist ..Lawrence W. Murphy
Regional Assignment: Regions 8 and 14
State Agency Assignment: Michigan State Police

Investigative Units Specialist ..Chester R. Sylvester
Regional Assignment: Region 5

Police Management Specialist ..Donald T. Jackson
Regional Assignment: Region 1
State Agency Assignment: Michigan Law Enforcement Officers Training Council

Forensics and Civil Disorder Specialist
.....William A. Owen
Regional Assignment: Region 2

State Agency Assignment: Public Health Department

Adult Field Services Specialist ...William F. Eardley
Regional Assignment: Detroit-Wayne County Coordinating Council
State Agency Assignment: Department of Corrections

Adult Institutions SpecialistVacant
Regional Assignment: Region 3
State Agency Assignment: Department of Mental Health

Prosecution and Defense Specialist
.....George E. Mason
Regional Assignment: Region 6
State Agency Assignment: Michigan Attorney General

Courts SpecialistWilliam D. Jenness III
Regional Assignments:

Oakland County Criminal Justice Planning Council
Macomb County Criminal Justice Planning Council

Juvenile Field Service Specialist ..Edward J. Pieksma
Regional Assignment: Region 7
State Agency Assignment: Department of Social Services

Juvenile Institutional Specialist..William W. Lovett
Regional Assignment: Regions 9 and 10
State Agency Assignment: Michigan Department of Labor

Delinquency Prevention Specialist..Ralph Monsma
Regional Assignment: Regions 11, 12 and 13
State Agency Assignment: Department of Education

Communications SpecialistR. James Evans



Goals and Standards



goals and standards

"Clear policies, strong commitments and good decisions on the problems of crime in Michigan."

In July, 1973, Gov. William G. Milliken announced creation of the Michigan Commission on Criminal Justice to replace the Commission on Law Enforcement and Criminal Justice, created in 1968.

The announcement followed a June 11 executive order authorizing establishment of the commission and outlining its duties. (The executive order is appended to this Report).

Creation of the new body was the result of the Governor's decision, strongly backed by the Michigan Office of Criminal Justice Programs (OCJP) and Lt. Gov. James H. Brickley, to reorganize the state's crime control planning efforts.

One of the first tasks of the new 73-member advisory body is development of long-range goals and standards to improve the state's criminal justice system and reduce crime.

The project is aimed at combatting what are believed to be the three major underlying causes contributing to Michigan's crime problem:

- An absence of any rational policy-making mechanism which can produce long-range goals and objectives and measure their attainment.
- The badly fragmented criminal justice effort allowing federal, state and local agencies to provide duplicative and often competing services.
- Insufficient attention to the integration of major social services such as welfare, labor, educa-

tion and mental and public health with the criminal justice system, which partially duplicates those activities.

The new commission was charged with the task of helping to correct these problems through its articulation of the goals and standards.

Nearly twice the size of the former commission, the new group is made up of law enforcement officials, experts in the field of criminal justice and related fields, local officials and persons representing the general public. Ten state legislators also were appointed to serve on the commission. (A list of the commissioners is included in this section).

The commission includes representatives from every planning region and nearly every major county and city in the state. Representation was determined on the basis of population and was increased from the previous commission to ensure statewide participation in the formation of goals and standards.

In announcing the new commission, the Governor said it will try to bring "clear policies, strong commitments and good decisions to bear on the problems of crime in Michigan."

"Despite the recent 4 per cent crime reduction in 1972, Michigan still has a serious crime problem. Crime remains a crucial public issue, and fear of crime inhibits the free movement of our citizens. Crime is a costly problem, affecting taxes, prices, service and our economy," he said.

During the life of the 12-month goals and standards project, which is to result in a long-range

comprehensive plan to reduce and prevent crime, all recent proposals for criminal justice standards, including the nationally-proposed goals and standards are being examined for possible application in Michigan.

Through the division of the new commission into five task forces—Crime Prevention, Investigation and Arrest, Adjudication, Rehabilitation and Criminal Justice Management—the commission will be able to study and come up with standards for the operation, procedures, manpower and resources for the state's entire criminal justice system.

Thomas M. Kavanagh, chief justice of the Michigan Supreme Court, is vice chairman of the new commission and was a member of the previous group.

The advisory commission's responsibilities in the area of goals and standards permit the fullest examination of issues, the widest reasonable participation and the best structure for doing the necessary work.

It does not purport to replace or subvert the responsibilities of the individual state agencies and branches of government, but will, instead, provide all branches of government and state agencies with

a generally-accepted policy on crime control so the work of reducing crime and assuring justice can be continued.

Involvement of state and local agencies in determining the goals should help correct the current badly fragmented criminal justice effort by integrating criminal justice efforts with major social service functions.

The Goals and Standards project and the OCJP reorganization described elsewhere in this report were designed to provide coordination among state agencies.

One of the most important aspects of the goals and standards project is the provision for participation by the public. During the course of the project, public hearings are to be held throughout the state.

Aiding the commissioners, are professionals from state and local agencies and OCJP.

The new commission also will review the state's annual comprehensive plans and act as an appeal board for grant applications denied by the OCJP administrator, who has been delegated the responsibility for recommending approval of federal grants to the Governor.

Commission on Criminal Justice

Lt. Governor James H. Brickley, Chairman

Chief Justice Thomas M. Kavanagh, Vice Chairman

crime prevention task force

Harold R. Johnson, *Chairman*
Head of Community Practice Program
School of Social Work
University of Michigan
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Phone: 517/349-0257
(former President Mich. League of Women Voters)

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adjudication task force

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Dean Shipman, District Judge
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Theral Smith
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rehabilitation task force

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The Regional Role



the local response

For more than four years criminal justice planners and their supervisory councils have provided the link between the state-administered Crime Control Act and local communities.

At first, their coordination, grant application review and planning activities were conducted in 11 localities in Michigan designated by George Romney, former Michigan governor, as general purpose planning regions.

Although the concept, whereby all activities such as sewer construction, solid waste disposal and land use would be planned on a regional basis, did not fully develop until recently, the designated regions were assigned by Gov. William G. Milliken for criminal justice planning.

After the 1970 amendments to the 1968 Omnibus Crime Control and Safe Streets Act, local criminal justice planning units were added in Macomb and Oakland counties and in Detroit-Wayne County. Designation of these local planning units was made to ensure that major cities and counties within the state receive planning funds to develop comprehensive plans and coordinate functions at the local level. That concept has been maintained in the recently adopted Crime Control Act of 1973, which replaces the Omnibus Crime Control Act of 1968.

During the 1972-73 fiscal year the Office of Criminal Justice Programs (OCJP), the state's designated criminal justice planning agency, began planning new, more responsible roles in the area of grant

administration for local and regional criminal justice planning units.

The expanded roles were being considered partly because of an anticipated increase in OCJP responsibility for criminal justice budgeting and planning under the state's Program Budget Evaluation System (PBES).

At about the same time OCJP was scrutinizing regional roles, state development of the general purpose planning agencies, prompted by Gov. Milliken and the Legislature, was moving into high gear.

The Upper Peninsula, which had been the 11th region, was divided into regions 11, 12 and 13; Region 8 was split to allow formation of a new region along the Western shoreline—Region 14. (A map of the state's regional boundaries is included in this section along with a list of regional offices.)

Certification of the regions became a requirement for state recognition and support.

OCJP, in cooperation with the state's Intergovernmental Relations division, committed itself to the preparation of guidelines which would allow the integration of criminal justice planning into the general purpose planning regions under development.

OCJP stipulated that any region not certified by the state by Dec. 31, 1973 would not receive federal anti-crime planning grants.

In devising more responsible roles for regional and local criminal justice planning units, OCJP also decided to set up its own certification process to ensure performance of the expanded tasks.

These tasks, which are to be conducted in regions by July 1, 1974 are:

- Technical Assistance—Regions and local planning units are to be the initial and primary source of information and assistance in all matters related to the administration of the Crime Control Act of 1973.

- Project Inspection and Monitoring—The regions and local planning units will be responsible for all on-site project inspections and for reviewing all quarterly and final reports on local anti-crime projects funded by OCJP.

- Project Development—The planning units are to be the initial and primary resource in soliciting the development of projects, assisting potential applicants and assuring that the applications meet guidelines and plans of the federal Law Enforcement Assistance Administration (LEAA) and OCJP.

- Project Review—The planning units will review and comment on all grant adjustment requests.

- Planning for LEAA—The planning units will develop fiscal year 1975-76 comprehensive plans for their respective jurisdictions. These plans are to be submitted to OCJP by Sept. 30, 1974.

In the interim, regional and local planning units will continue to help develop the statewide annual comprehensive criminal justice plans.

By June 30, 1975 regional and local planning units also are expected to put their comprehensive plans into operation, and all matters relating to inspection, monitoring, fiscal control, evaluation and compliance with federal and state rules and laws are to be assumed by the planning units.

Regional and local planners are to assist their jurisdictions plan for crime reduction and the improvement of justice beyond the scope of the federal anti-crime program.

In attempting to merge criminal justice planning into the larger planning process, OCJP also prepared guidelines on the composition of each region's criminal justice advisory council, which are to be appointed by the regional planning commissions.

On such councils are to be law enforcement personnel, judges, prosecuting attorneys, probation officers, juvenile delinquency specialists, attorneys, corrections specialists, educators, citizens and representatives of each intergovernment planning organization serving an area which includes all or part of the region.

OCJP regulations also call for the seating of at least one member of the advisory council on the regional planning commission.

Local criminal justice planning units, located within general purpose planning regions, provide support to regions, but, under the OCJP guidelines, maintain a direct fiscal responsibility with OCJP rather than with the regional planning commissions.

Their responsibilities include planning, technical assistance and review of applications.

Each planning unit has a full-time professional criminal justice planner whose activities are financed through planning grants awarded annually to regional planning bodies by OCJP. Grants are made on a 9:1 ratio—the federal share being 90 per cent and the match provided by state or local resources.

As required by the Crime Control Act of 1973, at least 40 per cent of each year's state planning grant, which during the 1972-73 fiscal year was \$1,879,000, is awarded to regional and local planning units.

At the end of the 1972-73 fiscal year, regional and local planning units were well into the process of planning to take on their new responsibilities which will rapidly increase during the next few years.

Regional and Local Planning Units

1—James L. Trainor, executive director, Southeast Michigan Council of Governments, 1249 Washington Blvd., Detroit, 48226.

2—Frederick L. Barkley, director, Region 2 Planning Commission, Room 220-312 S. Jackson St., Jackson, 49201.

3—Thomas Parker, Law Enforcement and Criminal Justice Planning Council, Kalamazoo County Sheriff's Department, 1500 Lamont, Kalamazoo, 49001.

4—Robert Kimmerly, Law Enforcement Planning Council, 919 Port St., St. Joseph, 49085.

5—Eugene Baldwin, Region 5 Crime Commission, 210 W. Fifth St., Flint, 48502.

6—Herbert D. Maier, executive director, Tri-County Regional Planning Commission, 535 N. Clippert St., Lansing, 48912.

7—James L. Collison, executive director, East Central Michigan Regional Planning Commission, 1003 Woodside, Essexville, 48732.

8—Robert L. Stockman, executive director, Kent-Ottawa Regional Planning Commission, Kent County Administration Building, 300 Monroe Ave., N.W., Grand Rapids, 49502.

9—Harry Travis, executive director, Northeast Michigan Regional Planning and Development Commission, 216 S. Third St., Rogers City, 49779.

10—Bill G. Rowden, executive director, Northwest Michigan Regional Planning Commission, 120 W. State St., Traverse City, 49684.

11—H. James Bourque, executive director, Eastern Upper Peninsula Regional Planning Commission, Lake Superior State College, Sault Ste. Marie, 49783.

12—George W. Rusch, executive director, Central Upper Peninsula Regional Planning Commission, 723 Ludington St., Escanaba, 49829.

13—Francis J. Cole, executive director, Western Upper Peninsula Regional Planning Commission, P.O. Box 365, Houghton, 49931.

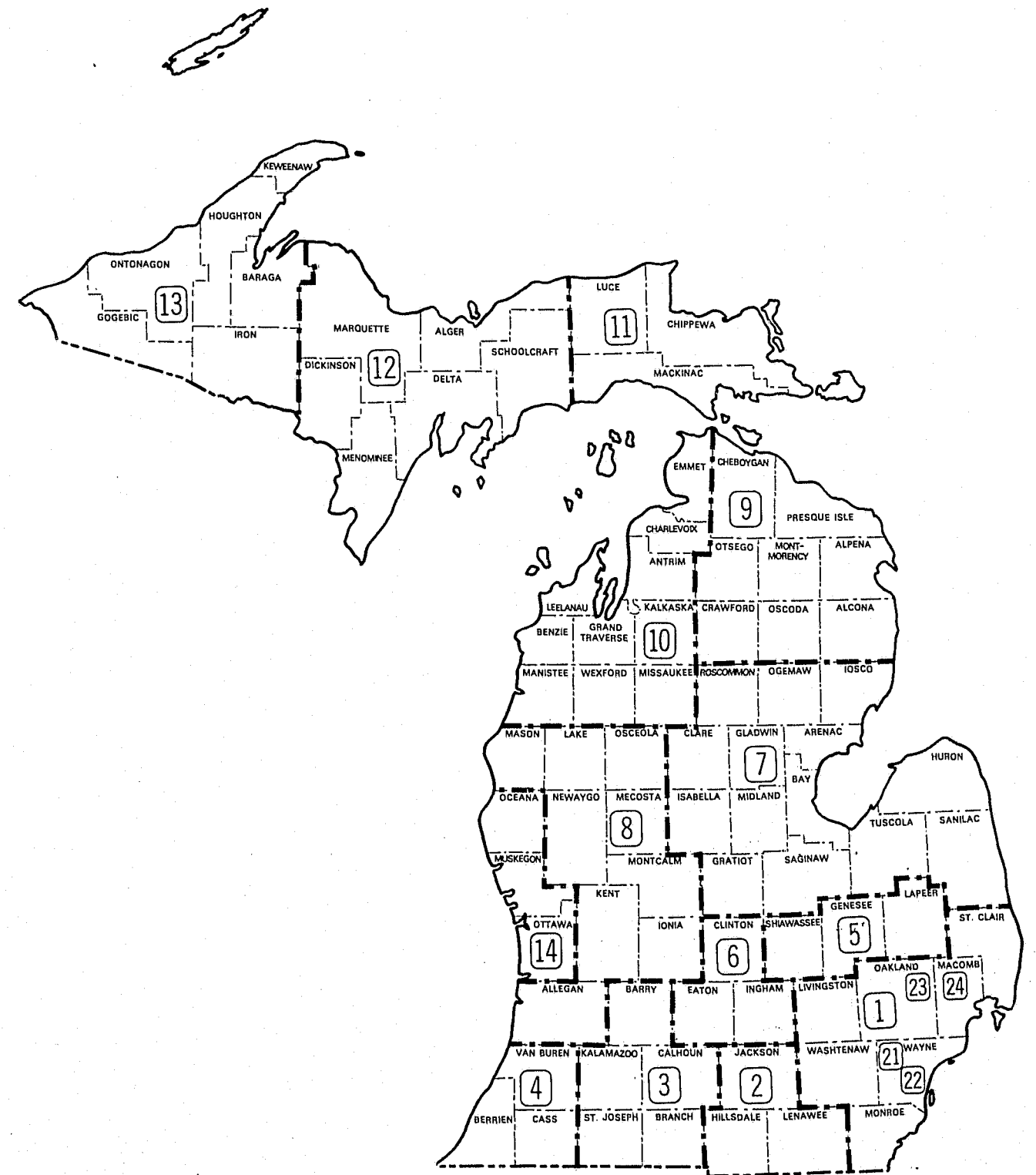
14—James Arnold, executive director, Western Shore Line Regional Development Commission, County Building, Muskegon, 49440.

LPU 21-22—Alfred N. Montgomery, Detroit-Wayne County Coordinating Council, 1162 Murphy Hall of Justice, 1441 St. Antoine, Detroit, 48226.

LPU 23—Ronald Rhodes, Oakland County Law Enforcement and Criminal Justice Planning Council, 1200 N. Telegraph Rd., Pontiac, 48053.

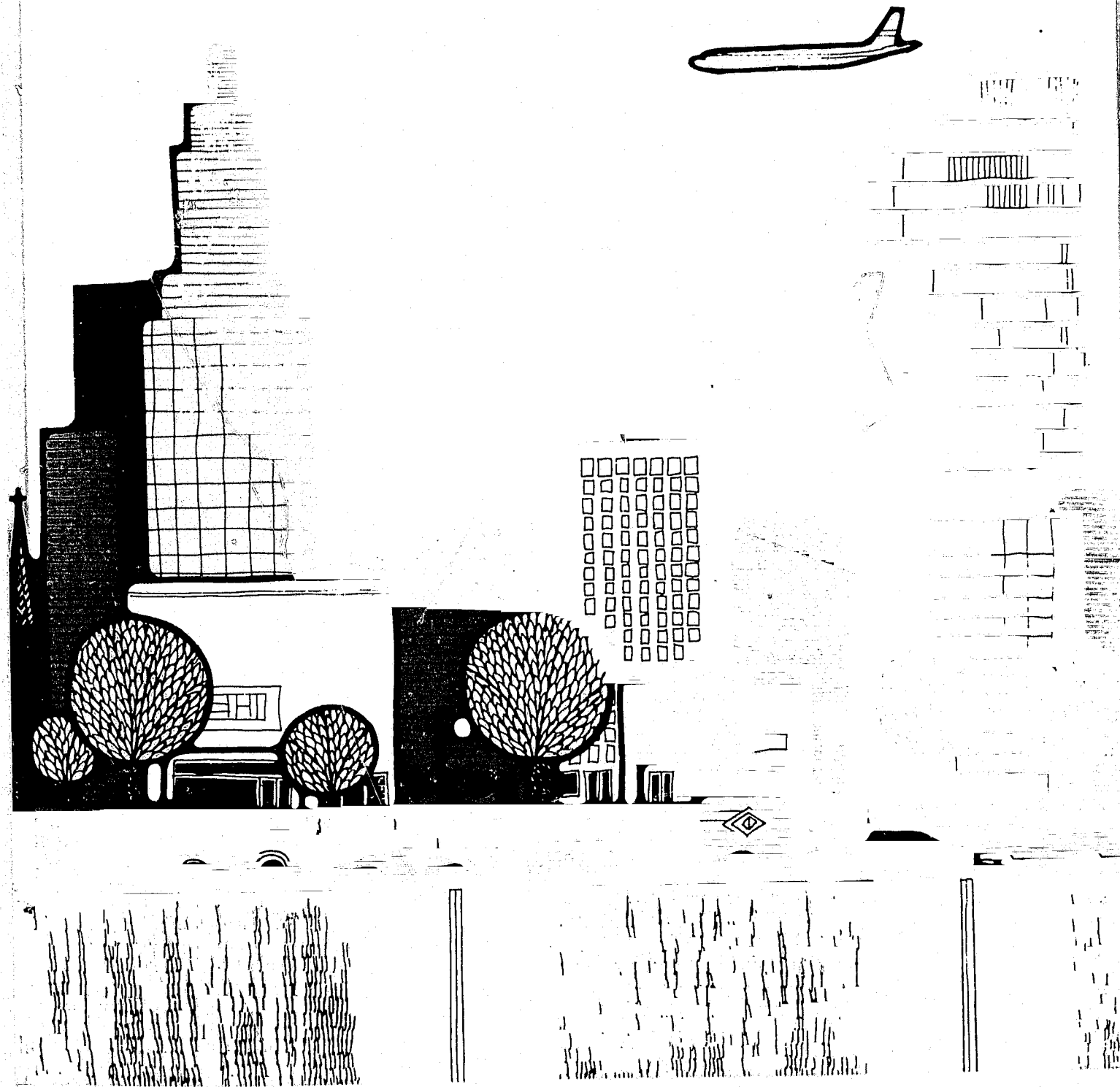
LPU 24—Robert Nyovich, Macomb County Law Enforcement and Criminal Justice Coordinating Council, Macomb County Building, Mt. Clemens, 48043.

Michigan's Planning Regions*



*Includes the local criminal justice planning units of Oakland County (23), Macomb County (24) and Detroit-Wayne County (21-22).

Urban Area Impact



high crime areas

Since the 1971 amendments for the Omnibus Crime Control and Safe Streets Act of 1968, federal guidelines have demanded that state plans to improve justice and reduce crime accommodate areas of high crime incidence and law enforcement activity.

To assure consistency nationwide, the Law Enforcement Assistance Administration (LEAA) established criteria for use by states in identifying such areas: 150,000 population, 2,500 Part I crimes per 100,000 persons and \$25 per capita outlay for law enforcement and criminal justice activity by local government.

Using this criteria only three cities in Michigan fall under the definition of high crime incidence areas. They are Detroit, Flint and Grand Rapids. Grants awarded to these cities over the five-year life of the federal anti-crime program, have come close to each city's crime ratio.

Since 1968 the City of Detroit, with 31.1 per cent of the state's 1972 index crimes, has been awarded \$11,071,922, or 25.4 per cent, of Michigan's annual block grants.

Flint, with 3.3 per cent of the state's serious crimes, has received \$835,359, or 1.9 per cent, of the block grants in the five years since the program began.

The City of Grand Rapids, which in 1972 had 2 per cent of the state's serious crimes, was awarded 3.4 per cent of the state's block grants, or \$1,497,492.

During the 1973 fiscal year, however, OCJP decided that the LEAA criteria was not of sufficient help to state and area planners because it did not allow for inclusion of enough cities to set funding priorities.

By ranking cities on the basis of crime statistics, number of full-time police officers and offenses cleared by arrest, OCJP came up with ten crime impact cities on which to place money and planning emphasis. They are: Ann Arbor, Detroit, Flint, Grand Rapids, Kalamazoo, Lansing, Pontiac, Saginaw, Southfield and Warren.

It was found in preparing the new definition, that all cities had some crimes committed more often than the statewide average, and that they generally had above the state average in law enforcement activity.

Since 1968, Ann Arbor, with 6,652 serious crimes per 100,000 persons in 1972, has received \$360,481 in federal grants or .8 per cent of the block grants; Detroit, with 7,044 serious crimes per 100,000 persons, has been awarded \$11,071,922 or 25.4 per cent; Flint, with a crime rate of 5,848 has gotten \$835,359 or 3.4 per cent; Kalamazoo, 4,287, \$503,448, 1.2 per cent; Lansing, 5,760, \$1,074,579, 2.5 per cent; Pontiac, 7,472, \$244,315, .6 per cent; Saginaw, 5,419, \$260,341, .6 per cent; Southfield, 5,119, \$171,773, .4 per cent and Warren, 3,177, \$522,602, 1.2 per cent.

Grant activity in these cities during the 1973 fiscal year is included in the appendix.

It is believed that continued priority attention in financing projects in these cities will extend the general trend toward lower crime rates in these communities.

A 30-Month Action Plan

An example of what federal financing can do to help improve justice and reduce crime in areas of the state where crime is frequent, can be found in the City of Detroit and Wayne County. Here criminal justice planners and local government officials working with the Office of Criminal Justice Programs have developed anti-crime projects calling for more than \$12 million in federal grants in 1972 and 1973.

In the past year, Detroit and Wayne County have experienced a continuous decrease in Part I crimes—15 per cent in Detroit and 12 per cent county-wide. Programs developed by the Detroit-Wayne County Criminal Justice System Coordinating Council with federal anti-crime grants have significantly contributed to the decline through development of a 30-month Action Plan.

The Coordinating Council, formed in March 1971, developed the Action Plan during its first year of operation. The plan was entitled "Action Plan" to convey the desire of administrators and elective officials to develop a plan that could be put into operation within 30 months. In it, improvement programs were defined, resources required to develop programs determined and priorities and funding sources established.

Specific objectives of the Plan were to:

- Increase arrests for known offenses by 20 per cent, decrease dismissals by police by 25 per cent and decrease warrants denied by the prosecutor by 30 per cent.
- Reduce time from arrest to trial to less than 45 days.
- Reduce dismissals and not guilty dispositions by 25 per cent.
- Turn over to the state the functions of punishment and rehabilitation. Until this is possible, improve these activities to reduce recidivism by 10 per cent.
- Reduce, by 50 per cent, youth entering the juvenile criminal justice system.

The Plan is organized into five major sections and 18 program categories. A description of the major sections and activity that occurred during the past year follows:

1. LAW ENFORCEMENT

This section includes programs to upgrade recruitment and provide in-service training for all Wayne County Law Enforcement officers; to initiate shared-services, including communications systems, between two or more law enforcement agencies and to improve the use of sworn officers within Wayne County police agencies.

Significant progress has been made in achieving the goals. Of special note has been the establishment of the Criminal Justice Institute which offers countywide recruit and detective training. Housed in the institute are the Police Science Program of Wayne State University and the Law School's Center for the Administration of Justice. Future training programs will be offered to personnel in the areas of prosecution, corrections, parole, probation, courts and juvenile delinquency.

Cooperative projects among Wayne County police agencies have begun to improve countywide law enforcement capabilities. With the submission and approval of a grant for a police communications project in the Wayne County Sheriff's Department, the first phase of improving police communications and meeting the Wayne County provisions of the statewide Police Communications Plan will have been completed.

The overall goal in the law enforcement planning area, though not articulated in the 30-Month Action Plan, has been to substantially reduce criminal activity in the City of Detroit while preparing the surrounding Wayne County municipal police agencies to effectively handle an expected increase in crime in their localities.

Though difficult to qualify, except in terms of a declining rate of serious crime in the City of Detroit, significant improvement in efficient use of manpower and improved operations has taken place in the Detroit Police Department and many municipal police agencies. These improvements have been possible because of cooperation among police chiefs and because of the Coordinating Council's planning effort.

2. DEFENSE, PROSECUTION AND COURTS

Progress in improving and integrating these elements of the criminal justice system has been more limited than has been the case with Police Services.

Development of court improvements have been slow due to change in court composition and leadership. With a 65 per cent turnover of justices on the Michigan Supreme Court and of judges in Detroit Recorder's Court over the past three years, there has been a general loss of leadership-continuity.

This situation has stabilized, however, within the past six months, and the Courts are now ready to consider more ambitious improvement programs.

In the meantime, a computerized court management system, originating partly out of Coordinating Council efforts and partly funded out of discretionary grants, has nearly been completed. This information system will go far toward supporting assumption of central administrative control of court flow by the Michigan Supreme Court administrator.

By action of the Coordinating Council, the Michigan Supreme Court has been offered the opportunity to continue to develop a stronger role in court financing, operations and justice system planning.

Initiative in improving defense services, mainly to indigent misdemeanants, has been shown by local law schools and their clinical law classes through law intern projects in the area. Council staff supported those efforts through grant management and by gaining government support.

The Wayne County Prosecutor's Office is still greatly understaffed, but recently the local Bench has begun to support the need for more assistant prosecutors to develop and try cases. Similarly, the Bench is supporting the need to provide improved psychiatric evaluation services.

3. REHABILITATION

In the area of corrections, the 30-Month Action Plan has had the greatest impact on the Wayne County Jail and the Detroit House of Corrections. Programs providing personal signature bond projects in Wayne County Circuit and the Detroit Recorder's courts have assisted in reducing the population of the jail. The projects resulted in a change in bail bond policy and enabled jail staff to increase security and better inmate protection.

The Jail Information System greatly increased management of the facility, while the Jail Reception Center has provided better screening of inmates.

The DeHoCo Renovation Project made major physical improvements, while Project Transition increased DeHoCo's ability to rehabilitate by training female offenders in clerical skills. Rehabilitation of female offenders was further enhanced by the Recorder's Court Volunteer Counselor project.

4. JUVENILE JUSTICE SYSTEM

Activities proposed in the juvenile area of the 30-Month Action Plan have been gradually phased into the Wayne County Juvenile Facilities Network, created in September, 1972, as a response to the continued increase in juvenile crime in Wayne County. The project is to meet this problem through

a long-range plan which provides for contracting with all county youth service agencies to start projects in one or more of the 11 elements of the Network Plan.

Once the agency submits its proposal, it is evaluated in accordance with, but not limited to, the criteria of the specific category(s). If it meets the approval of the professional staff, it will be funded by the Network.

This procedure of evaluation and funding makes this the most unique project ever reviewed by the Coordinating Council. No longer will the Coordinating Council consider approving any youth service project in the county; this function will be taken over completely by the Network. Creation of the Network and subsequent funding will put youth projects under one county agent's control which also will monitor, inspect and provide technical assistance where needed. The Coordinating Council's only contact with such projects in the future will be in its evaluation of the Network.

5. OVERALL CRIMINAL JUSTICE SYSTEM

This portion of the 30-Month Action Plan provides for support programs, such as information systems, justice facilities and project management, in addition to anti-crime and anti-drug efforts and public confidence programs.

Perhaps the most significant results have been obtained in the anti-drug area.

Drug treatment efforts have been subsidized with a total of \$3 million to assure that persons referred by the criminal justice agencies receive priority for treatment. Anti-crime grant funds were used through June 30, 1973 to provide methadone maintenance for heroin addicts, 60 to 75 per cent of whom were referred by the Detroit Recorder's Court. Federal funds also helped consolidate and coordinate the many fledgling drug agencies, both public and private. They also provided a stable base for funding while Congress passed new legislation and procedures to assume long-range responsibility for the drug problem.

In the past year, over \$16 million of federal and local funds were expended on the heroin problem. Increased treatment services for substance abusers has been a major factor in reducing the city's crime rate. Yet the goal of coordination and consolidation of local agencies is only partially completed. A centralized client-data bank has been created, but alcoholism programs are maintained by a separate agency. County officials anticipate a single agency to administer both programs.

Programs in Traffic Court and the Criminal Division of Recorder's Court, have been completed.

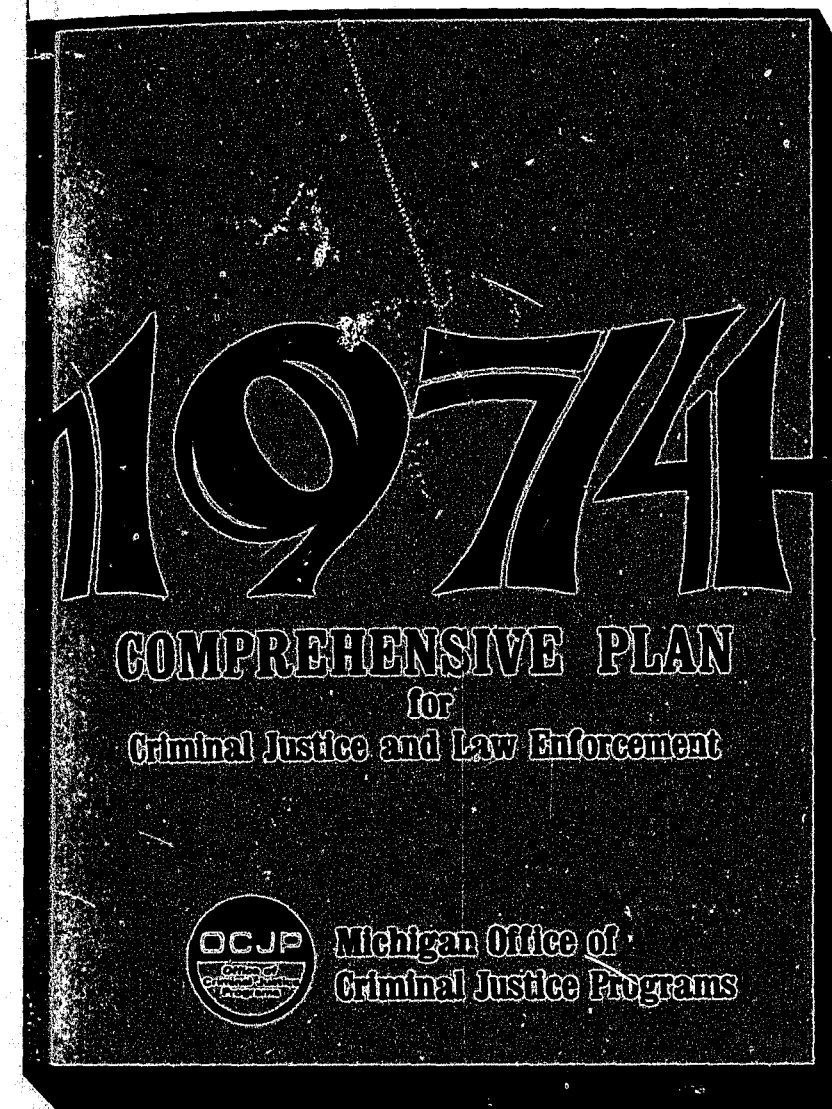
These projects, under the auspices of the Supreme Court, will be linked to the new statewide judicial data center in the coming year. The process of state and local officials working together in this venture has been painful and time consuming, but the benefits may justify the process.

A law enforcement information system for the 34 suburban police agencies in Wayne County remains an unsolved problem, which will be tackled when a pilot program, called SPARMIS, is completed in Grand Rapids. Several of the county's larger agencies are now prepared to develop an information, resource allocation and management system similar to the one in the Detroit Police Department. This is a major priority in the coming year.

More courtrooms, a new jail site and quarters for Traffic Court are still needed. Proposed state assumption of court costs may ease some of the problems by providing the necessary funding, lack of which is restricting planning.

Project management programs, involving the internal operation of the Coordinating Council, have received increased funding from the Office of Criminal Justice Programs. Council staff has been increased from five professionals to seven, while two accountants and an auditor are to be added this year.

Finally, public confidence programs have been restricted to community service officers in Detroit and Livonia, community relations efforts in Inkster and Highland Park and a countywide consumer fraud unit.



Plans of Action



plans of action

Under the now expired Omnibus Crime Control and Safe Streets Act and currently under the Crime Control Act of 1973, states are required to prepare annual comprehensive plans to improve justice and reduce crime.

These plans, which are submitted annually to the federal Law Enforcement Assistance Administration (LEAA) as a requirement for federal block grants, must:

"Adequately take into account the needs and requests of the units of general local government in the state and encourage local initiative in the development of programs and projects for improvements in law enforcement and criminal justice . . .

"Incorporate innovations and advanced techniques and contain a comprehensive outline of priorities for the improvement and coordination of all aspects of law enforcement and criminal justice . . . including descriptions of general needs and problems, existing systems, available resources, organizational systems and administrative machinery for implementing the plan; (and) the direction, scope, and general types of improvements to be made in the future . . ."

The Michigan Office of Criminal Justice Programs (OCJP), in the 1973 fiscal year, began preparation of its 1974 Plan using statistical information on crime in Michigan and the results of projects awarded grants and program areas established under the 1973 Plan.

The nature of planning and the federally encouraged concept of funding innovative and experimental projects to meet the problems of crime, necessitated a hard look at what had gone before; what projects had succeeded, which had failed and which needs had not been met in the previous plan.

One of the results of this effort was a drastic change in the format of the 1974 Plan.

Earlier plans were structured along organizational lines with descriptions of action programs and other information classified into subjects such as police services, adult corrections, courts and juvenile problems. The 1974 Plan is organized along functional lines, however, with chapters devoted to prevention, investigation and apprehensive, pre-trial processing, judicial processing and correction and reintegration.

This arrangement brings the plan closer to being consistent with the structure of Michigan's Program Budget Evaluation System. It also contributes to management by objective, and it emphasizes the close relationships that exist between the various parts of the criminal justice system.

A majority of the 1973 programs have been retained in the 1974 Plan, though often with some modifications. Some 1973 programs have been absorbed into others; some have been dropped entirely and, of course, new programs appear in the 1974 Plan. These changes constitute OCJP's response to the Michigan criminal justice system in the past year. Below, the 1973 Plan is examined

for the contributions it has made to OCJP's 1974 planning effort.

The Prevention and Community Relations program area, which, like the other program areas to be discussed, will appear as part of other functions in future plans, contributed many outstanding types of projects to the 1974 Plan.

These include crime prevention bureaus, active prevention units, consumer education efforts, crisis intervention, minority recruitment and police-school liaison units. Absorbed into the above areas or into other areas of the 1974 Plan were crime prevention projects, community relations training, community service officers, and drug abuse in-service training.

Two others, "Monitoring of Potential Crime Locations" and "Police-School Liaison Units," appear in the 1974 Plan for the last time. "Monitoring of Potential Crime Locations," in the 1974 Plan as "Station Security," did not attract a statewide response in the 1973 fiscal year; only one project was awarded a grant.

Police-school liaison programs have had wide exposure in Michigan due to past OCJP funding, and are sufficiently advanced so federal support is no longer required.

Notable by their absence in the 1974 Plan are the drug addiction rehabilitation programs (except those which are part of institutional and jail rehabilitation projects). OCJP was a pioneer supporter of drug control projects in Michigan. However, once such programs were initiated and local and state resources stimulated, the office reduced its funding and relinquished its planning and administering roles to the new Office of Drug Abuse and Alcoholism and the Act 54 Mental Health Boards in each county. Now, with the aid of long-term grants from the National Institute of Mental Health, plus state and local funds, a comprehensive, coordinated drug effort will continue in Michigan with funding other than LEAA.

The types of projects which were grouped in the 1973 Plan under the Organized Crime program area appear in the 1974 Plan under diverse categories. This is primarily due to the wide scope of the organized crime effort, which involves police, prosecutors, grand juries, judges, special investigation, police legal advisors, interdepartmental and other special units and public education.

All these types of programs can be funded under the 1974 Plan, but the thrust of the Organized Crime program area is not as specifically identified as in the 1973 Plan. For example, organized crime training for police will be provided for through the

regular police training elements in the 1974 Plan, and organized crime training for judges will be furnished through the 1974 element entitled "Training for Judiciary."

Organized crime control units will be funded through a program category called "Special Investigative Units," which covers a variety of such units. OCJP's 1974 organized crime effort will support substantially the same types of projects as in 1973, but within a different framework and without duplicative programs.

In the Police Services program area, like Prevention and Community Relations, the majority of programs are being continued in the 1974 Plan with a few important exceptions.

Responsibility for a massive effort to provide basic mandatory police training has been assumed by the state, and programs to meet such requirements have been discontinued in the 1974 Plan. Federal funding had provided 256 hours of basic police training for about 1,700 police trainees from all over the state annually. Now that this program has become well established, OCJP will initiate advanced training for graduates of the basic course after they have had some field experience. Administrative management and other special training for police are being continued in the 1974 Plan.

Combined in the 1974 Plan under the title "Special Service Units" will be investigative units, evidence technicians and organized crime units, as mentioned previously. Police cadet programs have had extensive federal funding for several years and have gained statewide exposure. During the next year only, continuation projects will be funded, and then such programs will be discontinued. Police cadet projects, however, which are bona fide attempts to stimulate minority recruiting may be funded under the "Minority Recruiting" element in the 1974 Plan.

Carried over from the 1973 Plan with few changes are police legal advisors, forensics services and narcotic identification centers, improved police response and all resource management programs, with the exception of expansion of the Law Enforcement Information Network (LEIN).

Expansion of LEIN, a statewide computerized information system for field use by law enforcement agencies, is another successful OCJP contribution to the Michigan criminal justice system. Support of LEIN will now be completely assumed by state and local government.

There have been no major changes in the 1973 programs under Administration of Criminal Justice, though they are no longer all organized in one

grouping in the 1974 Plan. For instance, court management information systems now appear with other systems-oriented programs in Chapter 7 of the 1974 Plan rather than with other court programs.

All 1973 programs involving prosecution, defense and the courts were effective and are being continued.

Introduced in the 1974 Plan is an element entitled "Deferred Prosecution." By diverting selected offenders into rehabilitation programs before trial, such projects are expected to reduce caseloads for court and prosecution and provide offenders with prompt rehabilitation opportunity and minimum contact with the criminal justice system.

In Corrections and Rehabilitation, two programs have been curtailed in the 1974 Plan. These are the state facility improvements and the diagnostic centers programs. The immediate goals of these programs have been accomplished; however, they, or programs similar to them, will be reintroduced in a future plan.

The Juvenile Problems program area, which had a greater variety of project types in the 1973 Plan than any other program area, has been reduced in size as the result of combining a number of programs and project types in 1974.

The actual impact of this area on the Michigan criminal justice system is undiminished, however. The combination of 1973 project types into the more encompassing elements of the 1974 Plan provides greater flexibility in the development of juvenile projects, many of which, by their nature, fall under more than one project type. For instance, programs providing specialized treatment and support services for institutionalized youth are contained under the 1974 element "Specialized Treatment for Institutionalized Youth."

Not continued in the 1974 Plan are programs offering child management training to parents, services to neighborhood youth reference groups and neighborhood delinquency prevention organizations. Only limited interest was shown in these activities during the 1973 funding year, and effective projects were not developed. A community employment program for delinquents was revised in the 1974 Plan to become a vocational program for state wards.

Finally, delinquency prevention units are not included in the 1974 Plan. This activity may be re-instituted in the 1975 Plan if greater interest is displayed by potential applicants.

Discussions of major accomplishments within the 1973 program areas follow.

prevention and community relations

Crime Prevention

Projects designed to prevent crime were, in the 1973 fiscal year, directed at making offenses difficult to commit through improved security measures and, if committed, at improving law enforcement's ability to detect such crime and apprehend the culprits.

The Michigan Office of Criminal Justice Programs (OCJP) awarded grants totaling \$2,038,926 to 24 communities to finance such projects in the 1973 fiscal year.

The types of projects awarded grants during the year fell into five categories:

1. Crime Prevention Bureaus to analyze crime to determine the nature and scope of the community's crime problems and strategies with which to counter them.

These bureaus also conduct education programs to acquaint citizens with the problem of crime and recommend defensive tactics.

2. Active Prevention Units, sometimes set up in conjunction with prevention bureaus, to reduce street crimes such as robbery, burglary, larceny and automobile theft. These specialized units often conduct surveillances on known or suspected criminals and provide extra (saturation) patrol in areas of high crime.

3. Monitoring Potential Crime Locations by using prevention techniques such as electronic crime detection devices, including closed circuit television.

4. Consumer Education and Fraud Prevention by helping prosecuting attorneys produce and disseminate education material to prevent citizens from becoming victims of fraudulent schemes.

These projects also aid prosecution of fraud cases through maintaining close liaison between the prosecutor, law enforcement agencies in the jurisdiction and the Michigan Attorney General's Office.

5. Crime Prevention Projects, a subcategory set up in the 1973 fiscal year to help finance prevention projects which do not fall into the four previous categories and which use innovative techniques to make crime more difficult to commit.

In fiscal year 1973 there were 16 grants totaling \$1,456,000 awarded for crime prevention bureaus and active prevention units. All except two were new projects.

Eight bureaus, two prevention units and six combinations of both were established during the year.

The size of the units vary from a one-man unit for a ten-county rural area in Region 10 to a 15-man

combination unit in Saginaw, a relatively high-crime area.

Four weeks of training were given to each unit supervisor and crime prevention bureau specialist at the National Crime Prevention Institute in Louisville, Ky. Two weeks of training were provided for field personnel at Macomb County Community College, which had been awarded a \$38,100 grant during the year under the Crime Prevention Projects category to set up a training program for law enforcement officers.

While some time was lost in acquiring equipment and training personnel for all crime prevention projects during the year, preliminary evaluation and inspection of these projects by OCJP reveals considerable progress. Two cities, Highland Park and Sterling Heights, in the second year of their crime prevention projects, reported a crime index reduction of 6.5 per cent and 12 per cent respectively during 1972.

One unique crime prevention bureau is in the City of Lansing where citizens and police have joined forces in an attack on crime. To involve citizens in prevention activities, a Citizens Crime Prevention Committee was created consisting of 61 representatives from civic groups, professional organizations, neighborhood associations, business clubs and the news media.

One of the first projects of the citizens' group and crime prevention unit was rejuvenation of Project Identification, use of which was increased by 20 per cent during June, 1973.

The goal is to reduce crime such as burglary by 5 per cent during the first year of the project.

In the area of monitoring potential crime locations one grant was awarded.

Through use of \$380,870, the Detroit Police Department was able to install a television monitoring system in seven of its 13 precincts. The project is releasing 70 officers previously assigned to station security for other law enforcement duties. The expected net economic benefit during the first year is \$700,000 in salaries of these officers.

Six grants totaling \$163,875 were awarded in the 1973 fiscal year in the area of consumer education and fraud prevention. All projects are being conducted in prosecuting attorneys offices in the state's larger counties.

This program of citizen education, mediation of complaints and prosecution of outright criminal fraud cases, is gaining wide acceptance from the public. Presently, a statewide organization of consumer fraud units is being formed through the Michigan Attorney General's Consumer Protection Unit.

This organization is to provide an exchange of criminal information between agencies; establish a system to alert all agencies when a consumer fraud scheme is detected and may be in several jurisdictions; to create a central data resource file and to provide training for attorneys and investigators of the consumer fraud units.

Community Relations and Training

Projects started under this program area have been designed to develop and strengthen police-community relations in many communities, including large urban areas where significant numbers of lower socio-economic citizens reside or in college towns where the potential for civil disorder exists.

Many encounters between police officers and citizens which result in strained relationships are the result of misunderstanding. Very often the citizen is perceived as a criminal by the officer. The citizen either admits his guilt, strongly denies criminal involvement or justifies his behavior. At this point, the officer makes a decision based on this contact to either forget the incident, take official action or refer the suspect to an appropriate social agency.

The laws and ordinances that our police officers are sworn to enforce are written and interpreted by state and federal governmental bodies far removed from the officer walking the beat. Social issues such as poverty and unemployment, which affect criminal behavior and over which the officer has no control, affect the way he is viewed. The highly visible police officer is the easiest agent of government to whom verbal and physical abuse can be leveled. The establishment of a good working relationship between police and citizens, however, is essential to effective law enforcement.

Because citizen cooperation and support are necessary for equal enforcement of the law, OCJP has encouraged projects which assist police departments recruit officers from the minority community. During the 1973 fiscal year these projects included not only advertising, but the identification of recruitment obstacles, such as entrance requirements, selection criteria and other culturally-biased procedures. One grant of \$50,000 was awarded to the Michigan State Police to conduct a project in this area.

Projects to hire community service officers to relieve police officers of some routine functions and to act as a bridge between the department and citizens also were conducted in the year. A total of five law enforcement agencies received funds amounting to \$498,143 for such projects.

During the year a total of \$445,273 was awarded to 12 local communities to provide specially trained police officers to work in schools to educate students about the criminal justice system, to assist them with personal problems and to improve community relations. Oakland County received federal assistance amounting to \$25,000 which enabled it to start a youth legal education program for selected sixth grade students.

Four police agencies received funds amounting to \$127,180 to establish police community relations bureaus designed to encourage community support, to help police officers better understand the community, particularly minority citizens, and to adjust internal departmental policies that may have resulted in a poor police image.

One grant of \$19,993 was awarded to Washtenaw County during the year which allowed the law enforcement agencies in the county to train their officers to effectively intervene in crisis situations, such as family disturbances, neighborhood quarrels, street tension situations and attempted suicides.

In fiscal year 1972-73, the Michigan Office of Criminal Justice Programs Community Relations Section provided units of government with \$2,117,807 to either start or continue 31 projects in the area of community relations.

Drug Addiction Rehabilitation

The objective of this program area has been to reduce crime by providing rehabilitation to those physiologically and psychologically addicted to heroin and other substances which lead to criminal activities. Six grants totalling \$681,083 were awarded during the 1973 fiscal year. These funds provided treatment for 1,560 heroin addicts during the fiscal year.

Four of the six grants went to Wayne County. Two live-in drug treatment programs were started in Detroit; a drug treatment program was initiated in the Detroit House of Corrections and one grant was given to continue a methadone maintenance program, which provided services in five communities for three months so the state could pick it up at the beginning of the 1973-74 fiscal year.

Creation of these new projects and continuation of the methadone program with state funds has given Wayne County a comprehensive approach toward heroin addiction rehabilitation.

A therapeutic drug community also was started in Kent County—the first one for western Michigan.

An in-service training program was financed through a \$20,000 grant to the Michigan Department of Licensing and Regulations. This project provided for the training of eight drug inspectors, 82 prosecutors and 40 police officers as part of a larger drug enforcement program financed through a discretionary grant from the federal Law Enforcement Assistance Administration.

Since 1971, the Office of Criminal Justice Programs (OCJP) has financed only those drug projects linked with local Community Mental Health Boards (Act 54 agencies). Since these agencies receive state support, it is believed projects under their control have the best chance of receiving continued support after federal grants expire. This approach has proved to be correct. All projects started through these agencies have been picked up with state funds.

In 1971 these agencies encouraged the creation of comprehensive drug programs and funded only those projects that were a part of a comprehensive plan. The Michigan Office of Drug Abuse and Alcoholism was created through OCJP grants to reinforce this approach.

Federal funds have been instrumental in getting six comprehensive drug programs started in six major drug problem areas of the state since 1971. A drug education program originally funded through federal grants which has received national acclaim from the Federal Health, Education, and Welfare Agency, has received state funding to duplicate the program in other state school districts.

Drug programming has not been included as a separate component in OCJP's 1974 comprehensive Plan. In addition to state funds, the National Institute of Mental Health is supporting projects in key areas of the state. Drug projects linked to jail, prison, probation and parole rehabilitation projects will continue to receive funding from OCJP.

organized crime

Organized Crime Specialist Training

Investigation of organized crime is a highly complex task requiring special knowledge on the part of investigators. Law enforcement officials have recognized that training to perform such investigation is necessary to confront the problem adequately.

Because of this recognition the Office of Criminal Justice Programs awarded a total of \$109,000 for three such training projects during the 1973 fiscal year. A total of 225 investigators and other law enforcement personnel were trained through projects offered under this program area.

Basic orientation training was offered to all law enforcement personnel throughout the state during the year to help make them aware of organized crime and to aid them in identifying and reporting these activities to the proper investigative units.

Training in the use of surveillance equipment and intelligence techniques was available during the year through the Michigan Department of State Police with grants totaling \$73,100.

These courses also provided information on legal restraints and court decisions in the area of syndicated crime.

Intelligence agents also are being trained in financial investigative techniques so they will be able to apply basic accounting techniques, identify fiscal evidence, understand the legal procedures of financial reporting, the admissibility of such evidence, and so they will be familiar with income tax law. This training was given to investigators from 15 law enforcement agencies, and during the 1973 fiscal year 25 agents were trained through a \$36,900 grant to Wayne State University.

A total of \$66,000 was available during the year for conference-type training of prosecutors and investigators working with citizens' grand juries in the state. The training was intended to develop the concept that grand juries can develop comparatively minor criminal cases into significant organized crime prosecutions through their powers to subpoena witnesses and evidence. No grant applicants were submitted for funding under this project type during the year.

In another area, funds totaling \$66,000 were available during the fiscal year to make workshops and seminar conferences available to judges, prosecutors and law enforcement personnel throughout the state. So far, however, no applications have been received.

Organized Crime Units

In the 1973 plan this program area provided for development of effective investigation of organized crime by state, county and local law enforcement agencies. Grants totaling \$105,439 were awarded to two police agencies to set up individual units staffed with qualified personnel and equipped with devices to investigate organized crime.

The bulk of the funds were given to jurisdictions most afflicted by such problems such as Wayne County. Close coordination of enforcement activities was made a special condition of the grant to ensure coordination. This resulted in the development of a statewide system to gather, collate and analyze strategic and tactical intelligence data and disseminate it to relevant law enforcement agencies.

Cooperation involved the exchange of information, personnel and equipment. All projects were tied in with the Michigan Intelligence Network, another OCJP financed project.

Grants totaling \$593,942 also were awarded to set up task forces in two communities during the 1973 fiscal year. These task forces investigate and prosecute middle and upper level management personnel believed involved in the organized crime structure. Grants went to Wayne and St. Clair counties.

This type of investigation received the greatest amount of resources and attention because it is considered to be the primary function of organized crime units and precedes arrest and prosecution. The investigations are characterized by use of surveillance equipment such as unmarked vehicles, cameras, radio and recording devices for surveillance notes and reports.

Also included in the task force operations are specially trained prosecutors available to state, county and local law enforcement agencies to enhance prosecution of organized crime figures and activities. There was an increase during the year in use of these attorneys to provide guidance to investigators and auditors while they develop complex organized crime cases. Directors of these projects have shown increasing interest in using the citizen's grand jury as an investigative tool.

police services

Training for Law Enforcement

The intent of this program was to provide training for law enforcement personnel at all levels of the profession—basic training for the recruit, advanced and in-service training for the working officer and management executive development for personnel at the supervision or administrative levels.

For those assigned or contemplating transfer to special areas of responsibility, which require particular knowledge and expertise, training of a specialized nature was to be offered.

It also was intended that standardization of the training curriculum and continued upgrading of the

quality of presentations, would occur throughout the state. As the year began, it was projected that at least 1,500 persons would receive basic training and another 2,000 would participate in training programs of a specialized nature.

From July 1, 1972 to June 30, 1973, 17 projects were awarded grants totaling \$2,387,193 by the Office of Criminal Justice Programs (OCJP) in the law enforcement training area. Ten of the projects were continuations of ones previously funded. The seven remaining grants were awarded for first-time projects and were fashioned, for the most part, along the lines of those termed successful.

Records provided by the Michigan Law Enforcement Officers Training Council (MLEOTC), regarding their projects funded by OCJP during the fiscal year, indicate that activity concerning trainee enrollment in the 1972 basic training program was as follows:

Number of participating agencies	281
Sheriff Department Trainees enrolled	221
City, Township, Village Police Trainees enrolled	1,288
Michigan State Police Trainees enrolled	220
Others enrolled	49

Total number of trainees enrolled	1,779
Total number of trainees certified	1,675

Statistics from other agencies funded by OCJP indicate that about 4,500 officers took advantage of other types of training offered at various locations throughout Michigan. Subject matter included: Advanced police training, supervisor training, administrative management, communication skills and techniques and investigative procedures in specialized subject areas.

As stated earlier, most of the projects funded in the fiscal year were fashioned along the same lines as those training programs termed successful. However, three projects were significant in that they broke from the norm and initiated new and progressive approaches not usually found in previous training endeavors.

The first of these was a grant of \$302,810 to MLEOTC for a six-month project which put together, for the first time, a systematic, planned, progressive program for Police Career Development.

Within the project were provisions for basic, advanced, middle-management, and executive training. This project met with enthusiastic response from the law enforcement community.

The second project, financed with a \$1,469,350 grant to the City of Detroit, was for criminal justice

training. The significant aspect of this project is that although the subgrantee is the City of Detroit, the immediate intent and thrust of the project is toward consolidation of all enforcement training for all police agencies in Wayne County under one countywide authority. The ultimate goal of the Criminal Justice Training Center is the housing of all criminal justice training within one facility.

The third grant was to the City of Jackson for \$54,205 for a project known as "Investigatory Improvement." Jackson contracted with the Jackson Community College for an education and training program in which all police officers in Region 2 are to participate. The purpose is to upgrade the role, competency and range of duties of all officers in the region.

Even though there is agreement that law enforcement training has made much progress and has more than attained the stated goals, there is still the continuing problem of scheduling personnel for training when the police administrator is faced with an ever-increasing demand for police services.

Special Service Units

This program area in the 1973 plan was designed to help law enforcement agencies reduce crime in areas where such activity is frequent and to accommodate the support services needed to make the job easier.

Creation and continuation of special investigation units, development of new and innovative patrol techniques and preparation of law enforcement officers to handle civil disorders were some of the activities undertaken during the year. Police legal advisors and cadets also were hired with grants awarded under this program area.

During the fiscal year, the Office of Criminal Justice Programs (OCJP) awarded 38 grants totaling \$1,935,918 to start special investigative units in 13 law enforcement agencies and to continue such units in five other agencies. These units worked during the year to provide effective ways to respond to concentrated criminal activity by using improved surveillance, investigation and undercover techniques.

Included in this project type were two narcotic squads, three intelligence units and two technician specialist units. Two projects involving use of helicopters for patrol also were financed by OCJP. The grants went to Detroit (\$100,000) and Wayne County, (\$163,235).

The City of Sterling Heights and Clinton Township were able to use technicians to gather evidence

at crime scenes and to testify on that evidence in court during the year.

In the Sterling Heights Police Department use of a four-man technician squad gave regular crime investigators an additional 7,243 hours to work by relieving them of evidence gathering duties at crime scenes.

A regional narcotic unit working in Barry, Calhoun and Kalamazoo counties arrested 85 persons and obtained 130 warrants during the first six months of the project.

The narcotic unit was involved in 253 cases in that period of which 36 involved heroin; eight, cocaine; 38, amphetamines; nine, barbiturates and seven, hashish.

To counteract the problem of attracting well qualified young adults to a career in law enforcement, OCJP awarded 16 grants totaling \$687,111 during the year to start or continue police cadet programs in 16 communities.

Each cadet program provides the sponsoring police agency with a broader recruiting base and gives administrators an opportunity to evaluate potential police officers.

Cadets are used for routine enforcement tasks which allow sworn officers to be assigned to duties requiring more experience.

During the past fiscal year, OCJP also awarded four grants totaling \$60,000 to hire or continue the employment of police legal advisors to provide full-time legal assistance to personnel in the areas of arrest, search and seizure.

Legal advisors also coordinate special legal training sessions for all police personnel.

Another element of this program area involved improving law enforcement response to civil disorder. Projects of this type involved training officers to handle stress and tension, giving them equipment to control disorders in state parks and teaching them ways to handle hazardous devices and bombs.

The Michigan Civil Disorder Center of the Michigan State Police, financed initially by a discretionary grant from LEAA, has had outstanding success in the emergency preparedness training of statewide police personnel. During the 1973 fiscal year the Center was awarded \$77,300 by OCJP to continue its activities. A total of 2,826 police officers from 98 individual departments have received civil disorder training during the year. A civil disorder newsletter was developed and printed for statewide use. Emergency planning manuals were published for cities, colleges and secondary schools followed by technical assistance where requested. A civil

Disorder Reference Library is maintained at the Center and available for loan to any law enforcement agency.

In November, 1972, a \$49,000 grant was awarded for Stress and Tension-Team Building Seminars, which have gained national attention as a successful program aimed at helping law enforcement officers to understand and recognize tension and to provide them with techniques of intervention and team coordination in stress situations. Conducted by the Civil Disorder Center, the program is continuing in 1973 with training staff from the Dow Leadership Training Center on the Hillsdale College campus.

OCJP also coordinates federal training programs in the civil disorder and forensics areas. Seventeen men were sent to the Redstone Arsenal in Huntsville, Ala., in the 1973 fiscal year for an intensive three-week course in handling hazardous devices or bombs.

Periodically, each graduate will be given a one-week refresher course to update his knowledge and expertise.

Almost 50 law enforcement and local unit officials were sent in 1972-73 to the Senior Officers Civil Disturbance Orientation Course (SEADOC) for a week of training and maneuvers to learn the latest methods in controlling emergency situations.

In response to recent disorders occurring in the state parks, OCJP financed an Emergency Preparedness project with a \$75,000 grant to the Department of Natural Resources. Rangers performing foot patrol in beach, picnic and camping areas in 31 parks can provide coordinated 24-hour patrol.

Forensic Services

The objective of the Forensic Service program area is to make crime laboratory analysis available to all law enforcement agencies. This has been and will be continued in a statewide expansion of full-service crime laboratories and narcotics identification centers currently underway.

A total of \$1,761,612 has been awarded to the Michigan Department of State Police and the Department of Public Health in the past three years to expand a statewide system of satellite crime laboratories. Each year the central labs have been improved and a new satellite lab established based on the State Forensic Plan.

In June, 1973, an award of \$430,660 was made to the State Police to establish a new forensic center at Bridgeport to provide service to the Flint-Genesee County and Saginaw Valley area and to improve the Plymouth, Warren and Holland satellite laboratories.

A dramatic confirmation of the Office of Criminal Justice Programs' decision to fund the expansion program is revealed in the State Police Annual Report of 1972. The availability of services has brought about a tremendous increase in case examinations and has relieved the pressure of a staggering caseload borne over the years by the two central laboratories at the State Police headquarters and at the Department of Public Health. Not only has the quantity and quality of analysis escalated, but the improved services have resulted in examination of considerable evidence that might not have been processed at all.

Another project type in this program area is narcotics identification centers. The Berrien County center at Andrews University, financed with an initial \$29,300 grant proved an outstanding success. Consequently, a second grant of \$14,000 was approved for the 1973 fiscal year.

Because of this project, other drug identification centers were contemplated as forerunners to full-service laboratories, scheduled in the State Forensic Plan. While planning and development began for such centers in the Marquette and the Gaylord-Grayling areas, the first project ready for funding was in the Crawford County Sheriff's Office in Grayling, which received a grant of \$45,680. With the cooperation of the State Police Scientific and the Department of Public Health Crime Detection laboratories, minimum qualifications for personnel, equipment and training were established for a basic narcotics identification center. These goals and standards were applied to the Grayling operation and the Marquette center to follow.

Communications Improvement

In the 1973 Comprehensive Plan the communications program area was divided into two sub-elements—communications system improvement and mobile/portable equipment acquisitions.

The objective was to provide an effective and coordinated radio communications system for law enforcement agencies in Michigan. Within the limits of available funds, the State Plan for Communications and Data Access, prepared in 1971, was used in making awards.

The funding criteria in the 1973 Plan allows any county with under 500,000 persons to obtain funds providing it agreed to a central dispatch type of operation. Also eligible for funding were all agencies agreeing to be dispatched by the county. Under the above criteria, a county of less than 500,000 persons must provide dispatch service for all police jurisdictions.

Funding for units with under 25,000 persons in counties of less than 500,000 which refuse to provide dispatch service is not allowed, but within limitations of available funds for communications, the Office of Criminal Justice Programs (OCJP) will consider grants to any city of over 25,000 to provide its own dispatching system.

During the year general restrictions were developed relative to radio specifications, bidding and contract awards resulting in a more uniform and competitive bid process.

All projects in this program area were aimed at effective, interagency communications through area and metropolitan communications centers serving several jurisdictions. The ability of police agencies to work together during mass operations was given priority. Projects used the latest technological advances in reaching these goals.

A total of 67 projects were either started or completed during the 1973 fiscal year. Many were outstanding in the communications field. Those having the greatest impact on police agencies and those meeting OCJP goals were in the City of Detroit—a computer-aided dispatch system; Muskegon County—central dispatch improvement and in Genesee County—a central dispatch system. (These projects are featured in the Outstanding Projects section of this report.)

A total of 18 projects were considered and classed above the standard because of special design over and above that required in the State Communications Plan.

One of these involved an evaluation of a mobile digital device by the City of Dearborn Heights. The digital device allows an officer in the patrol car to interrogate Michigan's LEIN system directly by digital transmission rather than by voice transmission which saves time by eliminating the manual teletype interface at the police station. Another important advantage is that the system saves "air time." Messages from LEIN back to the patrol car are received in a matter of seconds, whereas the use of voice transmission from the patrol car to the desk officer then through the auto manual teletype to LEIN and back took several minutes at its fastest speed.

A number of projects during the year resulted in completion of mobile radio districts as outlined in the State Communications Plan (see attached map). These districts required frequency changes, central and coordinated dispatching and equipment compatible with the area concerned. Many of these districts now have basic design and radio equipment to apply the common emergency telephone number (911) when available in the area.

One project that will result in faster police response to citizen calls resulted with an OCJP communications grant to the City of Highland Park. The entire mobile radio system was established under the City of Detroit Computer-Aided Dispatch Network and all citizen emergency telephone calls (911) from Highland Park are being answered by the Impact Center operator in Detroit. The street design and addresses of Highland Park, as well as the cars available in that city, are programmed into the dispatch computer. Dispatches are made directly from computer information to Highland Park patrol units.

The Highland Park operations desk contains a computer device that allows a constant survey by officials of messages and cars being dispatched. A dispatching override device will be available at the Highland Park desk for emergency dispatching on calls received at the regular Highland Park police number, administrative calls to cars and during any failures of the Detroit system.

The major problems encountered with communications projects have been in two areas. In the metropolitan areas of the state there is a serious shortage of radio frequencies which held up funding in some cases until suitable frequencies were located. The problem is unique in the Detroit area since all radio frequencies must be shared with Canadian counterparts, thus creating a shortage.

The second problem arises when departments in a county or mobile radio district are required to join a central dispatch system. Some departments have been reluctant to give up their dispatching responsibilities.

Generally, OCJP communication goals have been achieved and in several cases exceeded. Detroit's Computer-Aided Dispatch System and the Genesee County Central Dispatch System are examples. (A map of communications progress is appended to this report.)

Resource Management

The objective of this program was to aid police agencies obtain the maximum use of personnel, equipment and facilities. It was envisioned that the development and use of a variety of systems improvements, new management techniques, consolidation of services and technology would improve Michigan's police organizations, operations and services to the public.

To arrive at the desired objectives, the following project types were designed:

1. Management and Systems Improvement
2. Interdepartmental Police Service Extension
3. LEIN Expansion

4. Centralized Records and Identification System Development
5. Improvement of Research and Development Capability

The Michigan Office of Criminal Justice Programs (OCJP) funded 15 projects in this area totaling \$2,120,078 during the 1973 fiscal year.

Considerable activity took place in the Management and Systems Improvement area. The largest grant was awarded to the Detroit Police Department for a computer-aided dispatch to complement the new UHF communications system being installed.

Continued development of the SPARMIS (Standard Police Automated Resource Management Information System) project by the City of Grand Rapids was a highlight of the year's accomplishments. At the end of the fiscal year several of the systems developed and designed within the project were started in that city's police department. Immediate results and those foreseen when the system becomes completely operational, testify to the fact that modern business practices and systems technology have a definite place in the administration of a police agency.

Because of the project it also has become apparent to more and more police administrators that management systems can contribute to and play an important role in the decision making process of their agencies.

As the 1973 fiscal year progressed, interest in improving and providing maximum police services through consolidation of facilities or services continued to be a popular topic of discussion in police circles. The result was five grants directed toward countywide or other multi-jurisdiction sharing or pooling of services.

A grant of \$309,600 to the Michigan Department of State Police provided for continued expansion and services of the Law Enforcement Information Network (LEIN) to Michigan's law enforcement community. Success of this information network is attested to by the ever-increasing growth of the data base being deposited in the host computer and the daily increase in traffic to and from the participating law enforcement agencies. Without this ever-present service at his disposal, the field patrol officer would be hard pressed to produce the quality and quantity of service of which he is now capable.

The ability of police agencies to plan, innovate, analyze problems, study new applications and evaluate their operations was enhanced through the funding of seven grants awarded during the fiscal

year. These encompassed local, county and state agencies who anticipate a large return in products produced for the money and time expended. Topics under consideration through these projects ranged from development of departmental rules and regulations to the designation of alternative roles for the State Police.

Computerized Criminal Histories, better known within the criminal justice system as CCH, was one of the most ambitious efforts undertaken during the year. This was a combination funding using block grant money, and Part C and Part E discretionary funds by the State Police. The intent is to computerize all criminal histories on file in the Records and Identification Section of the State Police and also to include pertinent data from other parts of the criminal justice system. The end product will be current status plus past history of a person's criminal offenses. The projected turnaround time of a request for information on a subject's record will, through this project, be reduced to minutes instead of the ten days to two weeks which is now the case.

administration of criminal justice

Training of Administration of Criminal Justice Personnel

This program area provided financing for general and specialized training to meet demands of an accelerated criminal justice process.

Training was offered to judges, prosecutors, defense counsel and career personnel in the courts and in prosecution and defense offices.

PROSECUTION AND DEFENSE INTERN PROJECTS

The Office of Criminal Justice Programs (OCJP), in fiscal year 1973, continued financing projects involving second and third year law students receiving education in criminal justice through internships in the prosecution and defense area. Two grants totaling \$87,743 were awarded during the year to allow participating interns assigned exclusively to the Wayne County Prosecutor's Office and to the Detroit Recorder's Court to assist in the defense of indigent persons accused of committing misdemeanors.

In another intern project, a combined prosecutor/defender program was started with a \$17,189 grant to Wayne State University. Law students in this program are assigned to help as either misde-

meanor prosecutors in the Traffic Court, Detroit, or as interns in the Detroit Defender's Office.

The Cass County prosecutor/defender program was continued by OCJP through awards of \$18,961 and \$19,200. The Cass County interns, second and third year law students from Notre Dame University, are assigned to work with the prosecuting attorney or court appointed defense attorneys who represent indigents.

Another intern project which received continued federal funding was the Appellate Defender program, involving second and third year U of M law students who write memoranda, briefs for cases pending appeal in the Michigan court system and assist the appellate attorney in comparing oral arguments for cases before the Appellate Court. The project was awarded a \$19,960 grant during the fiscal year.

TRAINING FOR THE JUDICIARY

The goal of this project type has been to provide initial and continuing education for Michigan judges at all levels of jurisprudence, including appellate. To achieve this goal OCJP awarded \$82,775 to Wayne State University Law School Center of Administration of Justice to develop a project to provide initial judicial training for approximately 45 attorneys elected to the bench, as well as a limited number who moved from the district to the circuit jurisdiction in the November, 1972, elections.

Three seminars were offered in: Selected areas of criminal trials and proceedings, such as pre-trial release, suppression motion, guilty plea requirements and trial evidence; the mentally ill in criminal law such as competence to stand trial, administration of substantive insanity defense, and early diversion and other special dispositions of mentally abnormal persons, including the retarded and in the administration of the Michigan Controlled Substances Act of 1972.

TRAINING FOR CAREER ADMINISTRATIVE EMPLOYEES

Under this project type, persons are trained to administer prosecution, court and defender offices. Courts curriculum and training were developed with emphasis on modern management techniques and economic caseload handling.

OCJP awarded \$19,715 to Wayne State University Center for Administration of Justice to continue training court administrative employees. The courses offered covered: The judicial system, civil procedure in evidence, criminal procedure in evidence, legal rights and responsibilities of the average citi-

zen, basic management systems, psychology of human interaction, physical administration and how to focus on each court's problems.

During the 1973 fiscal year training was concentrated on the last five courses. Under the first grant, 176 students enrolled with approximately 115 continuing in the second year. An additional 150 students signed up in the second year to take classes originally offered during the first year.

OCJP awarded \$29,300 to the Prosecuting Attorneys Association of Michigan in the fiscal year to help it convert to the Prosecuting Attorneys Coordinating Council (PACC), established as an autonomous entity within the Department of Attorney General by Act 203, Public Acts of 1972. PACC became operational on July 1, 1973.

This project provides central office services to prosecutors with assistance from the Department of Attorney General. Among project activities have been: Central office organization and management, a survey of current operations in prosecutor's offices, information services to prosecutors, staff support to PACC and its committees, preparation of legislation, establishment of a working relationship with organizations which share PACC's concerns and goals, response to local requests for assistance, training internal management of prosecutors' offices and assistance on appeals.

Another project which OCJP funded in this area provided for a metropolitan prosecutor training retreat and advanced prosecutor training with a \$15,000 grant. In addition to paying for the expenses of the retreat, the grant was used for scholarships for prosecutors and their assistants chosen by the Prosecuting Attorney Association of Michigan to attend two one-month summer courses put on by the National College of District Attorneys and a one-week summer course offered by Northwestern University Law School.

The out-of-state courses concentrated on in-depth policy questions influencing a career prosecutor's long range plans and standards for his office.

Improvement of Prosecution Services

In the 1973 fiscal year the Office of Criminal Justice Programs (OCJP) worked to improve prosecution services through several projects awarded grants.

Prosecutor administrators were hired in two counties—Genesee, with a \$22,740 grant and Kalamazoo, with a \$17,166 grant.

Both administrators work to relieve their counties' prosecutors from administrative tasks, thus speeding

up case processing which results in fewer adjournments and better scheduling of the prosecutors' time.

At the present time there is not enough statistical data to evaluate either project.

A felony trial team project in Kent County illustrates another way to improve prosecution services. The purpose of this project was to employ an assistant prosecuting attorney to work exclusively in the area of trial practice in the district and municipal courts until qualified to conduct trials in the circuit court. With the addition of the new assistant prosecutor, the felony trial team concept has been adopted. The new assistant prosecutor assigns circuit trial attorneys at the preliminary examinations in the district and municipal courts. This provides an opportunity to review cases at a time when all interested parties are present. It also allows the attorney to become familiar with the case he will actually try at an early stage of the proceedings.

With the addition of the new assistant prosecutor, the staff was reassigned into a trial task force of six experienced attorneys who devote full time to the project.

The following results are anticipated: An immediate release of the number of pleas at or very close to the time of circuit court arraignment; a reduction of available time between trial and arrest and a drop in the number of incidents in which a defendant has more than one charge pending against him at the time of plea and sentence. This means a decrease in the time required to process individuals through the system which reduces the opportunity to commit other offenses. As yet, not enough statistical information has been collected to accurately evaluate the project which was awarded an \$18,255 grant.

Continuing its recognition of county prosecutors' need for assistance to respond more effectively to post conviction appeals, OCJP in 1973 financed for a second year the Prosecutor Appellate Service Program with a \$141,661 grant.

The Central Prosecutor Appellate Service will continue developing the ability to prepare briefs and make court appearances on request by prosecutors from the 66 Michigan counties of 100,000 inhabitants or less; assist in brief preparation and appearances when requested for the eight counties of between 100,000 and 200,000; provide consulting assistance on appellate work in the nine counties over 200,000; notify prosecutors on current cases and rulings affecting appellate work; give assistance on substantial questions of law when requested from counties of 100,000 or less and provide appel-

late information clearinghouse services and specialized consulting assistance on significant cases in the post conviction stage.

A coding system for the brief issue bank, which contains more than 730 issues, will continue to be developed and refined for easy retrieval and updating.

Staff of the Appellate Service consists of the director, two staff attorneys and two secretaries. It is supervised by a board of control consisting of the Michigan Solicitor General and two prosecuting attorneys. In July, 1973, the service moved from the Wayne County Prosecutor's Office to the Office of Attorney General in Lansing.

In its second year of operation, the Prosecutor's Appellate Service contemplates compiling more relevant statistical information for an accurate evaluation of the project.

Improvement of Defense Services

The Office of Criminal Justice Programs (OCJP) continued in 1973 to develop public defender offices as units of county government. They are structured so they can be absorbed in a statewide system should legislation be enacted. The public defender offices provide a controlled source of statistical information on assigned counsel method versus the public defender system.

During the year OCJP awarded \$51,689 to Bay County to establish a public defender office consisting of a public defender, an assistant public defender assigned to the circuit court, an assistant public defender assigned to the district court, an investigator and a legal stenographer.

During the first six months, the office handled 283 felony and misdemeanor cases—approximately 94 cases per attorney.

OCJP also awarded \$37,553 to Washtenaw County to continue its public defender office which provides well trained, experienced counsel to indigent defendants. The duties of the office were expanded during the year to encompass representation of indigents on misdemeanor charges and appellate matters. Although statistical information is not yet available, the following evaluation criteria is to appear in the final report of the second year grant: (1) cost comparison between the public defender's office and previous methods of private assigned counsel; (2) the number and types of cases assigned to the office; (3) the caseload—assigned, disposed and active; (4) trial record; (5) research accomplished; (6) jail visits and (7) sentencing evaluation.

Defense services were expended to the juvenile area in 1973. OCJP awarded \$137,782 to Wayne County to establish a juvenile defender program for more effective legal representation through specialization in juvenile law and counseling.

The program's general goal is to determine the current effectiveness of court-appointed counsel by diverting youth from the criminal justice system and testing an alternative to providing indigent youth with defense attorneys. Some of the evaluation criteria will consist of the number of cases handled, number of referrals made and the number of each type of disposition.

Washtenaw County was the recipient of a \$15,625 grant award for a juvenile defender project. It consists of a defense attorney who is expected to handle more than 300 cases per year.

Improvement of Court Services

Projects started under this program area are to improve the efficiency and effectiveness of the court while maintaining the constitutional rights of each defendant. To fulfill this objective, the reception and processing of cases must be as simple and orderly as possible, fair consideration must be given to each type of case and all cases must be determined promptly and economically. It also is intended that the court system maintain itself as an independent and respected branch of government. To accomplish this, emphasis has been placed on projects which support and encourage a unified court system, provided for in the state Constitution. During fiscal year 1973, nine projects were awarded grants totaling \$600,833 to help achieve these goals.

The Michigan Supreme Court Systems Department is the nuclear organization for change in this area and, in the past year, received continued grant support from the Office of Criminal Justice Programs (OCJP). The department is responsible for development of improved information systems for the Supreme Court; for overseeing and fostering the development and installation of major systems projects within the state courts and for systematically reviewing the administrative practices used throughout the court system.

The deputy supreme court administrator in Wayne County also was financially supported by OCJP during the year. He acts as the eyes and ears of the Supreme Court in its efforts to create a truly unified court system in the most congested and fragmented area of the state. Through his activity, the court has achieved a stronger local presence. There also has been innovation. For example, his

efforts in the Supreme Court Emergency Visiting Judges Program in Detroit Recorder's Court helped result in a dramatic drop in the felony case backlog in 1972. The court had 4,539 cases pending on Dec. 31, 1971; a year later the pending felony caseload was 2,059, a docket gain of 2,480 cases. This happened during a year when Recorder's Court disposed of the largest number of felony cases in its history—13,224.

Circuit court administrators also were hired through OCJP grants during the year. They coordinated their activities with the Supreme Court, and some have actively participated in the development of the basic Michigan Court Information System.

The activities of an effective court administrator can be invaluable. Judges of the 7th Judicial Circuit in Genesee County said of their administrator:

"The administrator has successfully represented the court in its relations with the (county) Board of Commissioners and gained our confidence in preparing and presenting the budget. He has ably represented us in union negotiations and has been successful in establishing excellent rapport with the controller, personnel, purchasing and other departments so necessary to the smooth operation of our court.

"He has established a strict cost control program, while monitoring our expenses to insure that sufficient funds are available throughout the year. He has shown initiative in preparing proposals and obtained the funding necessary for their implementation. His first priority project was to develop a jury utilization program in which he has accomplished a 37 per cent reduction in cost.

"We conservatively estimate that programs instituted during the past year will result in a \$75,000 savings to Genesee County," they said.

By relieving the judges of the daily court administrative responsibilities, they have more time to spend on the bench resolving questions of fact and law.

Projects providing for "release on recognizance" also were funded during the year. They are designed to release qualified pre-trial defendants whose confinement had been due largely to an inability to raise bail. Project staff provide information to judges to assist them in making decisions on whether to require defendants to post bonds or to allow them to be released on their own recognizance. They also provide indigency information to help meet assigned counsel requirements.

One project, which supports the 7th Judicial Circuit and the 67th District Court in Genesee County, is an example of an effective operation. During

the past year, the project staff performed 552 investigations of which 537 were used by the courts—a 99 per cent use rate. Of these, 180 were recommendations for release on recognizance, and 164 were concurred in by the courts—a 91 per cent success rate. Only four defendants failed to appear, two had been released on cash bond and two on personal bond.

corrections and rehabilitation

Training for Correctional Personnel

This program was designed to upgrade correctional personnel through induction and in-service training. Through grants awarded under this program area, training is provided for those who have responsibility for the care, custody and treatment of offenders. Receiving training are mid-management and administrative personnel, institutional employees, field service employees and jailers. The goal is to improve and standardize rehabilitation in Michigan.

The Michigan Office of Criminal Justice Programs (OCJP) awarded grants totaling \$307,842 to continue six correctional training projects during the 1973 fiscal year. The primary focus was on providing comprehensive training for front line personnel and jailers employed by the Michigan Department of Corrections. Grants of \$54,100 and \$180,300 continued the training programs at state institutions at Jackson, Ionia and Marquette and at district offices and selected community colleges.

The training programs are subject to change as new problems arise or as improved methods of presentation are found. Training and staff development programs conducted during the fiscal year include the following:

- **Field Service Training and Orientation Program**—For new probation and parole agents entering field work. During the first year of this project, 25 new field service employees received 1,000 hours of training.

- **Correctional Facilities Training and Orientation Program**—For all new institutional employees working in one of the department's correctional facilities. The program includes a two-week skills and orientation session at the new employee's institution. During the last year of this project, 183 new employees received 15,120 hours of training.

- **Correctional Facilities In-Service Training**—Several programs were conducted last year for front line institutional personnel through the Corrections

Specialist Program and for special personnel. Last year 436 employees finished the 160-hour Corrections Specialist Program and received 69,760 hours of training. Specialized workshops and seminars were attended by 203 institutional personnel who received 3,633 hours of training in vocational instruction, academic and remedial instruction, library science, counseling and psychotherapy, drug problems and treatment, middle management and executive development training. Thus, during the last project period, 639 institutional employees received 73,393 hours of training.

- **Emergency Control Training**—This program includes emergency mobilization drills, simulated call-ins and squad activation culminating in a full-scale personnel mobilization at each of the department's maximum and medium security facilities. During the first year of the project, 461 employees from the emergency services division of each institution received 2,613 hours of training.

The Department of Corrections also received an award of \$82,000 in the 1973 fiscal year to continue comprehensive training of custodial personnel assigned to county jails and local lockups. Regional training centers were established at community colleges.

A major four-week program is provided quarterly while additional two-week programs and one-day seminars also are conducted. The length of training sessions depends on such factors as a department's need, manpower resources and availability. The program was designed to provide an average of 150 hours of training for at least 200 jailers in all county jails and city lockups within Michigan except Wayne County during 1973.

OCJP support also was used to continue correctional degree programs at Western Michigan University and the University of Michigan at Flint. The programs provide additional trained manpower for the field of corrections and have met with success—enrollments in the new curriculum were at near capacity. These programs are to be self sustaining by 1974.

Community-Based Treatment for Offenders

Intensive rehabilitation programs at the community level for adult offenders were developed and continued under this program area during the 1973 fiscal year. The goals are to improve diagnostic services; evaluate existing diversion and incarceration options; provide more kinds of treatment programs for consideration by the court and correctional administrators; maintain close contact

between the offender and his community and reduce recidivism.

Within this program area were three project types:

- Community Residential Treatment Centers
- Jail Inmate Rehabilitation
- Probation Parole Improvement

In the 1973 fiscal year the Michigan Office of Criminal Justice Programs (OCJP) awarded funds for five community residential treatment centers. Emphasis was placed on short-term treatment programs for those offenders not considered a serious threat to the welfare of the community. The trend has been toward program diversity in meeting the needs of as many offenders as possible.

Existing community resources are used in the centers when possible to avoid duplication of services. The Michigan Department of Corrections received the largest award (\$201,900) in this area to continue the Community Corrections Center Complex in Detroit. The complex provided supervision while helping the individual return to the community through gradually reducing security and increasing personal responsibility.

The complex consists of one self-contained unit housing 33 men, three YMCA's housing 20 men each and one women's unit housing 30 inmates. It provides homes for about 440 men and 90 women each year; the average stay is three months. Early reports disclose a recidivism rate of 21 per cent compared to the normal rate of about 40 per cent. The operating cost is 63 per cent lower than the cost of regular imprisonment.

Wayne County received a \$52,900 grant to continue "Project Transition," a community corrections center program for young female offenders. During the 1973 fiscal year nearly 75 women received housing, counseling and participated in a 30-week clerk-typist training program at the Institute of Commerce in Detroit. Most women are parolees from the Detroit House of Corrections, and the yearly recidivism rate for those participating in the program has been less than 10 per cent.

OCJP funds also provided during the year for community treatment programs in Lansing and the counties of Monroe and Isabella.

Over 160,000 men and women pass through Michigan's 83 county jails each year, but it is well known that the county jail has been the most neglected area in the correctional process. Few inmates benefit from a program of detention only, and if recidivism is to be prevented, assistance must be given the inmate.

Because experience has shown many inmates can make effective use of assistance and that this assistance affects their post release adjustment, OCJP continued support of projects to improve jail rehabilitation during the year.

OCJP's support in the amount of \$122,000 was used to create an Office of Jail Services, administratively responsible to the director of the Department of Corrections. This office is responsible for service to county jails, including the training of jailers. It assists local officials plan, develop programs and design facilities.

A total of 14 counties received OCJP funds in 1973 for comprehensive inmate rehabilitation services. Most programs provide counseling, education, vocational training and work release programs.

Such jail programs rely heavily on the use of community resources. More than 5,000 inmates participated in county jail programs in 1972 and 1973. All 14 counties reported a recidivism rate of less than 10 per cent for those inmates involved in the programs.

OCJP has long recognized that probation and parole personnel carry excessive caseloads as defined by nationally recommended standards. The result has been a high number of institutional dispositions. During the 1973 fiscal year, OCJP provided funds for new personnel in probation and parole at both the felony and misdemeanor level in localities where such services were absent or seriously deficient. The goal is to provide realistic workloads of 75; to create new systems; provide for specialized caseloads; offer improved diagnostic services and expanded community-based treatment alternatives to courts and correctional administrators.

During the year, the Michigan Department of Corrections received grants totaling \$633,000 for 49 probation officers to deal with persons convicted of felonies. Officers were assigned to areas where caseloads had been excessively high.

The Detroit Recorder's Court received an award of \$328,000 to staff, with 14 new probation officers, a special program for drug abusers convicted of serious crimes. Oakland County received \$68,000 to continue an intensive second felony offender probation program, and the City of Grand Rapids was awarded \$123,600 to continue an intensive vocational training program for selected probationers and parolees.

In addition, 12 counties and four cities received OCJP funds for misdemeanor probation services during the year.

The district courts have welcomed the opportunity to use probation for a majority of offenders

in lieu of fine, suspended sentence or a jail term. All probation agents have a college degree in the field of behavior science and supervise a caseload of between 60 and 80 persons who have committed misdemeanors. A number of district courts also use volunteers and local community resources.

Correctional Facility Improvements

This program area provided for construction, renovation and expansion of correctional facilities to reduce overcrowding, increase safety and sanitation and permit development of diagnostic and rehabilitation programs for adult offenders.

Provisions for special equipment to improve security or rehabilitative services also was an objective. The goal was to create a climate in correctional facilities conducive to the rehabilitation of offenders.

In the 1972-73 fiscal year the Michigan Office of Criminal Justice Programs (OCJP) awarded planning grants totaling \$80,000 to eight counties experiencing critical jail facility problems. The planning requirement is premised on the belief that the design of a new facility must be based on a careful analysis of the number and types of inmates to be jailed and the special programs to be administered.

During the year, grants also were awarded to Wayne County for the schematic design of a new pre-trial correctional facility (\$157,500), and for continuation of a model jail information system (\$118,300). An award of \$140,250 also was made to the City of Detroit for urgently needed renovations at the Detroit House of Corrections.

The Michigan Department of Corrections received several grant awards during the year to start two significant state institutional projects. A \$500,000 award for the construction of a new reception guidance center and psychiatric clinic is one of the projects started during the year. Near Ypsilanti, the new facility will house diagnostic and clinical treatment programs presently in overcrowded and inadequate quarters at Southern Michigan Prison at Jackson. Most of the money for construction is from the state. Completion is expected by 1976.

The Department also received a \$715,640 grant for Phase I of a major revamp at the Jackson Prison. This is the first major step in a long-range plan to subdivide the 4,000-man population at the prison into smaller institutions from 600 to 1,000 persons. The revamp has been designed in stages to minimize the dollar investment in facilities which may

be abandoned in the future and to allow alternative developments in later phases based on prison population and budgetary constraints.

State Diagnostic and Treatment Improvements

This program was designed to develop new and better methods to diagnose and treat adults convicted of felonies in Michigan.

Two types of projects—improved diagnostic services for prison inmates and increased treatment programs inside institutions—were included in the general program area during the 1972-73 fiscal year.

In preparation for a new state reception-diagnostic center for prisoners under the care of the Michigan Department of Corrections, the Office of Criminal Justice Programs (OCJP) in 1971 and 1972 awarded grants to expand the diagnostic staff and to improve the processing procedure.

By 1973 the state Legislature had provided the funds to continue these improvements, and OCJP was able to focus its attention on the design of a new diagnostic center near Ypsilanti. The previous center had been located at Southern Michigan Prison at Jackson. The new center is currently under construction, and it is anticipated it will be completed by 1976.

In the area of improved institutional treatment, OCJP awarded a \$171,600 grant to the Department of Corrections to create 25 treatment staff positions at four major state correctional facilities and for the corrections camp program. This staff expansion resulted in an overall improvement of institutional treatment services and helped keep counseling caseloads below 150.

The Corrections Department also was awarded \$12,000 during the year to continue college instruction for inmates at the Branch Prison at Marquette. Staff from Northern Michigan University teach 12 accredited courses inside the prison annually in such subjects as business, geography and sociology.

One inmate, who had earned a straight A average in six different classes, enrolled in a correspondence course from Northern Michigan University in criminology and penology. He earned a perfect grade.

Since the project began, 95 inmates have participated. Evaluation of the recidivist rate is currently being made to see how much the education has prevented further offenses among students.

Correctional Research Center

During the 1973 fiscal year, the Michigan Office of Criminal Justice Programs (OCJP) continued its financial support of a research center within the Michigan Department of Corrections with a \$63,600 grant.

The center evaluates the traditional and experimental rehabilitation programs through analysis of data it collects.

The goal is to improve rehabilitation through sound research by expanding the Correction Department's research capacity.

The grant awarded in the 1973 fiscal year allowed the department to hire two additional correctional research analysts and to pay for outside contractual studies to augment research and to develop and evaluate experimental programs.

A number of corrections programs and practices are being initiated, modified or redesigned as a result of ongoing research and program development services. Such programs include:

- Analysis of department training needs and use of the Corrections Specialist Training Program.
- Initiation and evaluation of the patrol contract program.
- Revised rules and regulations for operation of county jails.
- Development of the reception guidance center program.
- Development and evaluation of the Michigan Intensive Center Program at Marquette's maximum security facility.

Written reports on all research findings and follow-up reports on changes in practice, training and rehabilitation resulting from these findings are made as part of the project.

juvenile problems

Community Based Prevention and Treatment for Juveniles

Prevention and reduction of juvenile crime is the objective of this program. Diversion of a youngster from further contact with the criminal justice system through alternative treatment programs is the primary thrust. Each of the 48 projects awarded funds totaling \$7,420,992 under this program during the 1972-73 fiscal year had three or more of the following goals:

1. To prevent youth from being suspended, expelled or excluded from school.

2. To prevent youth served in a project from being officially apprehended.

3. To reduce the number of official apprehensions involving project youth previously apprehended.

4. To prevent project youth from coming under the official jurisdiction of the juvenile court on a delinquency petition.

5. To prevent project youth from being placed in an institution.

The program permitted financing of projects with varying methods of reaching these goals. Individual and group counseling, behavior modification, guided group interaction, parent training, individualized instruction, vocational training, job development and placement, crisis intervention, referral, placement in small group homes and other prevention and treatment options were used.

Five of the 13 project types under this program area accommodated most of the programs initiated during the year. Youth service bureaus provided counseling, referral and program development services. Adjudication diversion projects stressed alternatives to official court referral for apprehended youth. Projects under the educational opportunities for behavior problem youth included alternative classroom and school programs. Small group facilities projects provided small group homes and halfway houses. Nonresidential attention center projects provided daytime educational and counseling services for court and state wards.

Approximately 10,000 youths have been or will be receiving direct services through projects financed during the year by the Michigan Office of Criminal Justice Programs. Another 5,000 received limited assistance or participated in activities sponsored by the programs. Youth service bureaus served more than 2,500; adjudication diversion projects more than 2,000; alternative classrooms or schools assisted 1,100; non-residential attention centers, more than 400 youths; and small group homes, more than 300 youths. A variety of other projects served a total of 4,000 youths.

Most youths had police contact records prior to involvement in the projects; less than 15 per cent were apprehended while participating. More than 1,000 youths were diverted from juvenile courts; more than 250 from institutional placements through projects started or continued during the year. A conservative estimate would indicate that the combined programs have eliminated 20,000 crimes and constructively changed the lifestyle of 7,500 youths during the 1973 fiscal year.

Of the 48 grants awarded during the year, 20 were for new programs; 24 were for second-year projects; one was for a third year. Three supplemental awards totaling \$37,278 were also made in this area: One added to a first year program and two supplemented second year programs. The largest award during the year—\$1,149,100—went to the Michigan Department of Social Services for second year continuation of its Decentralization of Treatment program designed to increase the number of community placement alternatives for state wards from Wayne and Berrien counties. The smallest award—\$13,860—helped the Mount Clemens School District continue its Ombudsman Program for a second year. A total of 22 programs fell in the \$50,000 to \$150,000 range; six awards exceeded \$150,000 and three of these exceeded \$1 million. A total of 17 awards were made for less than \$50,000. The cost per client served through projects funded under this program area during the year varied with the volume served, the types of service offered and the amount and frequency of staff-client contact. The cost varied from \$3,000 to less than \$100 per person.

Most projects met their goals. As anticipated, the projects which diverted youth from the system at an early stage were the most successful in preventing further contact with the system. Projects serving youth who had firmly established delinquent patterns of behavior experienced higher recidivism rates. In spite of this, these projects resulted in substantial reduction in juvenile crime—without intervention, these delinquent youth might have committed several crimes during the project period.

Projects which were successful shared some common characteristics. They were headed by project directors who combined administrative skills with a good working knowledge of the juvenile justice system. Careful planning marked their development. Baseline data developed during the application process served as benchmarks to mark progress. Interagency cooperation, developed prior to the start of the program, bolstered initial efforts.

Orientation programs for staff provided an early sense of direction and staff unity. Personnel with proven experience in working with youth were employed. Police agencies, school districts, the juvenile court, the county department of social services and other community agencies contributed to the program. Youth made valuable contributions in program development and implementation. The agency maintained orderly, up-to-date financial records.

Some projects were unable to meet their goals. In some cases, experience showed their goals were unrealistic—either the volume of individual case

contacts could not be handled or the degree of youth contact needed to produce a change in behavior was underestimated. Programs with multiple, complex goals were particularly hard pressed to reach their objectives; over the course of the project some goals were dropped, sometimes by design, often by default. Several projects did not develop a clear sense of direction. Project directors without prior administrative experience, inadequate orientation and training for para-professional or volunteer staff, and high staff turnover rates were characteristic of these programs.

Improvement of Institutional Programs Serving Adjudicated Youth

Prevention of further delinquency by youth who have been institutionalized and preparation for their return to the community were the main goals of this program area during the 1973 fiscal year.

While community-based treatment is often preferred for many juveniles who are in trouble with the law, institutionalization is necessary for those not able to accept the responsibility of such services and who, because of the nature of their crimes, are considered a threat to the community.

Those juveniles who have been placed in institutions outside the community for care and treatment are, however, being provided with innovative and creative programs by the Michigan Department of Social Services partially through grants from the Michigan Office of Criminal Justice Programs.

Projects started under this program area during the year were designed to prevent further delinquent behavior, to reduce truancy and assaultive behavior in institutions and to provide youth with social, academic and vocational skills so they will be accepted back into the community when they are released.

Five grants totaling \$425,905 were awarded during the year to meet the objectives. Projects financed during the year fell under the following categories:

1. Specialized Treatment for Institutionalized Youth: Through a \$239,800 grant to the Office of Children and Youth Services within the Department of Social Services, staff of the W. J. Maxey Boy's Training School, Whitmore Lake, were trained to apply a new treatment method involving guided group interaction to juveniles under their care. The grant also paid for coeducational programming at the former girls training school in Adrian and development of education assessment at all state in-

stitutions for delinquent youth. The purpose of such assessment is to decentralize decision making at large institutions so wards and staff members can be given more responsibility and accountability.

2. Supportive Service for Institutionalized Youth: Two grants were awarded in this area to provide education, vocational training, recreation and treatment. In one of the projects, students from the Saginaw Valley College tutored youth at the Saginaw County Youth Home in return for college credit in the area of social services. One result was a substantial increase in the reading ability of the 500 delinquent youth taking part in the project.

The second grant was awarded to the Office of Children and Youth Services to continue for a second year vocational training in welding and automobile mechanics to state wards in the agency's residential camp programs. Training is offered at Kirtland Community College, Roscommon. During the 1973 fiscal year 22 youths were trained.

3. Employment Opportunities Unit: This project type was to give vocational training and job placement to youth in state-run residential facilities. No grants, however, were awarded during the year.

Support Services

The objective of the support services program area is to provide new and existing agencies with services to improve juvenile programs through planning, training, information exchange, evaluation and special construction or renovation.

Each project funded through this program in the 1973 fiscal year was designed to improve the existing juvenile justice system in a county, group of counties, or the state.

Five project types—comprehensive facility network plans, special construction, a juvenile service training council, the Michigan Youth Services Information System and evaluation of selected ongoing programs were included in the program. Five grants were awarded during the year totaling \$809,708.

A grant of \$291,720 was awarded to Wayne County to start a Juvenile Facility Network Plan designed to identify existing residential and non-residential facilities in the county, outline needs and problems and to establish priorities. In addition, the project is to provide a coordinating service for all youth services in Wayne County.

The project gained support from most county agencies providing services to youth and, through participation of the various agencies, developed a comprehensive plan for youth services in the county.

Through this plan, the project will coordinate financing of private and federally financed programs. The plan has been developed and coordination of funding has begun.

The project is being evaluated by its success in coordinating the existing agencies into development of the Wayne County Plan. Future evaluation factors will center on the delivery of services to juveniles in the county and statistical data regarding delinquency.

A grant of \$150,000 was awarded to the Michigan Department of Social Services during the past year to establish a Michigan Juvenile Service Training Council. This project is to bring together representatives from the Probate Judges Association, Michigan Association of Children's Agencies, Michigan Law Enforcement Officers Training Council, the Division of Higher Education of the State Department of Education and the Office of the Supreme Court Administrator to identify juvenile training needs on a statewide basis. It also is to coordinate training programs to upgrade juvenile justice personnel throughout the state.

The Training Council, through its staff, will subcontract to agencies, universities or consultant firms to provide the training. In addition, the council will coordinate and provide consultation to institutions of higher education establishing programs offering training for personnel in the juvenile justice system. It will conduct special statewide institutes and seminars and establish procedures for accreditation of associate and baccalaureate programs in juvenile services.

The Training Council, currently in operation, has subcontracted for two training projects which are underway throughout the state. One project provides training for juvenile court personnel, and the other is providing training for personnel working in private agencies. In addition, the Council is assessing the training needs of personnel within the juvenile services area. The evaluation will include the degree of cooperation and participation of youth service agencies as well as the impact of the training on job performance.

A second-year grant of \$190,378 was awarded in the fiscal year to the Department of Social Services to continue the Michigan Youth Services Information System. This is the second phase of a multi-year project by the Department of Social Services to develop and start a statewide system for the uniform collection of information concerning Michigan youth.

During the first phase of the project, a detailed plan was developed for the information system,

which involves law enforcement agencies, courts and private youth service agencies. The plan describes standardized information reporting requirements, ways to create statewide statistical collecting capability, the development of security and privacy guidelines and procedures and a code of ethics for potential system users.

The second phase of the project will provide for development of a detailed design and demonstration of the program in six counties in the state.

The ongoing evaluation of this project is being conducted by task forces made up of individuals in the six counties involved in juvenile services. In addition to the task forces, there is a statewide advisory committee whose members were appointed by the Governor.

Two grants were awarded during the year to continue previously funded projects designed to evaluate selected ongoing programs. A grant of \$92,610 was awarded to the Department of Social Services for a longitudinal evaluation of the delinquency services provided by that department. This project is to establish an ongoing systematic evaluation of all programs operated by the department for the prevention and control of delinquency.

A grant of \$85,000 to the University of Michigan is to continue a research evaluation project designed to study the implications of the use of volunteers in the probation process. This project uses experimental and control groups to find out whether and how delinquent behavior is reduced through the use of volunteers. During the first phase of the project, the measurement instruments were developed and pre-tested. The research design was superimposed on the ongoing program with the initial measurement of experimental and control groups.

During the second phase of the project, measurement of the program participants will continue. The collection of as many as 2,000 data elements on probationers and volunteers will occur during this phase. In the third phase of the project, data collection and analysis will be completed.

It is expected that the project will scientifically document the progress of probationers who have been assigned a volunteer. The project also will assess the personality characteristics of volunteers and probationers in determining which types of volunteers are most successful.

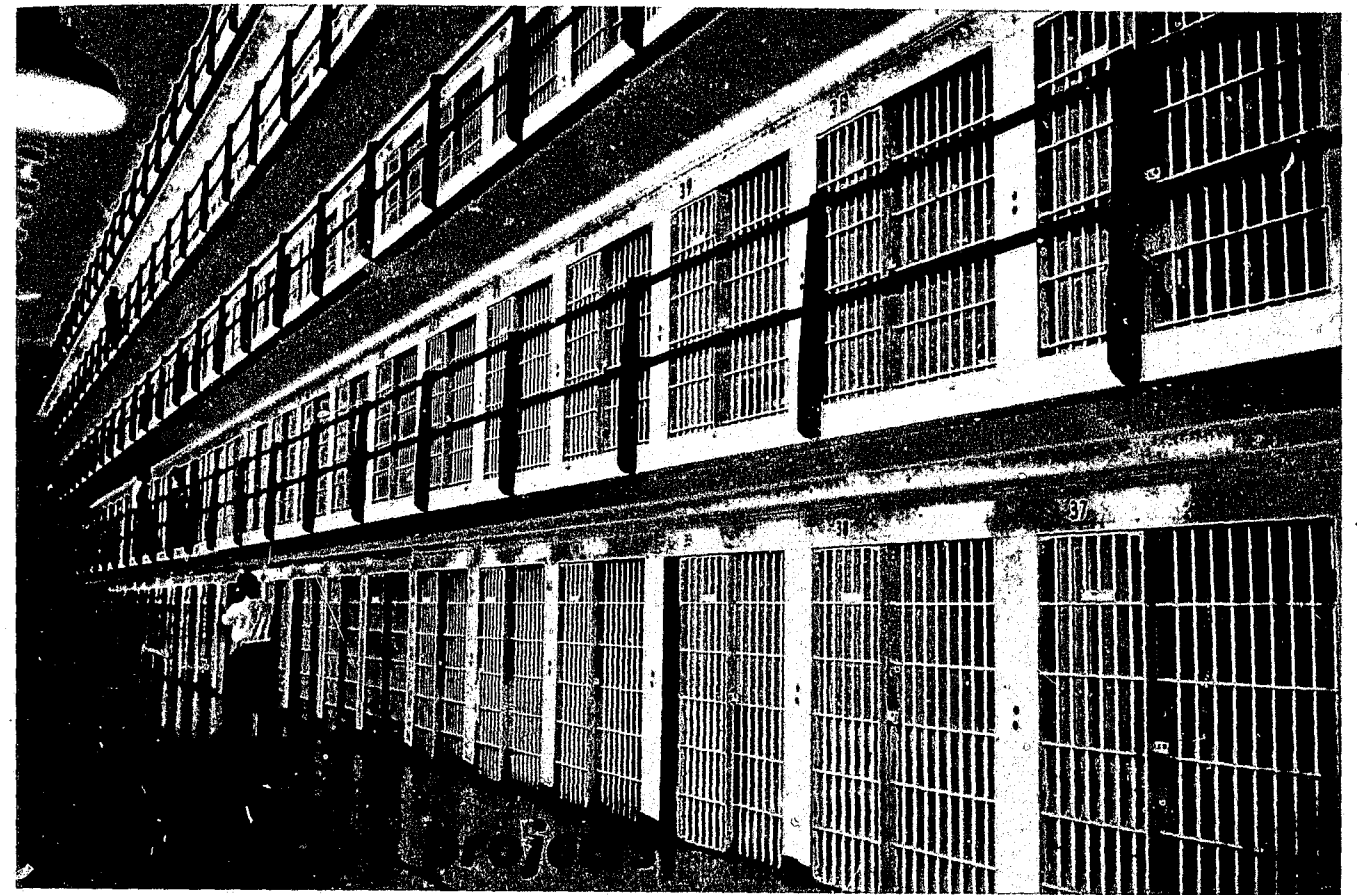
Projects funded during the year encountered a common problem—that of coordinating existing programs affected by operation of the new projects. Although the problem of coordination was anticipated, the degree of the problem caused unexpected delays. In addition to this problem, there

were problems of unexpected tasks to be performed. This was especially true in the planning and development stages of the Michigan Youth Services Information System. During the planning

stage of that project, many questions arose as to the applicability and the propriety of such a system. Although some of these questions were expected, the length of discussion was not anticipated.

Outstanding Projects





Southern Michigan Prison at Jackson—a world apart. Behind its massive walls nearly 4,000 men are penned in closet-sized cells stacked row upon row. Revamp of the world's largest walled prison is underway through a grant to the Department of Corrections.

southern michigan prison revamp

Michigan is trying to correct a 40-year old mistake that dehumanizes almost 4,000 men annually.

That mistake is Southern Michigan Prison at Jackson, the world's largest walled penal institution, where a single cell block contains more men than are found in an entire prison in some other states.

Behind its massive walls nearly 4,000 men are caged in closet-sized cells stacked row upon row. Rehabilitation is difficult to administer; educational services limited; internal security weak; troubled men are lost in the shuffle.

Despite these problems, Jackson Prison has not had a major disturbance since 1952, when a riot claimed several lives and caused extensive property damage.

Enlightened administrative practices and an intricate communications system involving inmates have been cited as some of the reasons why Jackson

Prison has not been plagued by riots. But the possibility of further disturbance always remains.

"There's an element that could explode at any moment into a full blown riot. The biggest problem with running a prison this large is that you really don't have control," says Warden Charles E. Egeler.

Other problems inherent in a large, unwieldy institution were cited by Egeler:

"With the present structure, the safety of inmates is difficult to maintain. We do a fairly good job under the circumstances. Murders and stabbings are less frequent than in other major institutions, but the problems are there."

Explaining that the problem of "predatory prisoners" who attack other inmates is generally homosexual in nature, Egeler said that prison officials spend a great deal of time trying to control such assaults.

"There are not many ways to handle this," he said, explaining that security is difficult in cell blocks because of the height of the tiers. Prison guards cannot see any activity on the top two tiers of the cell blocks without climbing several flights of stairs or unless they continually man special watch towers looking out over the upper portions of each cell block.

Built before correctional treatment was a major goal, Jackson Prison was not designed for counseling and educational programs. Consequently, not all inmates have the opportunity to take part in educational programs of vocational education, Egeler said.

Realizing that a large prison population is an absolute liability, the Michigan Department of Corrections embarked in 1973 on the first phase of a project to phase out Jackson Prison and replace it with smaller units of 600 to 1,000 men.

With the help of a grant of over \$700,000 from the Michigan Office of Criminal Justice Programs, the Department of Corrections plans to construct an academic and vocational training school near the north side of the prison.

The school, which eventually will serve 600 inmates from cell blocks one, two and three, will include a gymnasium, library and auditorium. Completion is planned for sometime in 1974.

Programs in basic adult education, preparation of high school equivalency certificates, high school completion, college courses and vocational training will be offered.

Eventually, it is planned that the three cell blocks will be sealed off from the rest of the prison and made an autonomous unit, with its own industrial plant, administrative visiting unit and a dining room to be served from the prison kitchen. Until this occurs, inmates from the trusty division are expected to use the school.

Also planned is the closing down of the top two tiers of the three cell blocks to reduce the inmate population in this unit by 40 per cent.

This final step, anticipated in about three and one-half years, can only be accomplished if the general prison population drops steadily from its present level.

Corrections officials believe the number of men sentenced to prison should drop if trends toward community treatment continue.

If this becomes reality, the entire prison population can be reduced to a manageable level, it is believed. Additional living space for prisoners could be provided in cell blocks seven and eight which now house a reception diagnostic facility and psychiatric clinic.

A \$500,000 grant from the Office of Criminal Justice Programs to the Department of Corrections will assist in construction of a new reception center and psychiatric unit near the Ypsilanti State Hospital.

These facilities are expected to be completed within three years.

After completion of the north side facility at Jackson, further phasing out of the prison is anticipated over a 20-year period.

The alternative to this long-range plan is immediate abandonment of the facility and replacement with smaller facilities. This alternative might cost taxpayers nearly \$100 million, and is, therefore, not considered realistic.

The cost of a massive and immediate renovation within the prison to provide more space and rehabilitation services also would be prohibitive.

Officials from the Department of Corrections believe a systematic approach to renovation and replacement of Jackson, as indicated in this first phase, will set a precedent for other obsolete walled institutions around the country.

Endorsement of the plan to phase out Jackson Prison and to construct the educational and vocational training school has come from the National Clearinghouse for Criminal Justice Planning and Architecture:

"We applaud the decision to reduce the massive scope of the prison at Jackson and concur that phase one is a necessary step toward the ultimate goal of closing down the (prison) or at least drastically reducing its total size."

SPSM Revamp, 12911-1, \$715,640.

Ingham county jail inmate rehabilitation program

James P. Frank believes "traditional" jails can end up manufacturing criminals, rather than rehabilitating them.

Ingham County Jail in Mason is not a "traditional" jail.

It is, instead, "a place where we work to correct the negative aspects of being in jail," according to Frank, who administers the jail's Inmate Rehabilitation Program.

"County jails have never traditionally had rehabilitation programs. They have been a kind of missing link in the corrections process. Prisons have been able to have these sorts of programs, but county jails had nothing," he said.

Because a person sentenced to a county jail is normally in the "kindergarten" stage of crime, Frank and Sheriff Kenneth L. Preadmore, project director, believe it is the best place to start the rehabilitation process.

Rehabilitation is aimed at preparing inmates psychologically and socially to re-enter the community. Because inmates do not remain in county jails longer than one year at the most, rehabilita-

tion efforts have to be concentrated on changing negative attitudes, Frank explained.

The program has been partially financed for the past two years by funds administered through the Michigan Office of Criminal Justice Programs (OCJP). During the first year of OCJP support, a grant of \$23,000 was awarded; a second-year grant of \$82,000 was awarded for additional professional staffing, expanded correctional programming and audiovisual equipment. A third year grant of \$21,600 and substantial cash support from the county will continue the program.

The program also is aided by Model Cities, the National Institute of Mental Health, social service agencies, schools, governmental units and volunteers who "plug holes" in the educational part of the program through tutoring and special instruction.

How much can be done during the short time a person is in the jail; how do inmates respond to the program; who provides all the manpower necessary for a comprehensive rehabilitation program; what happens to former inmates when they go back to their communities?

The answers are important because the program is a "guinea pig for the rest of the country," Frank said.

About 75 per cent of all inmates, sentenced or unsentenced, take part daily in programs sponsored by the jail. They include: Educational classes taught by teachers from the Lansing School District; preparation for General Education Development testing; drug abuse treatment; psychological, alcohol and religious counseling and medical care.



James P. Frank, head of rehabilitation for the Ingham County Jail, explains how audio-visual equipment will aid inmates.

Inmates taking part in the program also can take cultural enrichment classes, recreational therapy and can help publish a periodical containing their poetry, essays and art work. Most inmates enter the program on a voluntary basis; in some cases judges sentence persons with the stipulation that they take part in the program, Frank said.

Each inmate is carefully tested and interviewed before the rehabilitation process begins to ensure the program will be planned to meet his needs and interests. Extensive follow-up service is provided to ease the pain of entering society after the jail sentence has been served.

"Follow-up constitutes a large part of the program and reception by the community dictates the program's success. Rehabilitation is seen as an ongoing process begun in an institution and continued upon re-entry to the community," Frank said.

Help for the former inmate is provided through job placement and counseling, aid with drug and alcohol problems, psychological therapy and education.

Involved in providing these services are such agencies as the Michigan Employment Security Commission, Lansing Community College, National Council on Alcoholism, the Youth Development Corp., the Lansing School District and the Vocational Rehabilitation Services division of the Michigan Department of Education.

During one nine-month period, 35 former inmates continued their education at Michigan State University, Lansing Community College and in the Lansing School District.

Inmates in the programs have earned a total of 468 high school credits; 78 per cent have successfully completed the General Education Development test and 75 per cent, referred for job counseling and placement, have found jobs.

Confidence in the program is not only growing in the community but throughout the state and nation. Sheriffs, educators and other professionals have been turning to the program as a model on which to base their rehabilitation projects, Frank said.

Because of Preadmore's part in developing and running the project, he has been given awards by the National Association of Counties and the Michigan Association of Public School Adult Educators.

He also was named to serve on an advisory board of the American Bar Association's Statewide Jail Standards and Inspection Systems project as a representative of the National Sheriff's Association.

Volunteer response to the program has been overwhelming, Frank said, adding that because of this, rehabilitation is possible on a one-to-one basis.

Frank does not believe the jail's recidivism rate is a valid evaluation of how well the program is working:

"Sometimes our program can be 'rehabilitation on the installment plan' because some inmates need to return several times to get the full benefit of the program. The most good can be done in trying to change attitudes so that when an inmate leaves jail he won't fall back into the same living patterns."

Ingham County Jail Rehabilitation, 0300—1, 2, 3; \$23,000, \$82,000, \$21,600.

police communications

For someone in trouble, even 15 minutes is often too long to wait for police assistance.

Efforts are being made, however, to solve recognized deficiencies in Michigan's law enforcement communications system so citizens and police officers can receive help in a minimum amount of time.

Improvement of the system through grants from the Michigan Office of Criminal Justice Programs (OCJP) are being made under guidelines in a 1971 state law enforcement communications plan.

The plan was prepared by Kelly Scientific Corp., Washington, D.C., through a \$130,000 grant from OCJP to the City of Flint.

It was approved as the state's official plan by the Michigan Commission on Law Enforcement and Criminal Justice and given a five-year priority for development and use.

R. James Evans, former head of statewide communications for the Michigan Department of State Police, was hired by OCJP in 1972 to help police agencies improve their communications systems based on the plan.

A survey conducted by the Washington firm prior to preparation of the plan showed that in most parts of the state, police communications was characterized by:

- Overcrowded channels
- Interference
- Disproportionate distribution of radio frequencies
- The need for improved communications among the State Police and local police departments
- Lack of areawide coordination radio channels especially needed in times of emergencies when an entire region has to be mobilized to aid in a natural disaster or civil disorder

The plan called for establishments of "Mobile Radio Districts" (MRD) and centralized dispatching centers.

It also called for adoption of an improved frequency plan to reduce overloaded radio channels and interference.

The mobile radio district is the basic building block of the state plan. It is a geographic area, usually one to five counties, within which a coordinated communications network is established for use by all police agencies within the area.

The Plan calls for 48 such districts of which 20 were deemed completed as of June 30, 1973 in terms of financially supported OCJP projects.

The Plan, requires inter-agency channel sharing in each district, urges common dispatching centers, a regional channel for coordinating mobile communications in and among districts and immediate access to state and national law enforcement data files by police in patrol units.

OCJP's first efforts at providing an effective central dispatch system are now producing results in Muskegon County.

The county has been defined as Mobile Radio District 1 in communication Region 3 of the state plan.

Central dispatching had been provided in the county since 1970, but, explained Donald G. Mead, head of the Muskegon County Central Police Dispatch Authority, only one radio duplex frequency was available for base to car, car to car and LEIN communications.

Increases in radio usage and requests for information from LEIN (Law Enforcement Information Network) cramped the effectiveness of the dispatching system, he said.

In 1970 a \$48,000 grant from OCJP made possible the first improvements to the system by allowing purchase of additional communications equipment. In the 1973 fiscal year a second grant—\$192,621—bought more equipment including four-frequency mobile radios.

A 911 emergency telephone system to serve the entire county was established in February, 1972. When a citizen places an emergency call on the 911 line, a dispatcher quickly locates the nearest police mobile unit which is then dispatched.

The grants were made to the Central Operation for Police Services (COPS), a Muskegon County police organization established to handle a number of centralized operations including dispatching.

All full-time police agencies, except Muskegon Heights, are now participating in the dispatch system, Mead said. They are Whitehall, the sheriff's department, North Muskegon, Norton Shores, Muskegon Township, the City of Muskegon and Roosevelt Park.



This Muskegon County police dispatcher takes an emergency call from a citizen in trouble and in a matter of seconds sends a police car racing to the scene.

The central dispatching system also has cross monitoring with the State Police.

Now a police officer using the central dispatch system has contact with the central office in the Muskegon Police Department, other patrol cars in the system, LEIN and can be contacted in county-wide emergencies.

Now it generally takes about two and three-fourths minutes from the time police assistance is requested until help arrives, and less time, said Mead, in cases where a crime is underway.

Of the 82 patrol cars in the county, 50 to 60 can generally be contacted through the central dispatch center at any one time, he said.

When the system began operation in 1970, there were 2,600 LEIN messages sent and received monthly. Now, because of increased accessibility, there are about 30,000 messages a month handled by five full-time operators on a 24-hour basis, Mead said.

Because of the heavy LEIN use, police have been able to identify more wanted persons—usually four

"hits" daily compared with six monthly before the system was improved.

Participating agencies split the cost of operating the system. The minimum cost to the smallest agency was \$5,200 in 1973. The funds are used to staff and operate the facility.

Two additional entities are expected to join the COPS system in the near future. These are Muskegon Heights and Eggleston Township.

Police Central Dispatch, 10314-02, \$192,621.

drug enforcement education

The Michigan Controlled Substances Act of 1971 charged the administrator of the Michigan Board of Pharmacy with the primary responsibility of controlling the distribution of certain substances and preventing the diversion of those substances into the illicit market.

The Board registers all persons engaged in the legitimate distribution of controlled substances, conducts routine inspections to monitor distribution of controlled substances and investigates complaints on the misuse of the substances by registrants.

Since about 25,000 registrants dispense, distribute or use controlled substances in the regular course of their business within the state, a program had to be developed that would train and educate investigators who regulate controlled substances and which would help other law enforcement administrative agencies track the source of diverted controlled substances.

In August of 1972, the Michigan Office of Criminal Justice Program (OCJP) provided the Michigan Department of Licensing and Regulation with funds to initiate such a program.

The training grant complimented a \$330,000 discretionary grant from the federal Law Enforcement Assistance Administration to establish a Diversion Investigation Unit within Michigan.

An intensive two-week training program was given to 14 investigators of the department's Division Investigative Unit and 37 selected police officers representing 30 law enforcement agencies throughout Michigan. The training consisted of 80 hours of classroom and field activity conducted by personnel of the former Bureau of Narcotics and Dangerous Drugs. Assistance also was provided by staff from Division Investigative Unit, the Michigan Department of State Police and the State Crime Detection Laboratory. In addition, numerous in-service conferences were held involving investigative unit personnel, prosecuting attorneys, instructional staff and law enforcement agencies.

Because of the training, a total of 70 (53 non-licensed, 17 licensed) persons were arrested as of June 1, 1973 for the illicit sale of drugs, having a street value of \$2,400,000. The project also named by the U.S. Drug Enforcement Administration as having contributed to Michigan's exemplary efforts in combatting drug abuse.

Continued communications with law enforcement agencies throughout the state and with the professional medical associations is expected to enhance the ultimate goal of limiting diversion of controlled substances for illicit purposes.

Drug Enforcement Education, 12134-1, Michigan Department of Licensing and Regulation, \$20,000.

law enforcement training

The concept of career development training for law enforcement personnel has long been acknowledged as an important factor in reaching the goal of upgrading that branch of the criminal justice system.

The President's Commission on Law Enforcement and Administration of Justice, in its report entitled "Task Force Report, The Police," strongly recommended a career development approach to police training. They recommended continuous training, progressing from the recruit level, up to and including executive and administrative personnel.

Since the President's Report, various individuals and groups have continued to speak out for the upgrading of America's police officers and have indicated that the approach should be through improvement by continued and intensive training programs, particularly those that progress with the level of the career responsibility of the officer.

In keeping with these recommendations, the Michigan Office of Criminal Justice Programs (OCJP) included within its 1973 Comprehensive Plan a program entitled "Training for Law Enforcement" to improve the ability of law enforcement personnel to respond to the demands of their profession in an effective, efficient and expeditious manner.

With these objectives in mind, OCJP awarded a \$302,810 grant to the Michigan Law Enforcement Officers Training Council (MLEOTC) for a six-month project to begin January 1, 1973 and conclude June 30, 1973.

The project, known as "Police Career Development," was designed with the progression of training suggested and provided the means to allow many of Michigan's law enforcement personnel to take advantage of the training. Through the knowledge and skills learned, police proficiency was upgraded.

To offer training to all levels of law enforcement personnel, the project was designed in a modular framework, with training focusing on particular levels of the police officer's career ladder.

Response to the needs of the new recruit was included in the basic training portion of the project, the goals of which were:

1. To provide quality basic training for 800 officers.
2. To help regional training academies increase the scope and depth of their basic programs beyond the minimum required by law.
3. To pay for all training expenses, except salary and transportation, so all recruits, regardless of a department's financial resources, could attend a training school.
4. To provide subsistence when necessary, so all recruits, regardless of location, could attend a training school.
5. To enable the regional training concept to continue, so as to strengthen facilities which will



Police recruit training is mandatory under Michigan law, but education and training of other law enforcement personnel, including experienced police administrators, also is recognized as necessary.

be used later for basic and in-service training programs.

During the life of the project 866 personnel received basic training in regional training academies. Accommodations were made for 142 officers to attend schools in other regions of the state on a live-in basis. Even though this was a popular feature of the program, and helped the training, it also was a costly item within the total budget. MLEOTC is presently evaluating this situation with the intent of reducing the expenditures of the basic training portion of the Career Development Program. As of July 1, 1973, the State of Michigan began financing this part of the training project through legislative appropriations.

The advanced training also provided law enforcement officers, engaged in basic enforcement tasks,

in-service training to build the knowledge they acquired in basic training and through experience. These goals were envisioned:

1. To design and start advanced police in-service training on a statewide level.
2. To provide training to an estimated 250 Michigan law enforcement officers during the first six months of 1973.
3. To make this training available to officers from law enforcement agencies of every size and location.
4. To provide quality instructors, materials and facilities for advanced police training.
5. To pay for subsistence, when necessary, to allow officers to participate in the training regardless of the department's location.
6. To finance all training expenses, except salaries, so officers could attend regardless of the department's financial resources.

A total of 228 officers were enrolled in the eight sessions of advanced police training, held at various regional training academies.

The middle-management and executive training portion of the project was designed to acquaint supervisory personnel with the problems they will face as managers of men and facilities, and train them to understand and deal with those problems. The goals of this portion of the project were:

1. To design and start a curriculum for police management training on a statewide level.
2. To train an estimated 100 law enforcement managers during the first six months of 1973.
3. To provide quality instructors, materials, and facilities for both types of management training.
4. To pay for subsistence, when necessary, so officers could attend a training program regardless of their employer's location.
5. To finance all training expenses, except salaries, so officers could attend management training regardless of a department's financial resources.

The project produced 98 command administrative personnel, trained in the principles of management. These officers each participated in one of four seminars conducted at Michigan State University in East Lansing and Mercy Center at Farmington.

Police Career Development, 12266-1, MLEOTC, \$302,810.

public defenders

U.S. Supreme Court decisions guarantee a defendant's right to counsel whether he can afford it or not.

Persons accused of committing felonies have had this right for several years; those accused of lesser crimes—misdemeanors—got the right in 1972.

The appointment by the court of private attorneys to handle indigent defense with taxpayers' money has been the usual method of meeting these rights.

Criticism of this method has been that the system is too impersonal, that defendants are not getting adequate counsel and that it costs the taxpayer too much money.

In an effort to improve indigent defense while providing it more economically, the Michigan Office of Criminal Justice Programs (OCJP) awarded grants in the 1973 fiscal year to Bay County (\$151,689) to start a public defender office and to Washtenaw County (\$37,553) to continue its public defense services.

In Bay County the new office's work is coordinated with the Bay County Legal Aid Society and handled by a staff of six—a director, a defender, two assistants, an investigator and a secretary.

In Washtenaw County a staff of seven headed by attorney George W. Alexander, defend indigents accused of felonies and misdemeanors in the 22nd Judicial Circuit. They also have been given responsibility in the area of indigent appeals.

Bay County defenders provide services to the 18th Circuit Court and the 74th District Court, whose judges have praised the project.

"Almost a necessity, especially in appropriate misdemeanor cases," says District Judge Ira W. Butterfield, adding, "previously it has been almost impossible to find private attorneys willing to serve in such cases except at high cost. In my opinion, the use of a public defender is not only less expensive, but conserves the time of court personnel."

Bay County Prosecutor Eugene C. Penzien also has endorsed the project and said it is an excellent asset because counsel is now normally available for defendants in line-ups, preliminary examinations and other proceedings. He also said the new practice has speeded up court procedures because the public defenders are working on a full-time basis.

In Washtenaw County a circuit judge said the defenders office "has become an integral part of the criminal justice system . . . The office has developed an expertise in all phases of criminal defense that would be difficult for private practitioners to acquire due to the diversities of most private practices.

"Cases have been brought to trial and the record on acquittals indicates that few, if any, matters that should have been disposed of prior to trial have been tried.

"I believe that the office has enabled the courts to handle an ever-increasing criminal docket with more efficiency . . . Fewer adjournments and delays are noted," he said.

The judge also said defense has been "vigorous and fair."

"I feel (the defense) staff has a high degree of credibility with the courts," he said.

The Washtenaw County defense office also provides pre-sentence reports to judges to help them decide if outside services, such as drug treatment, are necessary.

Although the Bay County project had only been underway for about six months before the end of the 1973 fiscal year, the defender office was able to document substantial savings in the cost of defending indigents.

The cost of running the office for the first six months of its operation was \$36,358. Had the same service been provided by private assigned counsel, the cost would have been \$52,649.

A total of 280 cases were handled during that period, or about \$130 per case. In 1972, under the assigned counsel method, felony cases cost \$248 each and misdemeanor cases, about \$171 each. In using the assigned council method during the same period that the defender office was in operation, it was found that the cost for each case handled by private counsel was about \$201 compared to \$130 per case under the public defender method.

During the same period, 160 circuit court and 120 district court cases were defended by the office.

Other advantages of the new system have been the provision of criminal law specialists—the defender and his two assistants—for full-time defense work and the use of a full-time investigator within the office. Under previous procedures, an investigator was not available to assigned counsel unless the crime was extremely serious. It is believed that investigation provides a better defense for indigents.

The office is able to provide full-time defense for indigents from the time they are charged with a crime until they are either acquitted or convicted.

Personnel of the Washtenaw County Public Defender Office believe their project has had a real, if difficult to measure, impact on the county's criminal justice system.

"There seems to be no doubt that instances where the use of supportive help such as drug programs, aid in employment and mental health services, instead of jail, has significantly increased," said Alexander.

Perhaps more importantly, he said, clients have shown extremely high confidence in the office.

"The basic policy of the office was and has been to provide the best possible legal defense for its clients. The most important ingredient is that of complete and thorough preparation to provide knowledge and insights of the facts of the case and of the client himself," Alexander said.

Although one attorney normally handles one client from the beginning of a case to ultimate disposition, the modus operandi of the office insists on conferences with other attorneys at all phases of the process.

Alexander said an important aspect of his office's work is aiding a client in obtaining help from other agencies.

"This aids not only in the client developing an understanding and respect for the system but helps prevent him from becoming involved as a defendant a second or third time," he said.

Washtenaw County Public Defender, 0556-02, \$37,553. Bay County Public Defender, 12744-1, \$51,689.

community service officers

Perhaps the most significant development in the criminal justice system in the last six years has been the active striving by police to become truly professional and to create a better image for themselves in the community.

The City of Ypsilanti felt there was a need to unify efforts involving the police department and the community in developing a better police image while exposing young adults to the positive aspects of law enforcement.

The city wanted to develop a program that would give young minorities and females work experience and a feeling of participation in the community. It also wanted to develop a ready pool of police recruits not only interested in the activities of the police department, but familiar with its techniques and routine.

With those goals in mind, it applied for a grant from the Office of Criminal Justice Programs to create a Community Service Unit within the Police-Community Service Division. On Jan. 1, 1973, the city received a \$50,580 grant.

Six young persons were selected for employment as community service officers. They received 80 hours of classroom and four weeks of in-service training in criminal laws, arrest procedures, handling juvenile complaints, identification of crimes, constitutional and common laws—a condensed course of basic police training.

The four weeks of in-service training consisted of working within several police department divisions and city and county agencies.

Officers then spent the next few months in the Detective Bureau, the Patrol Division, with citizen complaints, in schools and in park patrol. A total of 600 hours also was spent in conducting youth and adult field trips.

During the last six months of the 1973 fiscal year, the service officers, while soliciting within two target areas, received about 46 citizen requests for services; 20 of this number have already been closed.

When a community service officer receives a service request from the citizen, he submits it to the project director, who in turn selects the department to handle the request. The response is reported back to the project director so that the original community service officer can contact the citizen and relay disposition of the referral.

From the onset, the service officers felt they would receive a larger number of complaints from the lower income black and white communities. Instead, they found the majority of the complaints

from these areas were few and minor. From middle class and upper middle class areas of the community, however, the number of complaints were very high and ranged from very minor problems to those involving the need for a charter amendment.

A side effect of the solicitation was that more citizens began to telephone the police community service section about their personal, neighborhood and community problems. Citizens were pleased that their problems were personally handled and that results could be obtained. Members of the City Council have said the officers have made their job easier in communicating with their constituents.

The community service officers found themselves in a position of being the community's advocate. Of the original six officers, whose ages range from 18 to 25, four have strong aspirations in the area of law enforcement; the other two have chosen social work.

When the program was first started, personnel were confronted with a large amount of skepticism from members of the patrol unit, who distrusted non-sworn personnel. Partly because of the presence of female service officers, the patrol division could not bring themselves to accept the new unit. There were several confrontations between the proj-

ects personnel and patrolmen for about two months. Six months later the patrol officers and project officers were on patrol together through a voluntary request from the patrol division.

This, in itself, has proved that the program has achieved one of its initial goals—that of being able to have minorities and women accepted by the veteran police personnel.

In addition, inmates of the Drug Rehabilitation Program of Milan Federal Institution also were involved in the project. Area adults and youth were taken on field trips to the Milan Institution where sessions were held by several inmates on heroin abuse. The community service officers assisted in selecting problem youth and have convinced prison officials to allow the inmates to travel outside the walls and into the community as part of the program.

From the City of Ypsilanti's point of view, the program has been successful. The youths involved appear to respond more readily to this educational program than those involving film strips, movies and lectures. They are able to ask questions and have them answered by an experienced person.

The program has had a direct impact on two other areas — school disturbances and juvenile crime. In the 1972-73 school year, the Ypsilanti Public School System did not experience one school

disturbance, while in the past there have been all out confrontations between the black and white student body. The community officers aided here by conducting meaningful communications between the two groups. Another result of the project has been a reduction in juvenile petition requests since January, 1973. Previously, the police department had been requesting 30 to 40 petitions per month. Since January this figure has been cut in half.

The service officers talk with and attempt to work with most detained juveniles, something that was not done before.

The female officers have done a tremendous job in combatting the female runaway problem and have received praise from the juvenile court authorities.

A female service officer has been assigned to the Detective Bureau on a permanent basis. She is maintaining the files, reports, fingerprint classification and warrant notifications while answering the telephone for the detectives. This has allowed the department to free one full-time detective for investigation duties. This service officer also has been allowed to go on field investigations with detectives and attend criminal trials, thus gaining experience in the field of law enforcement investigations.

Community Service Officers, City of Ypsilanti, 0917-01, \$50,580.

more than a dream . . .

"We had a dream and pursued it with the determination that it would become a reality—we are standing in the middle of that dream today."

The speaker was Charles Dunlay, police chief of Mt. Morris Township in Genesee County and director of a project involving creation of a new police communications system to serve the county's 400,000 plus citizens.

The occasion of the speech was dedication of the new communications center in Flint—a three-year-old dream that became reality shortly after the end of the 1973 fiscal year.

The new communications system, involving a central police dispatch center in a facility adjacent to the State Police Post at Flint, was partially financed through a \$535,148 grant from the Office of Criminal Justice Programs (OCJP) to Genesee County during the 1973 fiscal year.

The center is staffed by State Police personnel who can dispatch 254 police cars and 640 police officers in 24 police agencies by using four radio frequencies. In emergencies, a single mobile unit of one of the 24 police agencies in the county, or the combined 240 units of all agencies, can be dispatched and directed through one frequency.

Fire departments and ambulances also can be dispatched through the center. Direct access by patrol cars to information from LEIN and the National Crime Information Center also is possible. Installation of an emergency 911 telephone number will be completed in the current year.

Plans for the countywide communications system, which allows police officers in cars to talk to each other from opposite ends of the county, earned international recognition in 1972 through a contest sponsored by the American Express Co. and administered by the International Association of Chiefs of Police.

The system was a second-place winner in the police science contest held to aid in the flow of information on new techniques and methods used by law enforcement agencies throughout the world and to pinpoint the ones which offer the greatest practical application.

Dunlay, an enthusiastic worker in the struggle to set up the new system, was presented with a \$2,500 check for his essay on the project.

In acknowledging the award, Dunlay said: "At the State of Michigan level, we feel that we have accomplished an outstanding achievement, but to compete against the world is quite something else. I must say that this is one of the happiest days of my 16 years in the police services."

The grant, administered through OCJP, helped purchase such items as mobile and portable radios, consoles, radio towers and base stations.

Ground was broken for the center on Jan. 8 and the facility was completed May 17.

Dunlay said he hoped the center would be "a catalyst for future improvements in law enforcement such as computerized records, computer-aided dispatch, teleprinters or any innovation that will provide our police officers and citizens with more professional police service.

"I believe . . . that this project was worth any sacrifice or price we had to pay and one that the nation, if not the world, will focus attention on."

Communications System Improvement, 11285-1, \$535,148.



Young Community Service Officers in Ypsilanti Chat with Police Official

MYSIS

Juveniles can get lost in a system which is trying to help them. This came to light recently when a child placement information system operated by the Michigan Department of Social Services was developed.

As this information system was started, a number of juveniles were "found" in facilities from which they should have been removed sooner. This may not have affected the youngsters if the placement were appropriate; however, if they were placed improperly, it could have had serious repercussions.

Many caseworkers throughout Michigan are responsible for too many children to adequately supervise their care and placement. Because of this, a youngster, placed in a treatment or detention facility who is not causing any problems, may not come to the attention of the caseworker for long periods of time.

For these and other reasons the Office of Criminal Justice Programs financed creation of the Michigan Youth Services Information System (MYSIS) in the Department of Social Services.

When the MYSIS program was first awarded a grant of \$127,800 in June of 1971, it was the beginning of one of the nation's most comprehensive information systems on juveniles. The first year of the project was devoted to the development of a detailed plan for the system. This plan includes data elements which should be collected and which are capable of being exchanged not only in the county but across county lines and eventually on a statewide basis.

In addition to the plan, the first year grant is financing a report on the existing information system and a security and privacy manual including a code of ethics for users of the system.

A second grant was approved in June, 1973, to complete the plan and to resolve differences within that plan through the use of county task forces and a statewide advisory group appointed by the Governor. When the plan is approved, the second phase of the project, a detailed design of the information system, will be prepared. During this phase a six-county demonstration prototype of the system will be developed and started. The system will include information from police, courts, prosecutors, educational institutions, the Department of Social Services and private agencies.

As the system operates, it will give each caseworker a monthly report showing the status of each client. Included in this status will be information on the treatment taking place, how long the youngster has been in that particular treatment or facility,

and whether the original goals are being met through the present program.

If, for example, a youngster is placed in a detention home for a period of no longer than 15 days, the monthly report will show whether the youth is still, in fact, in detention. The caseworker and the casework supervisor will both be notified that a particular case has not moved according to plan.

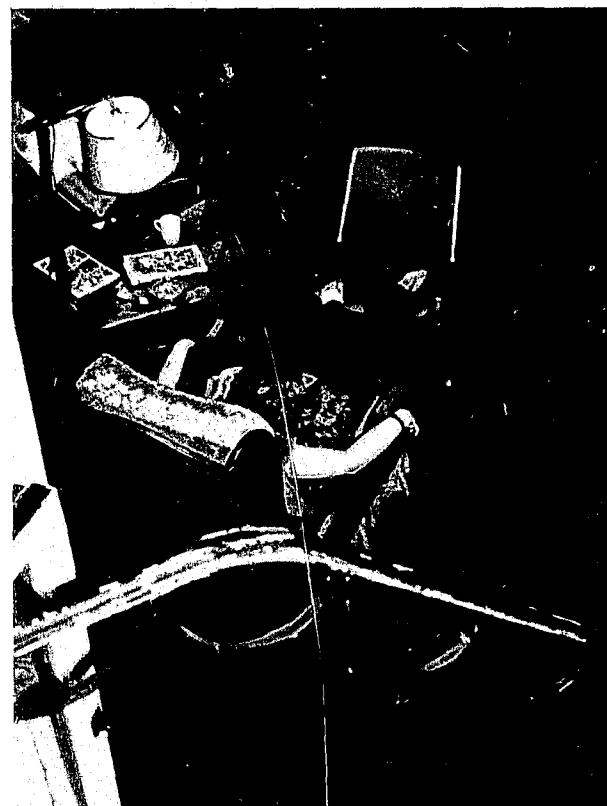
Although there are some management benefits, the system is being designed and will be used as a client-centered information system.

As the system develops, it should provide the basis for improving youth services on a statewide basis by being able to pinpoint problems in decision making on placements and treatment methods. It will provide data for evaluation of various programs operating in the state.

After the six-county demonstration is evaluated, the project will expand to include 15 counties and, eventually, the remaining 62 counties.

Since information systems are a very sensitive topic, especially in the area of juveniles, many hours of discussion and debate are taking place regarding the types of information that should be included in the system and whether information should be shared across county lines, just within the county or on a total statewide basis.

MYSIS, 0741-01, 0741-02, Michigan Department of Social Services, \$127,800, \$190,000.



court administrator

What does the paper industry have in common with the 9th Judicial Circuit? The answer is Don Sherburne.

Don spent 16 years in the paper industry primarily in methods and systems analysis. He has a bachelor's degree in accounting. The 9th Circuit in Kalamazoo County acquired his services to infuse the court with new talent, academic discipline, experience and innovative ideas. To focus Don's talent on the court's problem areas, he was given the opportunity to attend the Institute for Court Management in Denver, Colo.

The employment of the court administrator through grants awarded to the county by the Office of Criminal Justice Programs has provided many dividends. An important one has been the opportunity to transfer docket control and other functions from the county prosecutor's office back to the court.

A number of innovations have been instituted by Don. One of particular interest is the use of criminal cases as backups for civil cases. He recognized that almost all cases scheduled in civil court were settled on or before the trial date. This meant that prospective jurors and a valuable court room were being grossly under used. The new criminal case backup assignment procedure to make better use of court facilities and jurors has been so effective that there has been no free time to work in the civil court facilities on out-of-court matters, such as writing opinions. Of this development, Don says "the very success of the new assignment method may be its downfall."

An integral part of the court assignment procedure is the ability to know when a case is ready for trial. Don has replaced the monthly docket calls with a continuous process for checking when cases are ready for trial. When his records indicate that all pre-trial proceedings have been completed, he sends a case readiness checklist to the assistant prosecutor assigned to the case. The prosecutor, in turn, completes the checklist and returns it via the chief assistant prosecutor. If the prosecutor indicates the case is not ready, Don takes appropriate action to speed it up. If the case is ready, he notifies the defense attorney in writing that plea bargaining will end on a given date and asks for a response on whether a plea will be tendered or whether the case should be set for trial.

The results have been interesting.

Don said, "the continuous case readiness monitoring method during the past quarter has increased the number of dispositions by 15 per cent, from

121 to 101 days." He explained that the figures represent disposition by plea, trial, nolle and dismissal. Since more than 90 per cent of the cases were disposed of by plea, Don believes that taking pleas earlier is probably the major reason for improvement.

The technique of setting criminal cases to back-up civil cases has increased substantially the use of criminal jury time. He explained that during a typical 12-day criminal jury term, approximately 14 to 15 court days are spent trying criminal cases, most by the "primary" criminal court, with the balance by the "backup" civil court.

Don said when he began his employment only 23 per cent of the jury time was used with an average of about one adjournment a day or about 12 per term. After procedures were established to cut plea bargaining off two weeks prior to the jury term, 73 per cent of the jury time was used with adjournment dropping to about three per term. When civil cases were backed up with criminal cases, 120 per cent of criminal jury time was used and adjournments increased to about 4 per cent.

Don's efforts to improve the court's administration have been unanimous and wholeheartedly supported by the judges who said, "In his first year with us, Mr. Sherburne has amply demonstrated his ability to get the job done; for example, he has implemented changes that have reduced criminal case processing time by about 30 per cent."

The Kalamazoo County Circuit Court Administrator Program, 7540-2, \$22,100.

companion counselors

Juveniles who get into trouble usually have companions and chances are that their companions also have been in trouble. It is thought by many that if a juvenile prone to delinquency has a strong positive companion, his chances of getting into further trouble may be reduced. This is why the Wayne County Juvenile Court is using a companion counseling program with the assistance of a \$28,116 grant from the Office of Criminal Justice Programs.

The Companion Counselor Program assigns trained college students to troubled youth. All college students participating in this program also are enrolled in a class where they are trained for their role as a companion and counselor. In the first eight months of the program, 155 companion-counselors were trained and assigned to cases. They have provided services to 162 Wayne County youth.

By the end of the project year the companion-counselors will have spent approximately 16,200

hours counseling juveniles. The counselors will have visited the youngsters an average of 1.2 times a week for an average time of 2.8 hours per contact—about 22 times more contact as there is with a court probation officer.

Many volunteer probation programs appear to have a problem recruiting minorities for their program but approximately 50 per cent of the counselors in this program are black.

An experimental control group model is being used to evaluate the project. When comparing arrest rates between the treatment group and the control group, it becomes obvious that a definite impact is taking place. During the evaluation period, the arrest rates for the treatment group dropped from 33 per cent to 16 per cent. During the same six-month period, the control group dropped from 23 per cent to 22 per cent. Although this evaluation is based on a short period of time, it is expected that the trend of decreasing arrest rates will continue.

The companion-counselors act as a positive influence for the juveniles. They are not only setting a good example, but they are listening and allowing the juveniles to discuss their problems in confidence. The companion-counselors work to establish a one-to-one relationship with the youths.

The program is an inexpensive project performing a valuable service.

Companion Counseling Program, 10674-1, Wayne County, \$28,116.

outreach

In 1972 a program started earlier by the Pontiac Police Department to "reach out" to the citizens it serves was expanded with a \$27,000 grant from the Office of Criminal Justice Programs.

Since then the department's "Outreach Program," a police-community relations unit, has been credited with:

- A role in the city's 16.7 per cent serious crime reduction during 1972.
- Disbanding of two troublesome youth gangs.
- Opening communications channels between police and citizens in areas identified as having a high number of crimes and police-citizen confrontations.
- Conducting 226 "rap sessions" in Pontiac schools attended by 15,323 students.

- Encouraging formerly apathetic youngsters to take part in police-sponsored recreation programs.
- Identifying potential areas of tension and conflict in the city.

The police-community relations unit was expanded from a one-man to a three-man unit in 1972. It received a second grant of \$27,400 in the 1973 fiscal year to continue its efforts.

During the period of the first grant, the two officers, supervised by a project director, received on-the-job training and took a police-community relations course at Oakland Community College. They were assigned a marked police car to work in high-crime areas.

From the onset, the officers were besieged with requests from local school administrators and instructors to appear at schools as guest speakers.

Topics of discussion included consumer fraud, the criminal justice system, individual rights and responsibilities, bicycle safety, drug abuse, career development and crime prevention.

Since the program was expanded, every school-aged student in Pontiac, more than 26,000, has been contacted by one of these officers.

In addition to relating to school-aged children, the unit also works to establish effective lines of communications with citizen groups through speaking engagements and by serving as liaison between the community and the police department.

When the project started, two neighborhood youth gangs known as the "Black Disciples" and the "Flamingos" were actively engaged in burglaries, assaults and malicious destruction in the target areas. Outreach Program officers and Crime Prevention officers were directly responsible for dissolving these gangs.

The ending of the school in the spring and the beginning of school in the fall have, in the past, been times of student unrest and racial tension leading to serious racial disturbances in Pontiac public schools. But in the spring and in the fall of 1972 schools in the city closed and opened without incident. The work of Outreach Program officers with the students is believed to have been directly responsible for this development.

The City of Pontiac experienced a 16.3 per cent reduction in Part I offenses during 1972. Although the part the program officers played in this reduction cannot be measured statistically, school and police officials and citizens are of the opinion that program officers contributed greatly to this significant decrease.

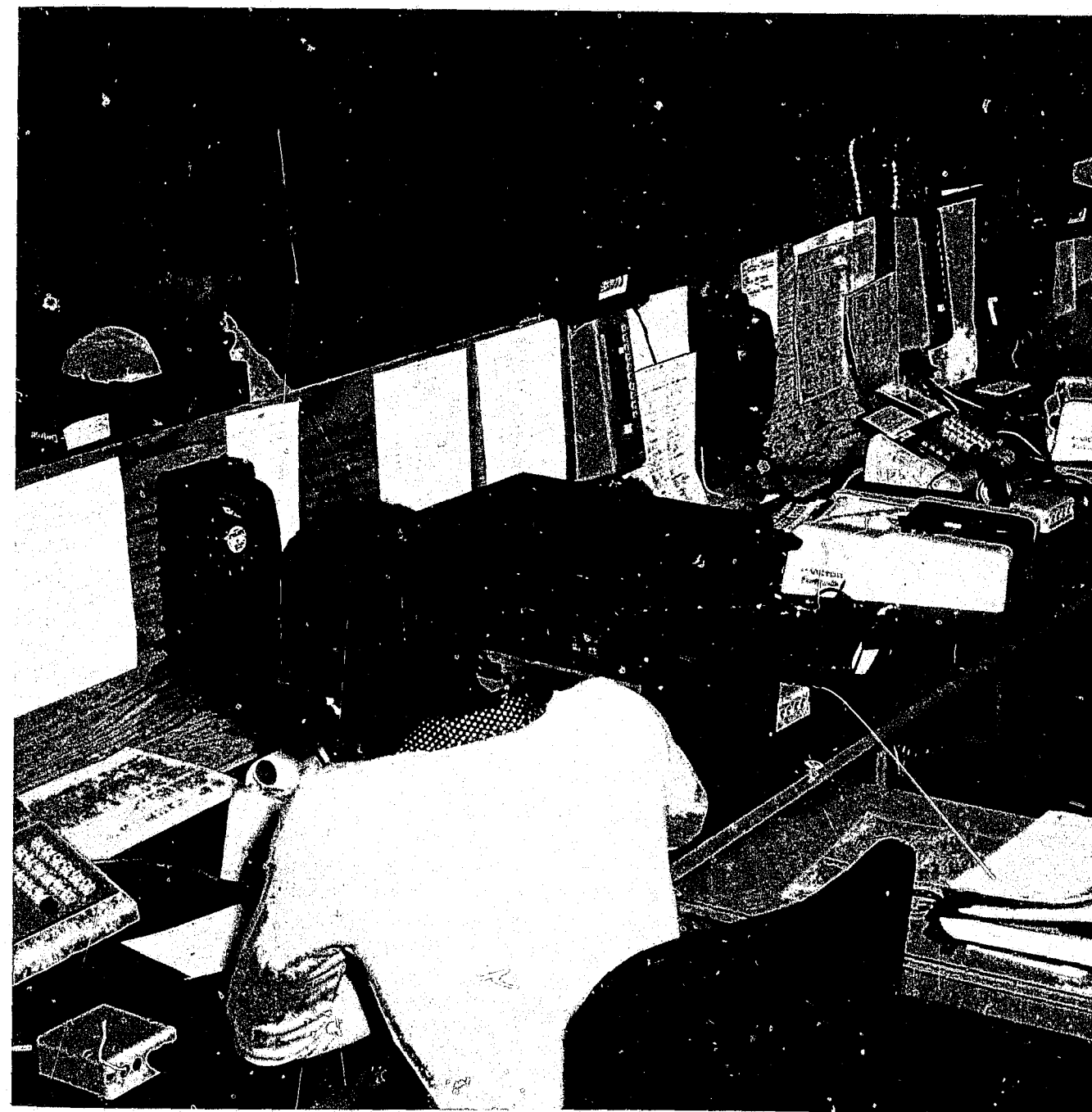
Although a statistical yardstick is not available to measure the success of the program, one area which

is beneficial in measuring results is the number of arrests for interfering with a police officer and resisting arrest. During 1971, officers of the Pontiac Police Department arrested 16 persons for resisting arrest and 12 for interfering. During 1972, after the Outreach Program started, this number was reduced to seven for resisting and five for interfering. The improved communication between the citizens of Pontiac and their police department, promoted by program officers, is believed to be primarily responsible for this noteworthy decrease.

Black club and neighborhood organization leaders have expressed overwhelming approval of the Outreach Program and the part it has played in improving police and community relations in high-crime areas of the city.

Bi-racial situations involving tension and conflict also are being handled by these officers and representatives from the Pontiac Human Resources Department.

Outreach Program, 0926-01, \$27,000; 0926-02, \$27,469.



Detroit's Impact Center—Fast Action for Citizens in Trouble

Detroit police communications

Shortly after the close of the 1973 fiscal year a new era in police communications began in the City of Detroit. For the first time citizens in trouble were able to dial 911 and get immediate help on a 24-hour basis.

The city's police department also added another important emergency communications tool—a computer to assist the police radio dispatchers in selecting the car to send to the scene of a crime or to assist a citizen.

The computer-aided dispatching system links the radio dispatching and the emergency telephone Impact Center.

Information received from a citizen on the 911 emergency line is relayed by the emergency service telephone operator to the computer via a cathode ray tube terminal, which has a keyboard similar to a typewriter.

The computer verifies the location, determines whether it is a bona fide address, a new call or a repeat, and checks for any hazards in the area. Information from the computer then is returned immediately to the emergency service operator for a decision on what should be done.

If the decision is to send a vehicle to assist the citizen or to act on the call, the computer reviews the available mobile units, selects a unit that department policy has determined is appropriate for the mission involved and notifies a zone controller (dispatcher) of the system's selection.

When the car calls back into service after completing the assignment, the computer logs the time it took to complete the run, the results reported by the unit and any special information, such as the nature of the crime and suspect's description, for relay to other units. Information formerly committed to paper by the 911 operator and the dispatcher is stored instead in the computer and is always immediately available for display on the cathode ray tube.

If there is no car available for a run, the computer creates a "queue" or waiting list by storing the call for response by the first available unit, according to a predetermined set of priorities. For example, a situation involving immediate danger to human life would have top priority. The former method of operation required use of bulky run tickets and constant review by the dispatcher to ensure that all calls were processed as fast as possible and in the proper priority.

The entire system was financed in three phases by the Office of Criminal Justice Programs. During

the first phase a consulting firm was hired to create and plan a modern communications system. The firm selected was retained in the second and third phases during which time equipment was purchased, the computer programmed, and the project started.

Final development of the system began in the 1973 fiscal year. The original plans included the purchase of two mini-computers to interface with the Detroit City computer; however, as the planning progressed, the consulting firm found that a larger computer would be more practical in the future. A larger computer was therefore purchased to be used with another computer owned by the city. The two computers act as a back-up for each other.

Radio equipment in the new computer-aided dispatch system includes new dispatching consoles with many built-in automated functions and new telephone consoles to accommodate the latest computer input devices. Other radio equipment includes 12 channel mobile radio units, portable radio units carried by officers, base stations and radio towers.

The entire system is to be completed by Jan. 1, 1974.

Emergency Communications System, 0747-03, \$2,206,693.

SPARMIS

The operation and effectiveness of modern law enforcement agencies are often hampered by ineffective management procedures caused by the lack of accurate and timely information and cumbersome paperwork.

Grants totaling \$533,617 to "take police out of the paperwork business" through use of a modern management information system, were awarded to the City of Grand Rapids (partly during the 1972 fiscal year and partly in the 1973 fiscal year) by the Office of Criminal Justice Programs (OCJP).

The project, called SPARMIS (Standard Police Automated Resource Management Information System), is being developed in the Grand Rapids Police Department as a model for eventual statewide use. When fully developed, the system is expected to provide information which will help police administrators analyze crime effectively, dispatch manpower and streamline reports.

An important part of the project will be preparation of a statewide police information system and plan for OCJP which will serve as a blueprint for improving present police information systems.

In the past, OCJP received numerous grant applications for development of similar systems. It is believed a statewide plan will eliminate fragmentation of such systems and help assure success of those which might have, in the past, failed because of inadequate planning.

Installation and testing of a prototype information system in Grand Rapids, incorporating common unique police information needs, is expected to be the first step in putting the statewide plan into operation.

Statewide use of SPARMIS will give police personnel access to crime statistics, standardized police reporting forms and modern methods of analyzing manpower resources and budget needs.

By developing a system as defined in the statewide plan, law enforcement agencies will be able to exchange basic crime information and avoid record-keeping duplication. Also possible, will be methods to classify crimes by location and code numbers that can be used by all police agencies.

When the comprehensive information plan is accepted by OCJP and the project's supervisory bodies, it also should assist law enforcement agencies in determining how much federal and local money is needed to install the SPARMIS for use in their departments.

The systems package developed for use in Grand Rapids also will be applicable to agencies where computers are not needed or available.

Out of the SPARMIS project should come new reporting forms, filing systems, procedures for getting information on crime and ways to control it to administrators and police officers on the street and better communications among police and other criminal justice agencies.

Project director is James E. Gunderson, director of systems and fiscal management for the City of Grand Rapids, assisted by a Detroit consulting firm. Two committees, composed of a number of law enforcement personnel, prosecutors, city administrators and representatives of state agencies, including OCJP, are supervising the project. The committees are responsible for making sure that provisions for state-level criminal histories security policies are incorporated in the SPARMIS.

Operating under the premise that proper evaluation of present law enforcement efforts is difficult, and sometimes impossible, because of the inability to store, retrieve and analyze data, personnel from the consulting firm began a comprehensive analysis of police information needs and systems in 47 city police departments and 18 sheriff's offices in Michigan as part of the project. These locations were

chosen because 87 per cent of all crime in Michigan is committed in these areas, and because it established a comprehensive determination of law enforcement information requirements.

Also surveyed were police information systems in communities in other states and in other elements of the criminal justice system. Besides providing an information system for police that will tie in with and improve on, other police information systems such as LEIN (Law Enforcement Information Network), the consultants were directed to make sure the proposed system would be compatible with other criminal justice information systems in the courts, correctional agencies and prosecutor's offices.

Part of the survey also included deciding which police information needs can be most effectively provided from a central state system and which are more appropriately provided by regional and local governmental units.

Development of statewide information standards to ensure data accuracy and reliability also is included in the plan.

A major benefit of the streamlined information system will be the reduction of police clerical work which has kept officers from law enforcement duties.

The outstanding feature of the project has been the comprehensive systems approach to meeting the total information needs of police agencies, singularly and collectively, in the State of Michigan.

The SPARMIS model has systems to deal with events, such as incident and activity recording; people, in the areas of arrest, juvenile contact, fingerprinting and mug file processing; operations management, such as crime and accident analysis and service programs and administrative systems, such as property control, the processing of citizen complaints, the handling of licenses and registration and controlling equipment.

Development of the SPARMIS model is in the final phase. A preliminary concept of the statewide plan has been completed and police agencies in the state have, so far, enthusiastically accepted it.

Personnel in the Grand Rapids Police Department have accepted use of the SPARMIS model and an intensive analysis of the department's operation resulted in elimination of a considerable amount of unnecessary paperwork and record keeping. This, in turn, made personnel available to perform activities for which the hiring of additional personnel had been anticipated.

An unexpected benefit of the project has been increased cooperation and communication between police jurisdictions.

SPARMIS, 0382-01, 0382-02, City of Grand Rapids, \$533,617.

consumer fraud prevention

Gift horses can bite.

Adam Smith, a Scottish philosopher and economist, knew that back in 1766. And Oakland County Prosecutor L. Brooks Patterson knows it now.

Both have insisted that in the market place the consumer ought to hold the reins.

Adams declared in his masterpiece on political economy, "... Consumption is the sole end and purpose of all production, and the interest of the producer ought to be attended to only as far as it may be necessary for promoting that of the consumer."

It's taken two centuries to put teeth into the cause he first espoused, but at last the American consumer is biting back.

"He's the 'now' person of the Seventies," says Patterson, speaking about Smith, "and official consumerism—federal or local—is, clearly, no passing phenomena."

Forty-six states now have consumer protection agencies, mostly tied to their attorney general's offices. And, in hundreds of counties throughout the nation, fraud units have been developed at the local level.

In Oakland County consumers need look only to their prosecutor for the help they need in solving market place problems because of a \$29,327 grant awarded to the county in fiscal year 1973 by the Michigan Office of Criminal Justice Programs.

There Patterson's Consumer Protection Division, eight months old at the end of the 1973 fiscal year, is staffed with young, energetic and highly concerned advocates of the consumer cause.

In one of the nation's fastest growing counties with a population nearing a million, a local consumer voice was long in coming. It was clear that the only way to successfully combat consumer fraud in a county composed of 63 autonomous municipalities and 47 law enforcement agencies, would be through a central countywide agency.

Patterson inaugurated his program in January, 1973, with an investigator and a quarter-time attorney as his staff. In a short time the division gained a project director, full time assistant prosecutor, six full-time summer law student investigators and more than 100 volunteer workers.

cc 73-274
DATED: 7-3-73

CONSUMER FRAUD UNIT
OAKLAND COUNTY PROSECUTOR'S OFFICE
1200 NORTH TELEGRAPH ROAD
POWELL, MICHIGAN 48063

REPORT OF COMPLAINT

NAME OF COMPANY OR FIRM COMPLAINED ABOUT Joe's Aluminum Siding
ADDRESS 57 Hill, Pontiac TELEPHONE 271-1451
SALES PERSON Joe Holmes DATE OF TRANSACTION 7-9-73

NAME OF PRODUCT OR SERVICE INVOLVED Aluminum Siding

IF PRODUCT OR SERVICE WAS ADVERTISED, WHEN No WHERE _____
(Attach copy of ad if possible)

PURCHASE AGREEMENT AND AMOUNT: CASH \$589. CHARGE _____ DOWN PAYMENT \$175.

BANK OR FINANCE COMPANY, IF ANY (attach copies of all records)

CHECK CAUSE(S) OF COMPLAINT:

1. () Advertised item not available 6. () Promised adjustment not fulfilled
2. () Defective merchandise 7. () Unsatisfactory installment or service
3. () Guarantee or contract not fulfilled 8. () Other
4. () Misrepresentation (advertising) 9. () Other
5. () Misrepresentation (oral)

BRIEF SUMMARY OF COMPLAINT: Joe came to my house and asked me to install aluminum siding. I installed it and gave him \$175. I have not seen him since.

HAVE YOU FILED A COMPLAINT WITH THE COMPANY? No DATE 7-5-73

WHAT ADJUSTMENT DO YOU CONSIDER FAIR? My money back or the aluminum siding installed

YOUR NAME Paul Harris TELEPHONE 294-7200
HOME ADDRESS 171 Hazel, Pontiac CITY Pontiac ZIP CODE 48053
BUSINESS ADDRESS _____

Consumers 'bite back' through fraud prevention services provided by the Oakland County Prosecutor's Office. Complaints are checked out and generally mediated. Occasionally there is a prosecution.

The staff has processed nearly 400 consumer complaints, issued three dozen warrants and recovered over \$60,000 in cash and merchandise settlements for Oakland County residents.

"The consumerism's manifesto," project attorney Peter Keenan says, "we consider to be President Kennedy's historic special message to Congress in 1962. His was the first message on consumer protection ever directed to Congress by an American president—and the impetus for the consumer movement that subsequently ensued."

Kennedy's message stressed the special obligation of government to guarantee the consumer's right to be informed and to be heard.

The Oakland County Consumer Protection Division exists to protect and exercise those rights. It provides the fulcrum for policy and procedure.

To guarantee the citizens right to be informed, Keenan and project director Sheri Perelli, have de-



Project Director Sheri Perelli (second from left) and Fraud Investigators Test Consumer Awareness.

veloped an ambitious educational program stressing consumer self-defense.

"The need for such a campaign became glaringly apparent in the first weeks of unit operation," Ms. Perelli said.

"A significant proportion of consumer problems directed to our office might never have occurred if the consumer in each case had been fully aware of his rights," she said.

The staff conducted a consumer rights survey to determine awareness of the average citizen. Eight of the most common consumer complaints received by the unit were presented to the survey group of 3,000 in the form of a true-false situational quiz. A total of 85 per cent failed to answer even half of the questions correctly—and only 2.2 per cent made two errors or less!

A walk into the division's courthouse headquarters on an average day makes an observer understand the director's concern with consumer education.

Five lines of persons with up to a hundred complaints, inquiries and reports of mercantile misfeasance can be found every day.

The six law students work full time as investigator-interviewers for the summer months, and there are usually a half-dozen volunteers manning the phones and processing complaints.

At one desk a young couple alarmed by unexpected add-on fees on a newly purchased mobile home admit to being pressured into signing a blank contract. Having procured the signatures, they claim to investigator, Marilyn Appel, the salesman completed the contract, increasing the agreed upon price.

At another desk an investigator and an "expert volunteer," a professional in the particular trade named in a complaint, mediate a discussion between an elderly woman who paid \$1,500 for repairs on her modest home, and the home-improvement contractor who accepted payment but never completed the job.

In a third area Keenan prepares a court case involving a collection agency chief who falsely represented himself as an authorized agent for a county resident and exacted \$2,400 from his debtor.

Across the room, Ms. Perelli meets with the attorney for a respondent who purports to solicit

money for the "handicapped"—but is not authorized to do so by the charity named.

In one line a consumer asks advice. In another an anonymous "tip" comes in. The mail arrives with a dozen new complaints. A group of citizens walk into the office to discuss a common problem. So it goes daily.

The volume of complaints received demands a polished processing system if the consumer's "right to be heard" is to be guaranteed.

Once logged and reviewed, the complaint is assigned and investigated, the respondent contacted and interviewed, documents collected, witnesses questioned and mediation scheduled or warrants issued.

"Mediation has proved a highly effective method for the disposition of most non-criminal complaints," Ms. Perelli states.

"Only a fraction of complaints filed with the Consumer Protection Division actually end up as court cases. Still, whenever justified, prosecution is effected," she said.

Special activities of the unit in progress or scheduled include a quarterly educational publication for general distribution, a volunteer consumer council to aid in the mediation of complaints, the use of "volunteer experts" in both mediation and educational activities, the institution of consumer programs in all county high schools, special seminars for personnel of the county's 47 law enforcement agencies and a speakers service for community groups.

The Oakland County Consumer Protection Division has won, in eight months of energetic service, the enthusiastic support of the public, the business community and the local media.

In the days ahead Oakland consumers can count on continued "bite-back" support from their county prosecutor.

Consumer Protection Unit, 11476-1, Oakland County, \$29,327.

Pre-trial Release Program

What recommendation would you make?

George is 38 and charged with breaking and entering. He has been in Wayne County Jail for two weeks on a \$1,500 bond waiting for arraignment in Circuit Court. A prior charge of breaking and entering was dismissed. He has an eighth grade education, is married with five children, and has no job. George has a severe drinking problem and difficulty with his wife. In 1971 and 1972 he was in the alcoholic ward at Wayne General Hospital.

In 1972 he committed himself for alcoholism treatment at the State Hospital in Northville.

Should he be released until the arraignment through a personal signature bond? Or was the cash bond necessary to ensure his appearance in court? Should it be continued?

This is a typical example of the decisions confronting the Third Judicial Circuit "release-on-recognizance" staff. Sally Krauss handles the day-to-day operation as program director and supervises eight interviewers, who are second or third year law students or candidates for master's degrees in social work.

Each interviewer is assigned a portion of the weekly jail population and is responsible for interviewing all defendants in Wayne County Jail. They verify the interview information with a family member, employer, social worker, or other reliable persons.

The interviewer makes a recommendation for release on a personal bond if the defendant meets basic criteria—a strong contact with the community, such as being a student or having a consistent work pattern; less than two felony convictions, or a combination which will provide a minimum of six points on the vera scale. Depending on his record, a defendant may be eligible for conditional release if he has fewer than six points, or if he has identifiable problems that can be helped.

Conditions normally attached to a release are weekly reports to a social worker, adherence to curfew, maintaining approved residence or employment, drug rehabilitation, psychiatric care, or alcohol treatment.

When it appears a recommendation for release should be made on the basis of verified information, Sally or one of the interviewers contacts the prosecutor, the police officer in charge of the case and the defendant's attorney to decide whether release is feasible and appropriate.

When the defendant is arraigned in Circuit Court, Sally, or one of the interviewers, makes the recommendation to the judge. In most instances it is made with the concurrence of the prosecutor and the police. However, there are situations where the recommendation is made over their objection.

For example, the defendant may be very young and therefore having problems in the jail. There may be a heroin addiction problem requiring placement in a resident drug program, or the defendant may have a job waiting for him when released so he can support his wife and children.

Sally said during 1972, 862 defendants were interviewed with 288 recommended for release. A

total of 204 recommendations were accepted by the court. The judges, without the recommendation of the staff, released an additional 85, making a total of 289 persons released through the project. This translates to one release for every three interviews, or a 34 per cent use rate.

A total of 20 defendants did not show up for subsequent court appearances. Ten were of the 204 recommended by staff and 10 were of the 85 released by the judges without staff recommendation. This makes a combined skip rate of 7 per cent.

Of the 289 defendants, 13 released on personal bond were arrested for committing another offense while out on bond. This is a re-arrest rate of 8.5 per cent.

Sally said the project has paid for itself and probably will show a small savings to the county. A cost benefit analysis was performed midway through the project and indicated the project saved about \$1.50 for every dollar spent. The analysis took into consideration the actual cost of the project, the dollars saved by keeping persons out of jail, the cost of finding those who skipped and the cost of crimes committed by those released.

Sally said the project has apparently proved its value to the county and the court because it was picked up as a permanent part of the county's budget for fiscal year 1973.

"They even provided funds for expansion," she said.

The Wayne County Pre-trial Release Program, received an award of \$31,334 during the fiscal year from the Office of Criminal Justice Programs.

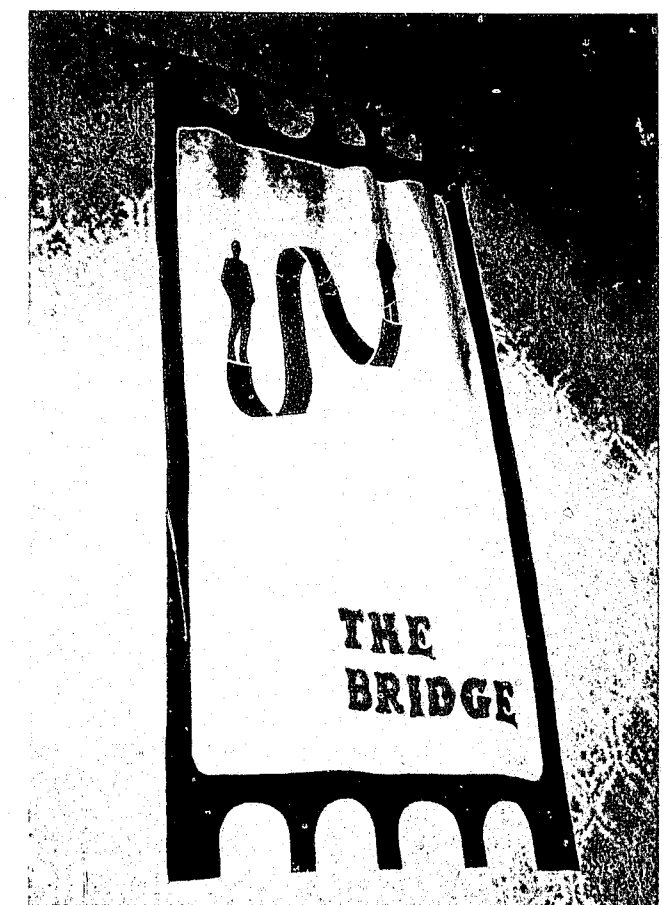
Pre-trial Release Program, 0870-02, \$31,334.

the bridge . . . for runaways

Michigan's first residential care facility for runaways, The Bridge, opened its doors in February, 1971. Efforts by three downtown Grand Rapids churches launched the program with a small, part-time staff. A \$66,900 grant from the Office of Criminal Justice Programs awarded for the period of July 1, 1971 through June 30, 1972, permitted expansion of the project to serve more youth.

About a mile from downtown Grand Rapids, the original facility was centrally located in Kent County and convenient to local and transient youth.

The first year was a period of growth and development. From the beginning it was clear the



service was needed. The number of youth seeking assistance increased through the winter months, and as the staff learned to deal effectively with youth and their families, the volume of clients continued to grow.

That first year brought some surprises. Although a considerable transient population had been expected, experience indicated that 80 per cent of the youth served were from Kent County. Traffic decreased rather than increased during the summer months. Local support for the program was great and efforts to obtain local cash match for the federal grant were sufficient to meet requirements for the first year and to plan for a second year.

A total of 320 youths ages 9 to 19 stayed an average of seven days during the first year of operation. A team of professionals provided help when needed; doors were open 24 hours a day. Police, clergy, doctors and other community counselors were able to refer youths to The Bridge without concern over the impact detention in the home might have on the youngsters. Police officers, school counselors and social workers, caseworkers, mental health personnel and others were invited to ac-

quaint them with the program. The word spread through the county's youth service system that The Bridge was available.

While the homelike atmosphere of the facility gives the impression of calm and order, The Bridge's business is handling crises. Each new case proved interesting and complicated. In handling those first cases it quickly became apparent that each youngster had a reason for running. Each situation was charged with emotion—helping the youth to calm down, calling the parents to inform them of the whereabouts of their children, seeking the heart of the problems embedded in the inter-personal relationships between family members, scheduling meetings, making plans for the future, achieving reconciliation—generally putting the pieces back together within an average stay of seven days. It was a demanding assignment.

Jill Smith, 15, is an example. She lived in an outlying community east of Grand Rapids. As the cost of raising a family grew with inflation, Jill's mother took a job in Grand Rapids as a clerk when the youngest child started first grade. Jill's mother found her job acceptable; two years later she was given a supervisory position.

With both parents busy, Jill had to babysit after school and had little opportunity to become involved in school functions. Lack of time to talk with her parents coupled with her increasing frustration at having to stay at home while her girl friends were having fun, led Jill to complain to her mother. When they were unable to come to a satisfactory agreement, tensions got out of hand. The school counselor had little to suggest to improve the situation, and Jill began to take her frustrations out on her young sister and brother.

One day Jill's mother had to work late; the children were in tears when their father came home. When the mother returned, Jill's parents had a heated argument. Mr. Smith left in anger and Mrs. Smith began to scold Jill. Finally Jill ran to a girl friend's house. Jill's mother later located her and told her to come home immediately. Jill went home, but when she arrived her parents were arguing about her. Her father told her to leave, and she went back to her girl friend's house and called her school counselor. The counselor mentioned The Bridge, which Jill called for help. Staff from the facility called Jill's parents to tell them that she could stay overnight. When Jill's parents agreed, she went to The Bridge where she stayed for four nights.

Jill's problem was rather mild; after everyone had calmed down and had an opportunity to talk, a reasonable agreement was reached. Arrangements

were made for a schoolmate to babysit two days a week while Jill participated in school activities. As a result, Jill did a better job of babysitting because she didn't feel she was making as great a personal sacrifice. The school counselor and Jill's parents also became more sensitive to her problems.

As in Jill's case, staff of The Bridge offers counseling to runaways and their families during the crisis which led to the split. As part of the package, the running teens receive a place to live while the counseling is underway and/or until an alternative residence is found.

Group counseling in the evening at the facility includes sessions on how to communicate with parents and how to deal with and express emotions like anger, hate and love. Both Jill and her parents participated in individual and group counseling sessions during the four days Jill stayed at the Bridge. They found that they could improve their communications in many ways. By examining their priorities, they were able to make some very helpful adjustments in their family relationships.

The Bridge has a good record. During the first ten months of operation, 56 per cent of the 321 youths helped were reconciled with their families; 10 per cent made independent living arrangements and 10 per cent began living with relatives or in foster homes. Eighty-seven per cent of the youth who returned home remained there when a follow-up study was made 30 to 90 days later. In total, 76 per cent stopped running to live in a positive permanent setting.

Runaways come to The Bridge from a variety of sources including the police, the Michigan and county departments of social services, juvenile courts, state and county mental health centers, school counselors and teachers, doctors, parents, ministers and the Grand Rapids Child Guidance Center, which also provides consultation and education services for residents of the Bridge.

The facility can provide accommodations for 16 youth at a time—eight boys and eight girls—and out-patient service to those contemplating running, or those who have returned home but need additional counseling.

The Bridge projected that it would serve between 30 and 50 adolescents a month during its second year of operation, aided with another and final \$66,900 grant from OCJP awarded in June, 1972.

Actual results indicate that 385 teenagers were served in the second year of the project, an increase of 65 over the first year and an average of 62 per month. The average length of stay dropped

to five days. A total of 230 females and 155 males resided at The Bridge during the year, a significant increase in female clients.

Of those served, 50 per cent were reconciled with their parents, down from 56 per cent the first year, which may be attributed to the increase in referrals of hard core cases from other social service agencies. These referrals were discouraged in the first year to keep the focus on early intervention in crisis cases. Sixteen per cent were placed in foster homes and 12 per cent in independent living situations. Both figures represent increases from the first year.

Three statistics remained the same—10 per cent continued to run, 6 per cent were hospitalized and 6 per cent were returned to detention at the Juvenile Court.

After OCJP's financial assistance ended in the 1973 fiscal year, The Bridge continued operation with local support—an indication of the community's commitment to helping runaways.

The Bridge for Runaways, 0657-02, \$66,900.

law enforcement training

In December, 1972, the City of Detroit was awarded a \$1.5 million grant to help finance the creation of the Criminal Justice Training Center for personnel in Detroit and Wayne County. The center replaces other basic law enforcement training academies in the county and is the first phase of development of a complete criminal justice training center for all personnel within the system.

Housed in a six-story office building given to Wayne State University by General Motors and subsequently leased to the City of Detroit for \$1.00 annually for 40 years, the center has been in operation since March, 1973.

It has been designed to operate as an independent agency under the Detroit-Wayne County Criminal Justice Coordinating Council, with a board of directors made up of representatives of major Wayne County criminal justice agencies. The personnel and physical resources of the Detroit Police Academy make up the nucleus of the institute's law enforcement training.

Besides the police training, offices of the Center for Administration of Justice of the Wayne State University Law School, the Wayne State University Police Administration and Continuing Legal Education are in the building. The Center for Administration of Justice has held training sessions for newly elected judges, seminars for veteran judges

and classes for court clerks through grants from the Office of Criminal Justice Programs (OCJP).

Prior to institution of the training center, all law enforcement training in the county was sporadic. In-service training for law enforcement officers was virtually non-existent, with little or no continuing training to upgrade personnel. Middle management and executive training also was non-existent. (OCJP has, however, funded several projects in this area, training administrators in such subjects as allocation of resources, decision making, planning, budgeting, collection and use of data and humanities.)

The project also was begun because of the absence of frequent and regular technical training, particularly in the areas of ballistics, community affairs, bombs, crowd control and breathalyzer operations. Although training beyond that directed at recruits of the Detroit Police Department and several out-county agencies was still in the infant stage at the center, during the 1973 fiscal year technical training had been started in breathalyzer operations, criminal investigation and in the scientific gathering of evidence. It will soon be expanded to include traffic investigation and other related police activities.

Future plans also call for classes in organized crime investigation, computer technology, communications and instructor development. Also underway now is some in-service training for patrolmen. A library has been established and will be expanded, and extensive use is being made of audio-



Wayne County police recruits attend classes at the Criminal Justice Training Center.

visual teaching equipment. Training for law enforcement reservists also is offered.

About 40 instructors comprise the law enforcement training staff. Curriculum is being developed by one of two consultant firms hired through the project in the areas of basic supervision, officer candidate training, middle management and commander supervision. The second consulting firm is preparing systems to improve the center's accounting, purchasing and administrative procedures.

When the law enforcement training part of the project is fully developed, the center is expected

to annually train 800 recruits, 420 officer candidates, 200 middle management persons and 40 commanders.

It is expected that in a 12-month period technical training will be offered to 1,500 persons, in-service training to 2,800 patrol officers, and that 500 supervisors will receive individualized instruction and counseling. A total of about 6,000 persons is expected to be trained annually.

Criminal Justice Training, 12864-1, City of Detroit, \$1,469,350.



Closed circuit television cameras handle security duties at a Detroit Police precinct.

police station security

A brown paper bag, left in the women's restroom in one of the busiest Detroit police stations, sent a shock wave throughout the entire city. The bag contained 36 sticks of dynamite. Once the physical fear had subsided, the affrontery of such an act seized not only police personnel, but the citizens of Detroit as well.

Incidents such as this in Detroit's 13th precinct, adjacent to Wayne State University in the heart of the city, had been occurring since 1968. Not one of those prior incidents, however, had the impact of this one—where an individual so confident of

his mission, would walk past uniformed and armed police officers to deposit a cache of hate and destruction, then casually saunter out to safety.

Guards, a minimum of two sworn police officers, were immediately assigned around the clock to each precinct station. It was their assignment to protect the precinct station and its occupants. The guards also were to protect the surrounding grounds because vehicles owned by police officers were being firebombed and dynamited.

This was a grave responsibility for two lone men—to be personally responsible for detecting any

person or device that could bring harm to fellow officers or the citizens they served.

The fallibilities of the human detectors were magnified when simple budgetary calculations showed an expense of \$1.5 million for these security precautions. This, coupled with the loss of 39 full time response patrol units, caused the Detroit Police Department to seek an alternate method of providing maximum security with a minimum investment of personnel and money.

A decision was made to investigate and evaluate a closed circuit television security system. Vendors were contacted, sites were visited, and a free evaluative test arranged for Detroit's 5th Precinct designed to run 90 days.

After the test period, it was determined that a closed circuit television system was the most practical security method available. The cost was approximately one-third that of the security officer's salaries, and the system could be monitored by existing desk personnel, thus returning the 39 response units to street patrol.

Department executives also decided other devices would be necessary for total security. The idea of using electric door locks and an intercom system for all entrances except the main ones was, therefore, suggested. These devices would prevent unauthorized access to the buildings through rear and side doors.

After the system was designed, a federal grant application was prepared and submitted to the Office of Criminal Justice Programs. The grant was approved in the 1973 fiscal year and presently the Detroit Police Department is using the system in seven of its 13 precincts. After the system is evaluated, it will be installed in all remaining precincts.

Station Security System, 11082-1, City of Detroit, \$380,870.

jailer specialist training

County jails and city lockups are the first contact with the criminal justice process that the offender has, yet these institutions and their correctional personnel have in the past received little or no training at the local level and none at the state level.

Traditionally, the correctional officer at county and city correctional facilities has been the individual who is too old to work elsewhere, who is made a "turnkey" as punishment, whose educational skills are such that he or she cannot cope with the other areas of the criminal justice system, or has been politically appointed.

Until recently in Michigan, these correctional personnel have been sworn officers, with all the powers of arrest; however, with the establishment of the Michigan Law Enforcement Officers Training Council (MLEOTC) and mandatory training for officers having arrest powers, many agencies began hiring civilian correctional officers whose sole duties relate to custody of the inmate.

These civilian officers are exempt from the mandatory 256 hours of training required by the MLEOTC, which increases the possibility of unqualified, or low caliber individuals obtaining these positions. Due to a re-classification of their position in some agencies, these civilian officers are receiving a lower salary than their MLEOTC trained counterparts, a situation that adds to the trend of hiring inadequate or unqualified personnel.

The Michigan Department of Corrections which has increasingly taken the lead in innovative, positive developments within the correctional process submitted to, and received from, Michigan's Office of Criminal Justice Programs (OCJP) in January of 1972, a \$49,000 grant to develop an ongoing statewide training program to increase the job skills and professionalism of all county jail and city lockup correctional personnel in the state.

The main focus of the program is on men and women who have ended their formal education and, to one degree or another, have settled into what will be for most, lifelong employment in a specific field—corrections.

In the developmental stage of the training program it was recognized that to develop a format which would retain the interest of individuals who had long since ceased any formal education, two primary areas would have to be stressed: Incentive and long-term learning.

It was felt that emphasis on these two areas would not only retain the interest of the participating correctional officers and their agencies after the novelty of the program had worn off, but also would stimulate many to become involved in the process of lifelong learning.

A basic curriculum design was established, using five approaches to assure flexibility in meeting the training needs of personnel in jails and lockups throughout the state.

The one-day, eight-hour seminar is intended for the smaller three and four man departments which find it almost impossible to remove men from duty for any extended period of time. The seminars cover specific areas of interest indicated by these departments such as security, rehabilitation, psychology, first aid and drug abuse.



Jail matrons learn care of female prisoners in training session sponsored by the Michigan Department of Corrections.

The 14-week, 82-hour program is an evening program consisting of three hours of training one night a week and 40 hours of on-the-job evaluation after the classroom instruction. This program also is for the smaller department. The content of this program is identical with the two-week, 80-hour program.

The two-week, 80-hour program is intended for the medium-sized agencies and consists of 40 hours of classroom instruction and 40 hours of on-the-job evaluation. The classroom instruction is identical to the first week of instruction presented in the four-week, 160-hour program.

The four-week, 160-hour program is aimed at the larger agencies in the state, able to release men for longer periods of time. It consists of 120 hours of classroom instruction and 40 hours of on-the-job evaluation.

Correspondence courses were included with a two-fold aim: A follow-up educational process used in conjunction with the various training programs and an educational tool to reach those who could not attend any of the other types of training programs. The correspondence courses, prepared by the U.S. Bureau of Prisons, cover jail operations and management.

Subsequently, several additional programs were added, among these were: Video tape training and two-day, 16-hour seminars.

The video tape training is an additional means of follow-up training and is used to reach the smaller, more remote departments in the state. Areas presently covered are Evolution of Correctional Philosophy and Treatment, Concepts and Goals of Rehabilitation, Security, Contraband and Problems of Adjustment to Confinement and Homosexuality.

The two-day seminars contain material specifically developed for matrons of the state's county and city correctional facilities and include such subjects as recognizing and dealing with the mental and emotional problems of female offenders, security, the role of women in society in relation to criminal activity, rehabilitation programs for women and drug abuse.

In all programs, 90 per cent of the material presented is in such areas as psychology and sociology; the other 10 per cent applies to housekeeping areas such as record keeping and handling medication.

There were several areas of concern in determining the location and manner of training sites, such as accessibility and cost, but the primary concern was retention of material and long-term learning by the students. To this end it was felt that the community colleges would be the best choices for training sites.

Lansing Community College was the initial contact for conducting the first training session. Working through James Person, head of the Department of Marketing and Management, and Ronald Roush, law enforcement program coordinator at the school, the format for the training was modified to meet the requirements for eligibility for college credit.

The 45 students who attended the first program held at LCC beginning on May 1, 1972, received a cumulative total of 360 credits applicable towards associates and bachelors degrees. In addition, the American Red Cross first aid training they received resulted in the saving of two inmate lives shortly after the conclusion of the program.

Other training locations throughout the state are: Lake Superior State College, Sault Ste. Marie; Bay de Noc Community College, Escanaba; Suomi College, Hancock; Gogebic Community College, Ironwood; Northern Michigan University, Marquette; Alpena Community College; Kirtland Community College, Roscommon; Northwestern Mich-

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1 OF 2

igan College, Traverse City; Ferris State College, Big Rapids; Muskegon Community College; Kalamazoo Valley Community College; Kellogg Community College (Coldwater extension), Battle Creek; Jackson Community College and Mercy College at Detroit.

The program is currently in the last half of its second year of operation, and the results to date can be examined in many areas: The number of officers receiving training (over 800), cumulative college credits received by participating officers (4,000 plus), man hours of training received (approximately 40,000), participating agencies (over 125 from 60 of the 83 counties in Michigan), or the inmate lives saved.

It is actually neither possible nor realistic to single out one specific area for examination. Any evaluation must be of the goals of the program and the measurement of the success of these goals in relationship to statistical information obtained.

If we take this approach, it is evident that the program has accomplished what it set out to do. In fact, it exceeded its expectations and goals by a considerable degree, and present indications are that it will continue to do so.

In addition, the cost of running the program has remained low—less than \$1 per man hour. All costs are borne by the program.

Future projects include developing a minimum of one instructional video tape a month, a self-programmed text covering the total training program and two motion pictures dealing with rehabilitation at the county jail level being produced by Michigan State University.

The ultimate goal of this training program is the professionalization of county and city correctional personnel. To be a professional in every sense of the word implies not only specialized knowledge, but the flexibility to use this knowledge to adapt to changing situations.

Jailer Training, 0864-02, \$82,849.

Sterling Heights crime prevention

In late 1970 it became increasingly apparent that serious crime was increasing steadily in Sterling Heights, a city of 80,000 persons in southeastern Michigan near Detroit.

From 1968 to 1969 Part I crime had increased 39.3 per cent and from 1969 to 1970, 26.5 per cent. Something had to be done.

To combat the problem Police Chief Maurice D. Foltz applied an idea relatively new to the United States—that of passive crime prevention. This was

to be the first phase of a three-part program designed by Foltz to involve, in addition to passive prevention, school-police liaison and an active crime prevention bureau.

The first two phases—passive prevention and school liaison—were designed to prevent crime by changing opinions of the general public and school-aged youth about the realities of crime and what citizens can do to prevent it.

In 1971 a request for a grant to finance the first phase of the program was submitted and subsequently approved by the Michigan Office of Criminal Justice Programs (OCJP). During the 1972-73 fiscal year the program was continued through a second grant. Subsequently two additional grants to pay for the second and third phases of the project—active prevention and school liaison—also were awarded to Sterling Heights by OCJP.

Under the guidance of Foltz, the city's passive Crime Prevention Bureau began accumulating statistics and information on the city's crime problem. An audiovisual presentation entitled "Home Burglary Prevention" was prepared.

Efforts such as this resulted in a 43 per cent reduction in commercial and residential burglaries and attempts during the first six months of 1973. Previously burglary had been a crime on the increase: In 1970 there had been 709 burglaries and in 1971, 761.

In view of the diverse economic nature of Sterling Heights, within whose boundaries exist many large factories, shopping centers and an Army missile command, a comprehensive crime prevention program was needed.

The police department had to deal with commercial, industrial and governmental security as well as residential security. It also had to contend with crimes ranging from armed robbery to bicycle theft.

Within 18 months of the program's inception, the Crime Prevention Bureau had developed 12 different programs. They include protection from child molesters, self defense for women and prevention of shoplifting and employee pilferage.

Several programs developed by the Crime Prevention Bureau have been used as models by other police agencies and a large portion of the educational materials were used to assist the Macomb County Community College set up a crime prevention theory and advance planning school.

Some of the police agencies receiving assistance in programs developed by the bureau were: St. Clair Shores, Clinton Township, Lincoln Park, Southgate, Dearborn Heights, Highland Park, Ann Arbor,

Lathrup Village, Shelby Township, the Michigan Department of State Police, Detroit and East Detroit.

The Crime Prevention Bureau also began using Operation Identification and has termed its use a success even though only about 3 per cent of the city's population have participated.

Of those engraving their property, however, only one person has experienced a theft—that of a fire extinguisher from an automobile.

As part of this program samples of locks and alarms were sought from major manufacturers throughout the United States for use at public seminars. Officers pointed out what they believe to be inadequacies in some of the systems and also discussed their good points.

By the fall of 1973, the bureau had presented 30 home burglary prevention programs in as many elementary schools through the city.

After evaluating the results, Foltz decided to initiate the second phase and so the School Resource Bureau was started through a third grant.

There are about 52 schools in the city. With the assistance of the Utica Community Schools and the Warren Consolidated School System, officers of the new bureau were able to visit and maintain contact with every school in the city.

Each officer is responsible for one junior high school and several elementary schools in a particular area. He maintains an office in the junior high school and visits elementary and high schools in the area when requested.

The bureau, which became operational in February, 1973, maintains liaison with all students and attempts to promote understanding of the criminal justice system.

To complete the crime prevention design, an active prevention program in the form of the Street Crime Abatement Team (SCAT) was started.

The team consists of a sergeant, six patrolmen and a crime analyst. The newly formed unit will operate in high crime areas to reduce crimes considered suppressible through use of plainclothes officers who will observe suspects and make apprehensions.

By the end of 1972 Sterling Heights was able to report a 12 per cent decrease in Part I crimes, a distinct improvement over 1971.

Crime Prevention Bureau, 0722-01, \$25,000; 0722-02, \$50,600.

Street Crime Abatement Team, 13786-1, \$136,792. School Liaison Unit, 11104-1, \$59,000.



A Game of Charades: A Part of Learning to Make it at the Student Development Center

student development center

Making it can be difficult.

Today's teenager has a lot going for him, but pitfalls remain.

Equal opportunity is sometimes a dream and even when it is available, not all know how to make good use of it.

The community's opportunity system may be slanted toward certain characteristics and the home may offer as many difficulties as the community. A youngster's ability may not be identified.

Adolescence may deal some tough blows. Heredity leaves some flatfooted, with physical blemishes, intellectual handicaps. Not all make friends easily.

The modern public school system faces all of the challenges involved in dealing with developing youth. It takes the raw material and tries to provide an environment to help a youngster develop physical, intellectual and social skills. Sometimes the raw material has a difficult time assuming the desired shape.

During the 1971-72 school year, the Oak Park School District decided to take a careful look at its program to determine where its batting average could be improved.

Joined in its deliberations by the adjoining Berkeley and Ferndale districts, the Oak Park District took some ideas of its staff and developed a "model school proposal." The District committed itself to provide more opportunity for continuing education for troubled youth whose education had been interrupted because of suspension from regular school programs.

The primary goal was successful re-integration of these youth into their schools, homes and community environments. Based on a careful review of the problems leading to suspension, an assessment of the youngsters' needs at the time they were suspended and a review of district resources, the program design called for constructive steps in redirecting youth from failure to success.

Assisted by federal anti-crime funds from the Michigan Office of Criminal Justice Programs, the three districts put the proposal into operation during the 1971-1972 school year.

During the year, 126 youth attended the Student Development Center; 54 of those 126 youngsters had been referred to the Oakland County Juvenile Court, another 39 had been apprehended by local police and 31 were facing suspension because of chronic behavior problems in school. Two youths



Maurice D. Foltz, Sterling Heights police chief, (left) businessman Dennis Peternel, and crime prevention officer Daniel Remond discuss ways to prevent shoplifting.

had spent time in a detention facility in Oakland County.

While their abilities, needs and problems varied considerably, all appeared headed down paths of limited opportunity for success.

After attending the development center, they all showed improvements, however. A total of 82 per cent improved communications with family members and 72 per cent had better relationships with their peers, schools and communities. All returned or plan to continue educational careers and 42 are already functioning satisfactorily in high school classrooms. Only five were subsequently apprehended and 12 became court wards, most as a result of incidents prior to entering the student development program.

Over 70 per cent of the youth leaving the program made significant, constructive changes in their lifestyles, an enviable record in terms of successes in other programs geared for similar populations.

What happened to Jim? A problem student from the early grades, Jim fell behind from the start. School was fine as long as he could hide his poor marks and avoid reprimands. In the company of his friends, he seemed to enjoy himself. After school, his glory involved the sidewalk scene. In junior high, his exploits became increasingly troublesome. After several run-ins with the police and the school guidance counselor, he was referred to the juvenile court where the Oakland County Youth Assistance Program recommended a second chance in school. When Jim's behavior continued to deteriorate, Jim was given a choice—probation or a specific plan for improvement. When the school counselor suggested the Student Development Center, Jim and his mother called for an appointment. Jim decided he would give it a try, liked it, discovered a lot about himself and learned ways to get better results in dealing with teachers. After three months in the program, he returned to Ferndale High School. Through special arrangements with his teachers, he is proceeding successfully with work geared to his ability.

Brenda had a different experience. She was a bright, cheerful grade school student with many friends. A good achiever, Brenda easily handled her school work. By the time she entered junior high school, her social life became her major interest. More sophisticated than her classmates, she became bored with her school activities. She made friends with students in older grades and by the time she entered high school she was mixing with seniors more than with her classmates. When her group began using drugs, Brenda led the way. Her school work declined; school became an interlude between

evenings and weekends. When she was discovered unconscious in a school washroom one Monday morning, school authorities had to intervene. Brenda's mother, busy with her own active social life, heard the story and readily agreed that something had to be done.

Brenda, always looking for new experiences, decided that the Student Development Center might be interesting. Within a short period at the Center, Brenda began to see her lifestyle from a different perspective. Although it was difficult, she began to reconsider her priorities. When it was made clear that her opportunity to enroll in the college of her choice was jeopardized by her high school grades, she decided to make some changes. Back in Oak Park High School, Brenda has her hands full catching up.

Both Jim and Brenda made a voluntary decision to do something about their lives. They agreed to give the Student Development Center a try for ten days. Once into the program, the decision to stay was easy—they liked the program. However, they accepted the requirement that they leave the program in a reasonable time to return to the regular high school program. They helped set the date and returned on schedule.

During his stay at the Center, a youth learns how to handle himself, and finds out what assets and liabilities he has, what he can do to improve his chances for success—how to cope and make it.

Making it is the whole purpose of the program. The stage is set on the first day at the initial interview in which the program is again reviewed with the youth to give emphasis to the points made during the preliminary interview. The youth is reminded that he is committed to changing his behavior and that he is expected to leave the program within a specific period of time, not to exceed four months. The same day he takes a complete battery of educational and vocational diagnostic tests.

The second day there is more testing followed by placement in a group for counseling and recreational activities. Following test scoring, a program is established. The third day is devoted to development of individual educational and/or vocational plans based on the evaluation and subsequent personal interviews. The next seven days are devoted to becoming geared to the individual program developed, and to making adjustments. On the 10th day, the Center director and the youth review the first two weeks and set a target date for leaving the program.

After two weeks in the program the youth knows much more about himself than he did previously.

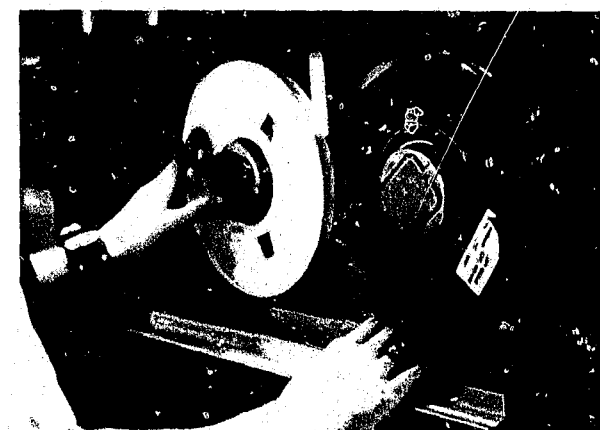
A variety of self-report tests are used to give the youth feedback on his abilities, achievement, academic problem areas, vocational issues and personality structure. In the group counseling sessions he has the opportunity to see how other students react to him. He also learns techniques for treating teachers, parents and friends in a manner which will generate more favorable responses.

The staff make the program. The director is an educational psychologist with ten years clinical experience as a school psychologist. Skilled in psychometrics, his forte is individual and group counseling.

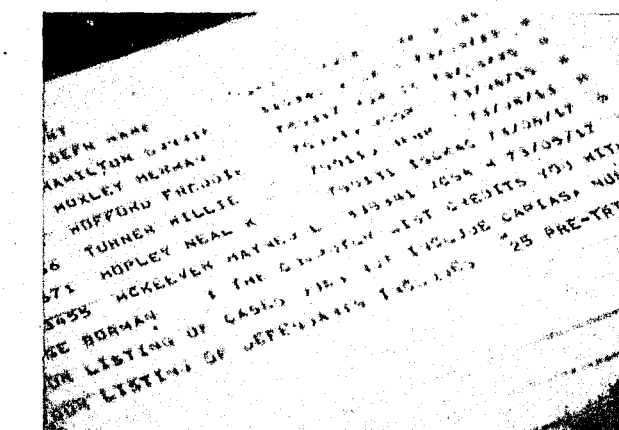
The two teachers have several years of experience, but haven't accepted the "lock step" approach to education. They like youth and can deal with problem behavior without freezing.

A half-time vocational/counselor finds job placements for youth by bridging the gap between employer and students.

Paraprofessionals do the bulk of the teaching. Eight college graduates are developing skills in a unique environment which should enrich their concept of their profession.



Computerized Information Systems Move into the Realm of the Courts



court technology program

What can the development of court information systems do? It can cause people to talk with each other and discover they have common problems they can solve together.

The Michigan Supreme Court Systems Department has used this fact well. It is advised by a big-three automakers industry team on broad technical systems policy. It has an umbrella committee with representatives from the judiciary, the State Bar and other major criminal justice agencies to provide policy.

Each systems project, the Case Information Control System, the Basic Michigan Court Information

When it became obvious that transportation was a problem, the staff seized the opportunity to extend their contact with youth by volunteering to pick up those who needed rides to the center. Staff commitment to the program has been a major motivating force for project youth.

The three school districts also were committed. When they reviewed the proposed program, it was obvious that a new approach to suspension was required. The District now guarantees a student the right to return to the regular school program at any time after he has completed the two-week orientation period at the Student Development Center. Moreover, principals, counselors and teachers have agreed to give project youth individual assignments to ensure smooth, successful re-integration into the regular classroom.

The success of the project is due to the cooperative efforts of all involved—staff, parents, youth and criminal justice agencies.

Student Development Center, 10853-02, \$93,000.

System, the Recorder's Court Traffic and Ordinance Information System and the Comprehensive Lower Court Information System, was developed by the Systems Department through grants from the Office of Criminal Justice Programs. Each has its own steering committee.

These steering committees have representation from the court affected, courts which will gain from the system, other judges, administrators and officials from city, county and state government in addition to an industry representative.

A task force which actually does the work of designing the systems, also is assigned to each project. It is directed by a Supreme Court systems analyst, has a systems manager, representatives from

the court using the system, outside consultants and technical personnel as well as an industry representative.

The development and use of information systems will provide the courts with relevant, timely data. It will give the courts an opportunity to make well informed management decisions if they develop skilled managers to use the information.

The Systems Department, which is supported by a \$66,800 grant awarded during the year, has a unique staffing pattern because it was virtually impossible to recruit innovative people with court experience at the time it was formed. Staff members all have a common background in systems and computers but have varied industrial experience. One is from the FBI, one from banking, one from the railroads, one from a newspaper, one from municipal government and one from the legal profession. During the past two years, they have developed into one of the country's most knowledgeable and innovative court information systems teams.

This group of young persons provide the spark and initiative to move the management of Michigan courts from the eighteenth into the twentieth century.

A petite young woman exemplifies their energy and dedication.

Angie Perani has the responsibility of putting an information system into the Traffic and Ordinance Division of the Detroit Recorder's Court, one of the largest in the country. The system is now being tested on the Judicial Data Center computer. Special cash registers and cathode ray tube and typewriter terminals are attached and installed in the court in a test mode. Complete operation was projected for late September, 1973.

The Judicial Data Center, with its court-dedicated computer, has become a reality during the past year through efforts of the Systems Department. The staff of this project, using financial assistance from the Case Information Control System project, performed the study leading to development of the center and developed the technical information for its creation.

The center is on the 13th floor of the Lafayette Building in Detroit and is equipped with a computer and its associated peripheral equipment. The court has the use of the equipment for the cost of maintaining it until it makes a final selection of hardware by competitive bid in early 1974. The center will provide a measure of computer processing for all Michigan Courts.

The Case Information Control System was to be tested on the computer in September using data collected from a prototype in Wayne County Cir-

cuit Court. When it is fully tested, it will be used statewide by circuit, district and probate courts.

The Basic Michigan Court Information System is being tested on the computer and has four cathode ray terminals installed in Recorder's Court. The system will soon go into parallel test with the old manual system until satisfactory performance on the new one is achieved.

The Comprehensive Lower Court Information System also is financed by OCJP. The contract for the development of the system has been awarded and will begin with a survey of at least 12 representative district courts to determine information processing and other needs.

The Probate Court Information System is a subsystem of the Basic Michigan Court Information System. Reports are being run for open estates at the Judicial Data Center for Wayne and Oakland Counties. The Michigan Youth Information System, also financed by OCJP, is being coordinated with the probate project and is in its beginning stages.

The Michigan Supreme Court Technology Program II, 9070-2, \$66,800.

Kent county legal advisor

Police officers are not lawyers, but increasingly they are required to make complex legal decisions, the outcome of which affects the entire law enforcement process.

Police officers in Kent County, as those in other areas of the country today, need legal advice on a 24-hour, constant demand basis.

Prior to start of the legal advisor program in Kent County on Feb. 21, 1972, on-the-spot continuing legal advice was not available to police officers in the county.

The county attorney generally handles only civil matters and suburban, city or village attorneys are unavailable. The Kent County Prosecuting Attorney's Office was the only source of legal advice and information for police officers. Like other prosecuting attorneys' staff, however, it was mainly concerned with prosecution and was most often only available on an 8 to 5, five-day-a-week basis.

Often there was no one available to advise after hours and no one at the police station with whom the officer could consult.

What was needed was someone located at the police station, available to go to the scene of a disturbance; a person in constant communication with the police department who could devote full-time to police problems.

Such a "someone" was found—a police legal advisor whose work has had a significant impact on legal advice and in-service training available to the Kent County Sheriff's Department and suburban police agencies.

The advisor, John A. Engman, hired and retained through two grants totaling \$30,000 from the Office of Criminal Justice Programs, working out of the Kent County Sheriff's Department, is now available to all police officers around the clock. Six months after the start of the legal advisor program, Engman was receiving about 35 after-hour calls per week at home. With his police radio equipped car he also is able to be at the scene of any problem that cannot be handled by telephone.

He works with officers to provide legal knowledge and procedures and with individual or small groups of officers in improving police methods of gathering evidence, statements and confessions. He also is involved in training police officers in procedural and other legal matters and improving departmental services. He acts as a liaison between the police, the prosecuting attorney, the courts, county and townships.

Inter-departmental investigations of criminal activity are coordinated through his efforts, and he supervises special investigations in areas where police officers need extra help.

Of all programs currently in effect or contemplated in the county, this program has had the most direct effect on successful investigation and prosecution of criminal cases, according to project personnel.

Through the use of the legal advisor at critical stages of criminal proceedings, there has been better evidence collection and investigation. Advice on police searches with or without warrants, confession techniques, identification and other procedural matters have aided prosecution.

In the area of in-service training the legal advisor is attempting to help initiate a police cadet program in the sheriff's department to give young persons two years education at the Grand Rapids Junior College Police Academy and 20 hours of practical work experience a week at the sheriff's department. The advisor's duties include monitoring the cadets' performance and coordinating their training with on-the-job experience.

Besides formal training, the police advisor conducts periodic in-service refresher training courses for police officers and also prepares informational bulletins for distribution to all police departments in Kent County.

The legal advisor is currently coordinating efforts on behalf of suburban police departments to pro-

mote a set of uniform township ordinances in Kent County. The ordinances were gathered and drafted in response to police officers' problems in enforcing laws in these areas. The advisor also prepares cases and prosecutes significant ones. He authorizes arrest and search warrants, assists agencies in criminal procedures, and he writes 12 per cent of the county's warrants. He also prepared information on warrant writing involving state and federal laws, and has written an inventory policy on abandoned vehicles.

The undersheriff and the police legal advisor reorganized the sheriff's department to enhance efficiency and effectiveness, thus resolving some problems with middle management and interagency relationships.

Kent County Legal Advisor, 7110-1, \$15,000, 7710-2, \$15,000.

organized crime unit

Roseville, a city of 60,500, is a suburban residential community in the Detroit metropolitan area. Because of this, it has experienced many of the organized crime problems plaguing its larger neighbor. However, as with many other small police departments, it could not afford the personnel or equipment to initiate an effective organized crime unit.

The city applied to the Office of Criminal Justice Programs (OCJP) for funds to pay for personnel and equipment to begin such a unit. The program was given top priority by the City of Roseville and considered a necessity for dealing with the organized crime problem.

An important part of the project was a pledge by the city to fully cooperate with other local, county and state law enforcement agencies dedicated to investigate organized crime.

A grant of \$60,100 allowed the city to staff an organized crime unit with four police officers and to provide them formal and in-service training. The expertise of existing organized crime operations at the local, county and state levels was used to train the officers in the latest legal techniques involved in fighting organized crime, proper surveillance and the most efficient use of the latest equipment.

The OCJP grant also provided equipment such as tape recorders, binoculars and unmarked cars. Unit personnel also were provided with proven methods of gathering, filing, evaluating and disseminating information.

A filing system was designed in accordance with the present FBI catalogue filing system and has a method to keep surveillance notes confidential. All information is cross-referenced to the newly formed Michigan Intelligence Network (MIN), also financed through OCJP grants.

Commander of the Roseville unit meets regularly with other organized crime unit commanders in the region to ensure cooperation. All officers assigned in the unit are given special training in organized crime surveillance and programs developed in the region.

The unit makes its special equipment available to other organized crime units; its special unit members also are available on-call to the MIN team and other county or regional organized crime units.

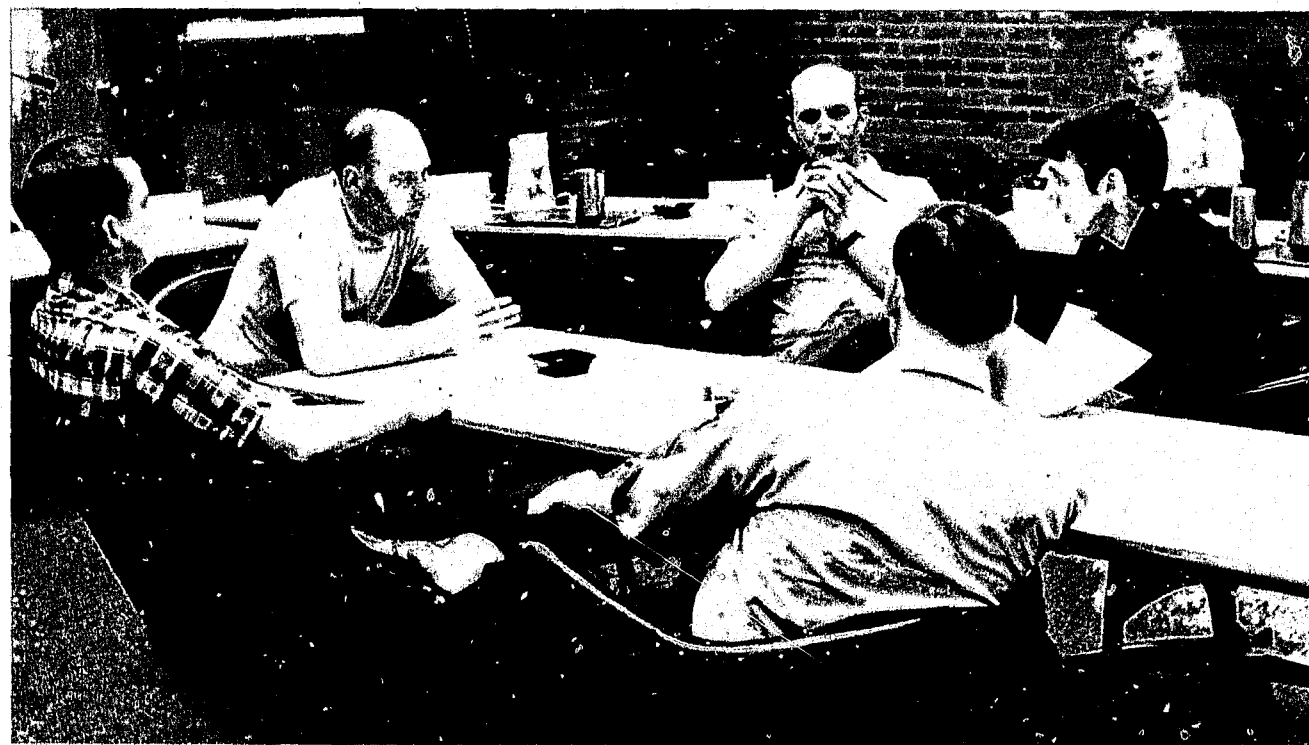
The relationships of this unit with other law enforcement agencies has been excellent. The commanding officer has said that rarely does a day go by that at least one agency does not contact his unit either to forward or receive information. Manpower is always critical, but this unit has built up cooperation with other units so that they willingly assist. This policy also has been extended to the use of each other's equipment.

Because of the unit's successes in the 1973 fiscal year, additional funds will be provided early in the 1974 fiscal year to continue the work. During the second year the unit is to research and evaluate organized criminal activity both singularly and in conjunction with federal, state and local law enforcement agencies. During one quarter alone, the Roseville unit's activities were associated with 24 law enforcement agencies.

The contacts covered an array of investigations including narcotics, prostitution, bombing incidents, gambling, stolen cars, counterfeiting, bootleg cigarettes, arson and loansharking.

This unit is an excellent example of how federal funds can be used to acquire sophisticated equipment and to employ personnel to effectively control activities of organized criminals. It has been able to acquire the cooperation of federal, state and local authorities, and has cooperated with the State Police in providing information for a central depository on organized crime.

Roseville Organized Crime division, 0706-01, \$60,100.



Stress and tension: Something a law enforcement officer has to face almost every working day. Here officers discuss ways to deal with it.

stress and tension

The image of the law enforcement officer at one time was that of a man who arrested drunks, appropriated apples and moved his lips when he read.

That role has changed. Today he is expected to assist a society undergoing massive change and to act as a primary buffer during the inevitable social upheaval that accompanies change:

A large scale disorder on a college campus in which a building is taken over and a bomb exploded.

A riot in a large prison.

Violence and disruption at a high school.

This role as a buffer has made the job of being a police officer one fraught with stress and tension.

Until recently, however, there has been little in the way of training for officers to cope with the stress and tension associated with the change in their role.

During the 1973 fiscal year a \$50,000 discretionary grant from the federal Law Enforcement Assistance Administration was awarded to the Michigan Department of State Police to change this. The grant followed an earlier \$18,000 grant from block funds distributed through the Michigan Office of Criminal Justice Programs to finance a pilot project to test the use of psychological concepts in coping with stress.

The discretionary grant paid for a series of training seminars designed by the Hillsdale Center for Management and Organizational Development at

Hillsdale College and the Michigan State Police Emergency Services Planning division.

During the year 126 command officers selected from law enforcement agencies throughout the state participated in the five live-in workshops designed to help them understand and recognize tension, techniques of intervention and to experiment with team-building as a way to handle stress and tension.

In designing such a program for law enforcement personnel, project staff concluded that the individual needs and capabilities of police officers must be emphasized. A priority was assigned to stress and tension generated during civil disorders because large confrontations concentrate much of the apprehension toward change at one point in time.

The pressure of verbal and physical abuse aimed at police officers, heretofore extensively trained to act as individuals, dictated the second priority.

Since the resolution of conflict often requires a team response during civil disorder, the project's staff decided that learning to fully participate as a team member and to accept team decisions should be part of the training.

The final design of the program was aimed at teaching the officer to understand himself and his reactions to stress and help him use others in a team to restore order.

During the seminars each officer completes a battery of psychological tests to be used in analyzing his reaction to tension.

The officer learns how to describe his angry feelings to others and to recognize tension and stress in other officers over whom he has control.

Simulated stress situations were used to help students learn how to build and work in teams.

Lt. Milton J. Jury, commanding officer of the Civil Disturbance Section of the Emergency Services Planning division, explained that officers were selected for the training sessions on the basis of need in various communities. Officers from other states also were invited.

Results from this first year, obtained through an evaluation performed by the Hillsdale staff, showed that seminar concepts were relevant, understandable and transferrable to "backhome" situations.

During the 1973-74 fiscal year the project will be continued through a \$51,832 grant to the City of East Lansing, which is providing the match required for the federal grant. About 130 officers will be trained at five, five-day seminars at the Dow Leadership Conference Center on the Hillsdale Campus.

Stress and Tension Training, 0390-02, \$49,794.



prosecuting attorneys appellate service

Since adoption of the 1963 Michigan Constitution, which provides for the automatic right of appeal in criminal matters, the number of appeals has increased tremendously. Although metropolitan area prosecuting attorneys have created appellate sections to deal with this increased volume, county prosecutors in rural Michigan have generally had difficulty in responding to post-conviction appeals. Part of this difficulty results from inaccessibility to adequate law libraries and the lack of opportunity to develop a high level of expertise in appellate work.

In 1972 a \$126,290 grant was awarded to the Office of Attorney General to establish a statewide office to assist local prosecutors in keeping abreast of the increased volume of appellate work and to provide current appellate briefs and relevant unpublished court opinions. In 1973 a second grant of \$141,660 was awarded to continue the project.

Through the grant the central Prosecutor Appellate Service is developing: Brief preparation and court appearances on request by prosecutors from the 66 counties of 100,000 inhabitants or less; assistance in brief preparation and appearances for the eight counties between 100,000 and 200,000; consultation on appellate work in the nine counties over 200,000; notification of prosecutors on current cases and rulings affecting appellate work; consulting assistance on substantial questions of law upon request of prosecutors from counties of 100,000 or less and an appellate information clearinghouse and special consulting assistance on significant cases in the post-conviction state.

A coding system for the brief issue bank, which contains 730 issues, is being developed and refined for easy retrieval and updating.

Project staff consists of the director, two staff attorneys and two secretaries.

The Appellate Service, transferred from the Wayne County Prosecutor's Office to the Office of the Attorney General in Lansing in July, 1973, is supervised by a Board of Control consisting of the state solicitor general, a representative of the Wayne County Prosecutor's Office and the Midland County Prosecutor who represents the Prosecuting Attorneys Coordinating Council.

During the first 15 months of the project, 25 briefs were prepared; 62 legal memoranda prepared; 101 pieces of research information relayed by telephone and 13 miscellaneous services performed.

In addition to the above, the Appellate Service has held eight regional conferences throughout the state to answer specific legal questions and several individual prosecutors conferences.

One of the most significant contributions of the appellate service has been development of a brief issue bank with an index for legal briefs, memoranda and opinions of criminal law issues considered by the courts. This aspect of the project has received attention from several other states, as well as members of Congress.

Prosecutor Appellate Service, 0840-01, \$126,290; 0840-02, \$141,660.

youth service bureau

Of the 1,057 juveniles arrested in Calhoun County in 1969, only 481 were referred to the court. The remaining 576 went back home, back to school and back to the problems which caused them to be arrested in the first place. Eventually, many were arrested again and court action often followed.

Officials in Calhoun County's juvenile court recognized the need for a voluntary non-coercive service agency to reach these neglected youth, one to which school officials and police would not hesitate to refer troubled youth.

In 1971 the Michigan Office of Criminal Justice Programs awarded a \$100,000 grant to Calhoun County to set up a Youth Services and Resource Bureau under the direction of the Juvenile Court's Director of Court Services Roger Likkel and Duane Dobbert, a former Juvenile Court worker.

A second grant of \$122,000 was awarded in the 1973 fiscal year to continue and expand the project, which by that time, was serving over 360 children referred by eight police agencies and five school districts in the Battle Creek metropolitan area.

In expanding the bureau, which screens, diagnoses, counsels and refers youth to social service agencies, an additional four school districts and five police agencies joined in the project.

Two branch offices were added in Albion and Marshall, where the Juvenile Court is located.

"With this expansion we're now capable of serving nearly every delinquent youth in the county," said Dobbert, who is head of the bureau.

Before the Youth Service and Resource Bureau began operation in April, 1972, there was "no referral system whatsoever," he said.

Between March 17, 1972, when the agency began accepting referrals from police and school officials and December 31, 1972, the agency had 537 re-

errals; 372 were from police agencies; 141 from schools and 24 from parents or youths themselves. Referrals increased substantially when the Albion and Marshall offices got into the full operation.

Of those helped by the agency, 82.7 per cent have not been subsequently arrested; 87.7 per cent have not been suspended from school and 93.4 per cent have not been placed in Juvenile Court, Dobbert said.

The bureau's work has, so far, slightly decreased the number of juveniles referred to the court. It is planned that eventually court probation officers will be able to reduce their caseloads enough to concentrate efforts on helping more severely disturbed delinquents.

To aid in its referral system, bureau staff devised a juvenile information exchange service, which includes the use of standardized referral forms as the basis for a data bank on juvenile offenders. This information, which includes family background, the type of offense committed and police disposition, can be used by the bureau in determining the type of treatment a juvenile will receive. The form is being used by all 13 police agencies.

When the bureau receives a referral, the youth and his parents are invited to attend a screening interview conducted by the bureau's assistant director.

During this interview, the philosophy and objectives of the bureau are explained and the reason for the referral discussed. Should the family agree to cooperate with the bureau, one of five youth counselors is assigned to the case.

The counselor conducts a three-week investigation of the case which includes information on the child's family life and personal history. Psychological testing is occasionally used.

When the investigation is completed, the child may be accepted for short-term counseling at the bureau, referred to a youth service agency in the county, rejected for service or returned to the referring agency for further disposition.

The bureau, which primarily treats children who have committed misdemeanors, also serves a small number of those who have committed felonies and a large number of juveniles who have committed non-criminal offenses such as school truancy.

Soon after the agency began operation, police and school officials began requesting assistance for children who were in danger of becoming delinquent but who had not, as yet, been apprehended. These kinds of youth are included in the agency's service population.

An important aspect of the project, which is being developed currently, is the establishment of a com-

prehensive volunteer program to bring citizens face-to-face with the bureau's youth.

Dobbert said volunteers, acting as friendly advisors, can help to reduce the juvenile delinquency label in the community and should have a beneficial affect on the delinquency-prone child:

"Every person at some time has been influenced by the presence of significant adult—parent, teacher or friend. An entire field lies open to us in the form of volunteers—responsible, warm, natural adults who care enough to share their time with one child."

Now that service for nearly every delinquent child in the county is possible, he said, major problems of delinquency prevention can be tackled.

Youth Services Bureau, 0959-01, \$100,000.

Community Residential Care

Several years ago the Michigan Department of Social Services made a commitment to offer treatment and care to as many of its juvenile wards as possible in a community setting.

The commitment, based on the belief that institutions have failed in treating some types of juvenile offenders, was given financial backing through several grants from the Michigan Office of Criminal Justice Program (OCJP).

In the 1972-73 fiscal year a \$471,000 grant to the Office of Children and Youth Services within the social services department, allowed continuation of seven small group homes financed through earlier OCJP grants; creation of eight new small group homes; four halfway houses and five shelter homes.

The grant also was to be used to provide staff for the central administration of all small group homes, shelter homes and halfway houses under state jurisdiction.

During the year small group homes were started in Charlotte, Holland, Flint, Big Rapids, Kalamazoo, Stanton, Marquette and Albion.

During the last quarter of the fiscal year, April through June of 1973, 74 youngsters were served in the small group homes, of which only one youth was arrested while under state care. Four were suspended from school; ten removed from the program for reasons other than satisfactory release and 18 were truant at least once.

A total of 104 children were served in all state-run shelter homes including those in Alpena, Greenville, Gaylord, White Cloud and Houghton during the same period.

Of those, 95 had previously been in institutions and only one was arrested while staying in the home; 15 were removed for unsatisfactory adjustment.

Shelter homes provide temporary residences for youth awaiting probate court action and are usually in sparsely populated areas where there are insufficient resources to build a detention home.

Of the four halfway houses planned for in the project, three were operating by April, 1973. By the end of June, 21 youngsters had been served in these facilities, two of which had only been operated for three months. Nine of the 21 had been removed, and 12 committed delinquent acts. Halfway houses in operation at the end of the fiscal year are in Lansing, Jackson and Kalamazoo.

During the past year 373 youths had been placed in facilities partially financed through OCJP grants. Of those, 21 were in the halfway houses, 129 in group homes and 223 in shelter homes. Ninety per cent of these youth were court and state wards. Almost none were re-arrested during the year and 78 per cent of those in shelter homes did not run away even though they were awaiting court appearances or other placement decisions.

While community residential care is not a new concept, certain nuances are relatively unexplored as to proven benefit to youth.

This project seeks to contribute to the existing body of knowledge in the area and to develop a greatly improved system of social and rehabilitative services to youth.

Community Residential Care, 11559-01, \$471,100.

crime prevention unit

In mid-summer of 1972, the Michigan Department of State Police received a grant from the Office of Criminal Justice Programs (OCJP) to initiate studies that promised to lead ultimately to a departmental Crime Prevention Unit.

The goals of the program were to identify and collect information on materials, methods and procedures the public could use to reduce their potential of becoming victimized by criminals.

The material was to be categorized and an analysis made of the most pertinent information. From this analysis, audiovisual, educational programs were to be prepared for the public.

The project also was designed to evaluate the public's response to this type of activity and determine the feasibility of setting up a Crime Prevention Center within the State Police.

A first phase of the program was a study to help determine whether programs aimed at localized crime would have measurable impact.

The need to expand the definition of crime prevention as it applies to the police role was a concept of the initial planning, closely allied with the concept of using crime prevention activities to increase citizen cooperation.

Convinced that the need to develop citizen participation in combatting crime is of the highest priority, those conducting the study set out to explore a potentially effective method of increasing that participation.

The prevention feasibility study addressed itself toward one of the basic components of crime—the opportunity to commit it.

Crime risks such as unprotected buildings, dark streets and inadequate locks, were considered with the belief that they should be evaluated and upgraded, if necessary, to protect persons and property from a criminal attack.

Police strategy to reduce criminal opportunity has relied almost exclusively on preventive patrol, with varying degrees of success. However, it was felt the patrol efforts do not always encourage private citizens or businessmen to assist in eliminating their own risks. There appears to be a tendency for citizens and the police to view crime as a police problem thereby isolating the citizen from his role in crime prevention.

With these conclusions in mind, the tenets for an effective crime prevention program were developed. It was decided it would be necessary to:

- Acquaint citizens with crime by providing a hard look at risks, motivation and criminal opportunity.

- Gain citizen acceptance of the public responsibility in preventing crime.

- Commit law enforcement efforts to stimulate citizen involvement in crime prevention.

Van Buren county, in southwest lower Michigan, was chosen as control county for the feasibility study. The county, made up of a cross section of small towns and villages, is basically agricultural with small business and industry well established. Eight police departments from cities and villages, a State Police district command and one post comprise law enforcement in the county, which has a population of 57,000.

A first step in the program was personal contact with the heads of all law enforcement agencies within the county. The concept of crime prevention was discussed and active assistance and participation solicited. Special emphasis was placed on involving the entire law enforcement community.

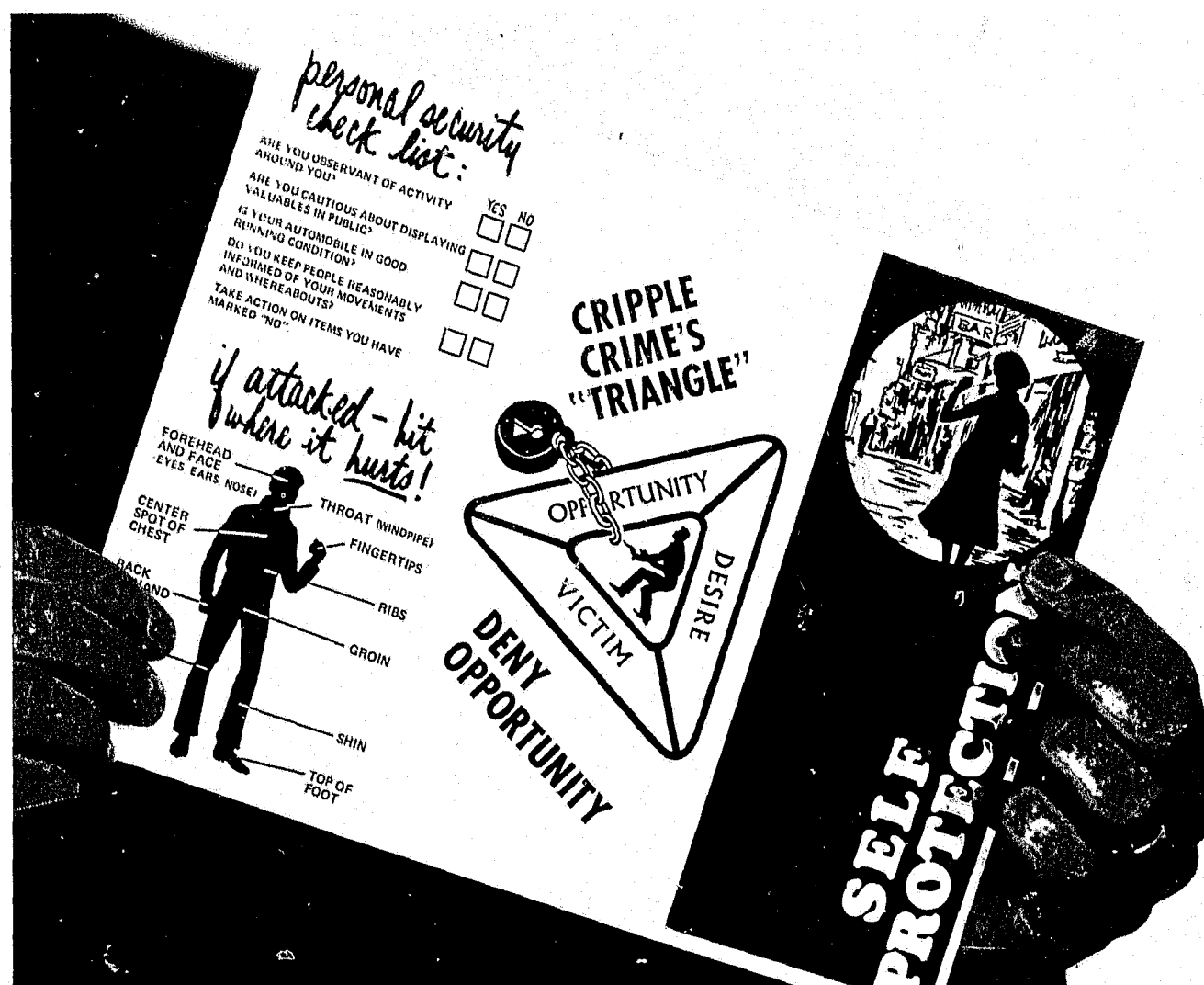
Following this all, agencies were contacted again and their burglary reports for March and April, 1971 and 1972 were reduced to a basic information sheet which noted time, location and method of entry and the type of structure entered. The information was then used to form a spot map of the entire county indicating the locations of the burglaries for those months; describe the primary structures being entered and the primary methods used to enter. These surveys included Paw Paw and South Haven State Police, the police departments of Paw Paw, Bangor, Covert, South Haven, Mattawan and Hartford and the Van Buren County Sheriff's Department.

One effect of this contact has been attempts by county law enforcement agencies to coordinate patrols in some areas and to strengthen record-keeping procedures.

Three orientation sessions in crime prevention were held for law enforcement officers in the county to familiarize them with crime prevention concepts, basic recommendations for security and lock hardware terminology.

Hardware store owners, building contractors and area locksmiths were contacted and advised of the types of locks that would be recommended to the public for security. The problems of home security were discussed and all business owners contacted expressed interest in assisting in the program. Most knew very little about locking hardware.

At Paw Paw, the county seat, contact was made with several service clubs in the area. The Paw Paw Mothers Club helped with publicity and assisted in scheduling of public meetings for crime prevention programs. They, with the support of other area



Ways to Cripple Crime's Triangle are Illustrated in This Poster Directed at Self Protection

clubs, produced posters and obtained printed handouts reminding residents of their responsibilities to prevent crime.

From this experience it was determined that civic and service organizations could assist enforcement agencies in planning public meetings and publicity, thereby relieving officers of a time consuming facet of the program.

One of the main activities of the officers involved in the study centered around presentation of a series of programs on the concept of crime prevention and burglary prevention. It was estimated that about one-half of the 57,000 residents of Van Buren County had been exposed to such information through either individual contacts or through media presentations during the study.

Questionnaires were filled out by 774 persons who attended one of a number of programs concerning burglary prevention. These questionnaires showed that 97 per cent, or all but 20 persons, felt that the information was relevant to their needs. In addition, 92 per cent, or all but 33 persons, said they would like to see additional programs in the future.

Even more important was that 89 per cent, or 696 persons out of 774, said they intended to use the techniques suggested to reduce residential burglaries.

The programs were rated significant in their impact on audiences.

To determine if members of the community were actually using crime prevention techniques suggested by the officers, Van Buren County area agencies and businesses were contacted with the following results:

- Locksmiths and Hardware Stores—The community's purchase patterns of security locks and devices increased in proportion to the community's exposure to the crime prevention programs.

- Burglary Alarm Companies—There was an increase in inquiries about burglary alarms and security devices. One retailer reported several sales of burglar alarms as a direct result of the crime prevention program.

- Lighting Companies—The results were inconclusive.

- Area Police Agencies—Officials felt that the program was beneficial, but that it was too soon to measure results.

The involvement of the police agencies in the study was somewhat limited, but several departments did establish some programs on crime pre-

vention such as the Operation Identification Program in the Village of Paw Paw after exposure to the study. The community of Mattawan hired two additional police officers and reported no burglaries for the two month study period. Several departments also established closer working relationships to deal with crime patterns in their communities, a direct result of the study.

In measuring the data compiled by the officers in their personal contacts with police departments in Van Buren County, there was a reduction of burglary reports between 1972 and 1973. The data showed an increase between 1971 and 1972 of 4.8 per cent in the total amount of burglary reports for the months of March and April. This was followed by a reduction of 6.9 per cent between 1972 and 1973 for the same period.

Uniform Crime Reports submitted for the four counties surrounding Van Buren—Kalamazoo, Cass, Berrien and Allegan—also were compared with Van Buren to determine any rate of change in successful burglary attempts.

Only forced and attempted burglary figures were used because the efforts of the crime prevention program were directed at preventing residential burglaries. If the home dwellers had taken steps to make burglary more difficult, the percentage of successful burglaries should have decreased in the target area.

The comparison data showed that the surrounding counties reported almost the same per cent of successful burglaries as attempted burglaries. Between 1971 and 1973 there had been a decrease of only 1.9 per cent successful burglaries; between 1972 and 1973 the decrease was only 1.5 per cent.

The data in Van Buren County, by contrast, showed a decrease between 1971 and 1973 of 6.6 per cent. The greatest per cent of change—a 4.3 per cent decrease—occurred between 1972 and 1973.

The burglary reports showed a reduction of the successful burglaries in ratio to the attempted burglaries in Van Buren county. The significance of this change is that the greatest reduction was between 1972 and 1973, when the study was started.

Perhaps, however, the most important aspect of the program was expressed by one of the officers involved:

"There was a new awakening and coalition between the community and the police."

Further use of the project results and creation of the departmental Crime Prevention Unit had not, at the end of the 1973 fiscal year, been determined

but indications were that the project would eventually result in further activity.

Crime Prevention Unit, 11929-1, Michigan Department of State Police, \$25,210.

Vocational Residential Center

A two-pronged project to help delinquents stay in the community while receiving treatment, education and vocational training was continued during the 1973 fiscal year through a \$115,531 grant from the Michigan Office of Criminal Justice Programs (OCJP).

Washtenaw County's "Vocational Residential Center" project was started in 1971 to provide an alternative to institutionalization for the county's troubled boys and girls. It was a reaction to the recognition that services to its court wards were insufficient.

A Juvenile Court Advisory Council, composed of lay and professional persons in the county, the probate judge and selected staff, spearheaded a movement in 1969 and 1970 to convert the county's former youth home into a community-based residential facility for girls who might otherwise have been placed in institutions.

The council gained county support and went into the community in a successful drive to obtain money to remodel the facility.

By March, 1971, the center was opened and the first OCJP grant of \$82,090 had been awarded to help pay personnel salaries.

The facility is designed to provide services to up to 12 female court wards at a time. Over the first two years the live-in treatment program was developed to modify problem behavior using a token economy system, or tangible rewards for good behavior. During the second year project personnel also used group therapy as a way to help the girls, whose ages range from 14 to 17.

Services for male and female delinquents not living in the facility also are provided. They include classes in study skills and driver education and occupational training.

In the study skills classes youth attending public schools are tutored.

Pre-employment counseling and wage-subsidized employment also are offered as a form of occupational training.

After the center's occupational staff has secured several potential jobs, wards are referred to a coordinating committee which explores the youth's

interests and needs and explains the advantages of the program.

If both parties agree, the youth participates in a pre-vocational orientation program.

Once the youth is on the job he continues to participate in group counseling which is focused on job-related issues.

During the 1973 fiscal year, 53 of the 76 youths participating in the program were placed in jobs; 23 were not. Of those working, five had further arrests compared to 16 of the 23 not working. Five of the 53 with jobs were later committed to institutions, while 12 of those not employed were committed.

Of the working youths, 49 remained in school or returned, while of the non-working youngsters only seven continued their education.

One of the highlights of the project has been the extensive longitudinal evaluation made of all participants.

For example, 150 students have completed driver education; 136 youth have improved their reading ability by half a grade for each quarter they participated; 124 youth have been placed in jobs since the occupational training program began and 60 of those have remained on the job three or more months.

In addition, a comparative longitudinal evaluation was made of girls living in the center and in other treatment facilities in Washtenaw County. Of the 18 girls in the center during the study who were 17 or older, only two have been subsequently sentenced to prison terms. One other girl was arrested on a charge of petty larceny.

The project is now in its third year through a \$35,772 grant from OCJP.

Vocational Residential Center, 0492-01, \$82,090; 02, \$115,531; 03, \$35,772.

Scientific Crime Laboratories

Is the perfect crime impossible to commit?

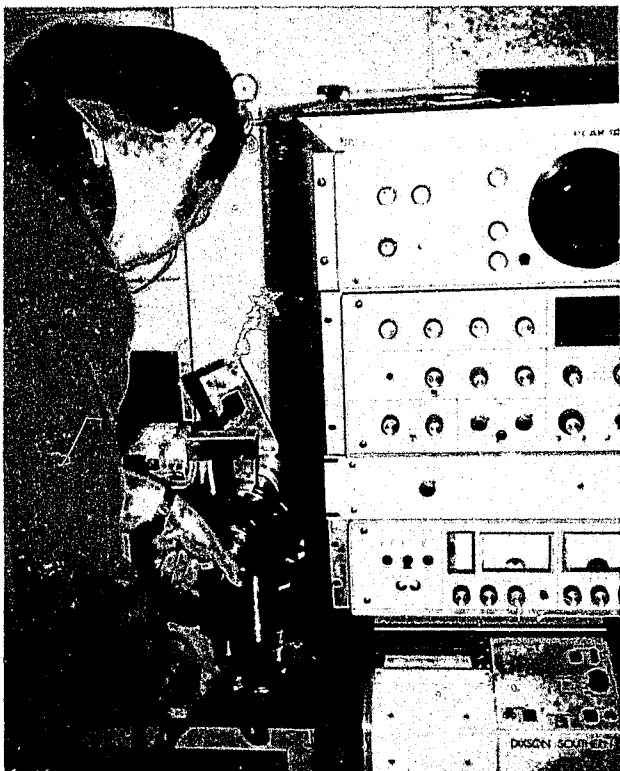
It is, if the right evidence is collected, contend Michigan crime laboratory specialists:

- A soggy cigarette lighter linked a killer and his victim.

- Traces of fur, carpet fiber, cement and fiber glass helped solve a "professional" Birmingham burglary.

- A reconstructed skull unraveled the mystery of a seven-year-old death.

- A lamp cord helped convict a murderer.



State Police laboratory specialist Det. Sgt. Donald Collins inserts a sample suspected of being LSD into a Mass Spectrometer, which is sensitive enough to analyze samples smaller than one millionth of a gram.

- A tomato was instrumental in uncovering two murder suspects.
- A chip of red paint helped nail a hit-and-run driver.

Law enforcement experts now believe that without scientific crime laboratory work many major murder cases wouldn't get solved.

Over the last decade U.S. Supreme Court decisions have mandated that the law enforcement community make monumental adjustments in criminal investigation procedures.

Laboratory work is important because police can't rely on informants, eyewitnesses and confessions anymore. Physical evidence is now necessary.

Criminal investigators now find themselves performing and living in a world of fibers, hairs, tool marks, partial finger and palm prints, drug samples, questionable documents and voice prints—all to be examined by computerized scientific equipment that resembles something from a science fiction novel.

Physical evidence may include something as innocuous as a tomato in a grocery cart which, when tested for prints after a robbery, led to the arrest

of two suspects wanted for murder in another state.

Physical evidence may be the tiny hairs from a fur coat embedded in the carpeting of a car carrying away the stolen property; or a shattered skull, which, when reconstructed seven years later, showed a bullet hole from a 12-gauge shotgun. This physical evidence matched the testimony of a witness.

Statistics show that law enforcement agencies in Michigan are making use of that physical evidence through laboratory services provided by the Michigan Department of State Police and the Michigan Department of Public Health's Division of Crime Detection, Bureau of Laboratories.

Personnel from the State Police's Scientific Laboratories Section and from the Department of Public Health work together to solve crime through the analysis of physical evidence.

In 1972 the State Police's central laboratory in East Lansing, the Public Health's division in Lansing and three satellite laboratories in Holland, Plymouth and Warren handled a workload increase of 18 per cent over 1971.

In 1968, before the satellite laboratories were in operation, about 7,000 cases were handled as compared to 18,000 in 1972.

It is believed that creation of the satellite labs provide local services for law enforcement agencies that had not placed the proper emphasis on the use of scientific criminal evidence prior to this.

In 1970 Gov. William G. Milliken's Forensic Sciences Resources Committee reported that the state's crime laboratories were understaffed, improperly equipped and overcrowded.

Efforts to improve the forensic services have been aided with six grants totaling more than \$3 million from the Michigan Office of Criminal Justice Programs. The grants have been awarded to the State Police, which has in turn, subcontracted work to the Department of Public Health.

The most recent of the six grants was awarded in June, 1973, to create a new satellite laboratory in Bridgeport which was to be in operation by the end of 1973.

Through the use of the grants, additional laboratory specialists were hired, equipment purchased and personnel trained.

Services at the Holland laboratory, staffed by professionals from the State Police and the Public Health Department, began in March, 1972. By the end of the year the laboratory was handling most types of crime analysis.

The Warren laboratory opened in October, 1969. It is staffed by personnel from the State Police and

Public Health Department and provides lab services for law enforcement agencies in southeastern Michigan.



Laboratory technician Edward A. Moilanen checks sample of what appears to be marijuana at forensic laboratory in Warren, Mich.

The Plymouth laboratory, which has been analyzing criminal evidence since April, 1969, was able to help solve a murder case by finding prints on a cigarette lighter found near a corpse in the Huron River.

Latent prints found on a plug on a lamp cord identified a murderer in the Detroit Metropolitan area.

Services provided by all the laboratories include identification and comparison of hair, paint, fiber, finger and palm prints and bullets; analysis of arson and bomb evidence and devices and handwriting and documents; identification of explosive residues, drugs, blood types, body fluids and tissues, poisons and firearms, polygraph examinations (lie detector tests) and photography.

Because of the lab work in a bullet identification case, police were able to unravel the mysterious death of a person found with a .32 caliber automatic bullet (and shell) in his skull.

The suspect in the case, however, was believed to have fired a .380 caliber automatic pistol at the time of the murder. Upon examination it was discovered that the .32 caliber bullet had been fired from the .380 caliber pistol. When the .32 caliber bullet failed to fire from the larger pistol, the suspect had apparently placed a larger caliber bullet in the .380 caliber pistol and fired it. The larger bullet pushed the smaller bullet and its shell out of the gun and into the victim.

At the central laboratory in East Lansing voice identification also is provided. During 1972, the unit identified 221 suspects from the 333 complaints received.

Michigan has the only forensic voice identification system in the world, and many major cases have been broken in the nation through the use of the unit's highly skilled voice examiners.

Voice prints have been successfully introduced in a number of courts as evidence in criminal trials.

In the State Police's polygraph unit an examiner was cited last year for his work on a bomb case at a government installation in Michigan.

Because of the examiner's ability to communicate with the suspect and diligent pursuit of the matter, the suspect finally agreed to lead officers to the bombs. A concealed bomb of considerable destructive potential was located and disarmed.

The state's laboratory system is recognized as one of the largest and most progressive in the nation. Personnel have participated in state, regional and national seminars dealing with the criminalistics field.

In the future, establishment of a full-service crime lab in the Upper Peninsula and another in the Gaylord-Grayling area is planned. With these additional satellite labs, all recommendations made by the Forensic Science Resource Committee will have been followed.

During the 1973 fiscal year plans were laid for appointment of a new Forensic Sciences Resource Committee to examine progress of the expansion and to recommend ways to update and change services made necessary by the increase of crime in the area of narcotic and hard drug use.

All projects entitled *Forensic Services Expansion*. 5070-1, \$236,639; 5070-2, \$518,500; 5070-3, \$406,125; 9090-1, \$336,152; 9090-2, \$500,835; 13583-1, \$430,660.

Detroit Aviation Patrol

When a police officer sees a crime occurring and can respond quickly his chances of making an arrest are excellent.

When a potential criminal believes a police officer may be nearby, he may hesitate before taking any action.

When a citizen believes a police officer may be nearby, he may feel safer.

When a police officer can respond to a crime within one and one-half minutes, he can apprehend the perpetrator 80 per cent of the time, according to the President's Commission on Crime.

The elements of observation and response are valuable tools for law enforcement, but they are not always available.

When a police officer is on foot or in a car, he is restricted to a small area at any given time.

Ground units are limited by the size of their patrol area, traffic conditions and circuitous routes, which occasionally must be taken to reach crime scenes.

Police officers in cars also are restricted to observation in limited areas.

The Detroit Police Department believed these problems could be minimized by using helicopters for crime patrol. Federal funds were awarded to the city by the Office of Criminal Justice Programs (OCJP) to start the aerial patrol program in 1971 and again in 1973 to increase the patrol from the 5th, 7th and 15th precincts to the entire city.

The initial federal grant paid for the leasing of two helicopters to patrol the three eastern Detroit precincts on an experimental basis. The western 10th, 12th and 14th precincts were used as control areas to evaluate the project. Both areas were comparable in area, economy, racial makeup, population and housing.

The results were dramatic. During the first nine months of 1972 decreases were reported in the test area in robbery, down 22.6 per cent; burglary, down 24.6 per cent; larceny, down 28.8 per cent and automobile theft, down 21.8 per cent, as compared to the same period in 1971.

In the control area, however, robbery dropped only 15.2 per cent; burglary was down 9.6 per cent; larceny decreased by 19.9 per cent and car theft was down by 3.5 per cent. In other parts of the city not included in the control area, these same crimes decreased slightly more than in the control area but not nearly as much as in the test area.

Evaluation has been one of the most important aspects of the aviation patrol project. The carefully

controlled experiment proved the project's worth and set the stage for citywide expansion of the unit, based on the same intensive use of statistics on crime patterns.

Prior to 1971 the police department conducted limited tests with borrowed equipment, but because of budgetary limitations, the department did not continue the operation.

Development of the expanded project was done in three phases. During the first phase police personnel were selected, the crime analysis reporting system was developed on a citywide basis and maintenance schedules were drawn up for the aircraft. During the second phase the newly selected personnel received orientation and training and a formula for converting crime analysis data and flight schedules was developed and tested. In the final phase, personnel continue to receive training; their performances are being evaluated monthly. Flight and maintenance schedules also were put into operation.

Before the second grant was awarded, a task force was formed to plan and coordinate the activities necessary to assure smooth transition from a two-helicopter operation to a citywide operation using six aircraft. The task force was composed of the commanding officer of the Detroit Police Department Aviation Unit, an aviation unit sergeant and a sergeant from the Research and Development division.

This task force determined flight areas, set communications logistics to provide monitoring and decided on equipment and personnel needs. It also held discussions in the City of Highland Park on its desire to participate in the project, developed equipment specifications, job descriptions and a crime analysis format.

Under the expanded patrol project, four of the six helicopters fly during times of high crime in the city, or about 40 hours a week. The other two aircraft are used for backup. The time of day and area of patrol is determined through crime analysis.

Because of pilot fatigue and refueling, the helicopters are flown from 1.5 to 2.5 hours at a time. Each is flown about five hours in each eight-hour shift.

Depending on the crime activity and its location, the aviation unit will send up either four, three or two helicopters for patrol in any one period.

On Monday through Saturday the craft are flown from about 10 a.m. to 2 p.m. On Sunday, however, flights are kept to a minimum because of the limited amount of crime occurring on that day.

Inspector Gil Truax, commander of the aviation unit and a 24-year veteran of the Detroit Police Department, said "omnipresence is the best and biggest thing a helicopter can give you. You can see what's going on in a wide area below and get to most anywhere in minutes. With that and your radio you can be everywhere at once."

"Sure, we've had some complaints—interference with televisions, etc., but as soon as we tell people what the choppers are for, they are all for it. The businessmen couldn't be happier," he said.

Truax said the unit's arrest rate tripled in the first year after training was completed and observers could concentrate on ground spotting.

In the initial stages of the evaluation project, the police department had little knowledge or trained personnel to operate the aircraft. In the second period of the project, however, the operational procedures have been firmly established and personnel trained.

The transition from limited to citywide patrol has, therefore, been accomplished with little or no difficulty.

Faith in the project was demonstrated this year when the City of Detroit purchased the two helicopters used for the feasibility study.

Patrol Operations Analysis, 0746-01, \$230,000 and Police Aviation Unit, 0746-02, \$100,000.

Decentralization of Treatment

Institutionalization has, in the past, been Michigan's answer to juvenile delinquency.

Yet the practice of putting juvenile offenders in institutions such as the W. J. Maxey Boys Training School, Whitmore Lake, has not solved the problems of delinquency.

Instead, it has been discovered that removing a youth from his community does not ensure self-confidence nor help in job placement, school readjustment or in learning how to survive in the community.

With the rather recent advent of the Office of Youth Services (now the Office of Children and Youth Services), within the Michigan Department of Social Services, a new thrust began to increase the use of community treatment of delinquents.

One of the major efforts in this area is the "Decentralization of Treatment" project in Wayne and Berrien counties.

Financed during the past three years, in part, by over \$2 million in grants from the Michigan Office of Criminal Justice Programs (OCJP) the project began in 1971 with the premise that institutional



Help in learning academic skills is provided at West Side Attention Center in Detroit as part of the Decentralization Project.

care is only necessary for about 10 per cent of the juveniles presently institutionalized and that more effective community care can be provided at the same or less cost than institutional care.

Putting the project in motion took more than a year. Developing a plan, writing the application, and revising the budget took six months. The labor was rewarded on April 1, 1971—a \$739,254 grant was awarded to Wayne County by OCJP. (Other grants followed in 1972 and 1973.)

In early 1971 the juvenile justice system in Wayne County was overburdened. The Wayne County Juvenile Court and Youth Home were operating beyond their capacities. Court case loads were high. The Youth Home's male population was 67 per cent over capacity; the female population was 100 per cent over capacity. The problems stemmed from increasing juvenile crime and a lack of adequate services to meet the increases.

The juvenile court was handling more cases of the type which it usually committed to the state.

The number of commitments exceeded the capacity of the state's W. J. Maxey Reception Center. The crunch occurred in the County Youth Home where more youth were admitted than released.

If the court could not provide adequate services, the youth was committed to the state. Until 1969, state law required the state to remove the youth from the community if the judge so ordered. In 1969, the law was changed; the state still had to accept the case if the juvenile court made referral, but the state had the option of developing community-based treatment programs.

But inertia prevailed. In 1970, the Department of Social Services sent 93 per cent of the approximate 700 new Wayne County state wards to an institution; only 7 per cent remained in the community. The Maxey Reception Center handled intake for all youth who were to be institutionalized.

On April 1, 1971, the system began to change as new options were created through the Decentralization Project. Administrative responsibility for the program was assigned; staff effort began on several fronts. The search to find seven community facilities—two intake centers, two attention centers and three small group homes began. Arrangements were made to place a small state intake unit staff in the juvenile court building to conduct initial case screenings. The research unit of the social services department began work on a new youth classification system to determine placement criteria. It also prepared a draft of an evaluation system. The staff at the Boys' Training School laid plans for direct acceptance of Wayne County youth into the cottage units, bypassing the reception center. A special treatment program and crisis intervention unit were developed in the freed space.

Data for 1970, projections for the first full year of operation in 1971 and actual figures for July 1, 1972 through June 30, 1973, tell the results.

In 1970 the Wayne County Juvenile Court committed 700 youths to the state. Fifty went back to the community for help, of which 20 were placed in small group homes. Six hundred fifty youth were sent to the Maxey Reception Center and from there to institutions run by the Department of Social Services.

Projections for 1971 based on a stable rate anticipated that 630 youth would remain in the community for intake and development of a treatment plan, while 70 would be handled at the Maxey Reception Center—a radical change in where the decisions about treatment would take place. The projections regarding location of treatment did not show such a dramatic change—200 youth would

be served in the community, 500 in institutional camps and training schools. The net effect was that 150 additional youth would remain in the community, avoiding institutionalization.

From January to June of 1971, the volume of youth and the system for handling them followed the 1970 experience. But in the next twelve months, during which time the Decentralization Project got underway, there were changes in the system and a drop in commitments to the state.

In July, 1971, a small intake unit was located at the juvenile court. Development of a classification system began. Some staff were hired. The search for facilities began. By November, three facilities were selected: An intake center and an attention center on Townsend Street on the east side of Detroit and an attention center at Dexter-Elmhurst on the west side of the city. By March 1, 1972, all three were in operation.

In January, 1972, staff were added to each cottage unit at the Boy's Training School to permit direct intake from Wayne County. A special treatment program and the crisis counseling unit were opened at the Maxey Reception Center in the area formerly used for Wayne County wards. In February, 1972, one small group home was opened in Highland Park.

During this period, two trends emerged: Court commitment to the state dropped off considerably and community placements began to increase. Statistics for the period April 1, 1971 through August 31, 1972, show that 264 youths were placed in an institution and 108 remained in the community. This represents a 71/29 institution/community ratio, down from the 93/7 ratio in 1970.

The drop in commitments was even more significant. Instead of the 700 youths projected for the year, only 372 were received during a 17-month period.

Court referrals stabilized and the ratio of institutional to community placements continued to drop during the period July 1, 1972 through June 30, 1973. The Wayne County Court committed 268 youths to the state during this period. One hundred thirty-five were institutionalized, 133 remained in the community—a 50/50 ratio. Preliminary screening staff referred 104 youths directly to the training school, 129 to the community intake center and 35 for community placements. During the year, 176 youths attended the East Side Attention Center, and 159 youths were served by the West Side Attention Center; 12 were served by both.

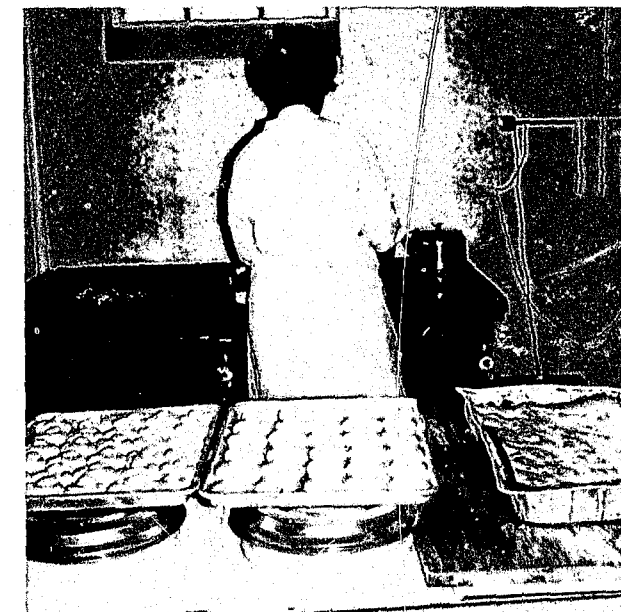
Recidivism statistics show that three East Side Center wards returned to the training school and seven had police contacts; comparable figures from

the West Side Center show that three youths returned to the training school, seven youths went back to the court's youth home, and 22 had further police contacts.

The new thrust in treatment of delinquents is not limited to the east side of the state. In a modest fashion, the Wayne County experience is being repeated in Berrien County. In March, 1973, an attention center opened in Benton Harbor.

In past years, Berrien County ranked second or third in the number of state wards it sent to the W. J. Maxey Training School. Now, the Benton Harbor Attention Center offers a community based alternative.

Decentralization of Treatment, 0611-01, \$739,254; 0621-02, \$1,027,000; 0621-03, \$1,144,100.



At the East Side Attention Center lunch in a friendly setting is part of the treatment offered to delinquent boys and girls.

Institutional Improvement

Community resources are being used to help delinquent boys prepare for jobs after release from camp in a project partially financed by the Michigan Office of Criminal Justice Programs.

Kirtland Community College, Roscommon, is teaching welding and automobile mechanics to selected boys staying at two camps run by the Michigan Department of Social Services in the Grayling-Houghton Lake area.

The camps were established in 1963 to give delinquent boys basic outdoor vocational skills and to provide them with remedial education in a rural setting. The facilities have a total capacity of 98.

Training at the camps included classes in conservation, construction and baking, provided in conjunction with the Department of Natural Resources. This limited program was not meeting the vocational needs and interests of a number of boys.

Kirkland College, midway between the two camps, has a good reputation for developing vocational training programs that are relevant to students and prospective employers. College officials agreed to accept the camp youth for classes in 1972.

During the first project year 40 youths were selected for classes in machine operations and welding. The minimum qualifications for acceptance into the program are a passing score in a standard achievement test with a fifth grade reading level and a sixth grade mathematics level; successful completion of a manual manipulative skills test and interest and motivation.

The courses are offered one night a week for four hours and six hours on Saturday.

During the second six month project period, 22 students took classes and the welding course was replaced with an automobile mechanics course.

Project personnel are now tackling one possible problem encountered during the program—that of keeping the youths working in the trade they learned after being released from the camps. A longitudinal study of 41 youths showed that of the 58 per cent employed, only 25 per cent were working in the trade they had learned.

With the cooperation the camps have received from the college and other local agencies, it is believed that this small project is just the beginning of further development of community resources in the treatment of delinquents.

Institutional Improvement Project, 0833-01, \$28,500; 0833-02, \$16,510.

Guidelines for the Future



guidelines for the future

Every organization faces management and administrative problems which inhibit it from fully realizing the substantive purposes for which it was created. When these problems linger unresolved, the organization tends to spend increasing amounts of its resources and energy addressing the crises and difficulties that ensue, and decreasing amounts of resources and energy solving the problems which made the organization necessary. The most common reason for this condition is the failure of the organization to clearly define its objectives in words which state unequivocally what the organization should accomplish and when it should be done.

The single overriding objective of the Office of Criminal Justice Programs (OCJP) is to reduce crime in Michigan each year. Several other substantive objectives, such as improving the quality and fairness of the criminal justice system, also are identified. Occasionally one of these other objectives can be seen as conflicting with the major crime reduction objective. For example, the goal of guaranteeing full protection of individual rights often prohibits a crime reduction program from reaching its fullest application. Such conflicts are inherent in our system of justice and do not impose insurmountable barriers.

Given these substantive objectives, OCJP must be structured and managed to permit their achievement. For fiscal year 1974, the office has set forth organizational objectives which are intended to reduce management and administrative problems.

OCJP employees who occupy the management positions use these objectives in setting priorities for the activities and work of their subordinates. In addition, the presence of written objectives allows each employee to know and understand what the organization is doing and to appreciate more clearly why his supervisor has made various work assignments. Finally, management personnel are evaluated on the basis of achieving these objectives.

Progress toward reaching the objectives will be analyzed each quarter during the fiscal year. In the absence of an available alternative, the objectives will be altered. However, OCJP intends to revise its activities wherever possible to achieve the objectives as originally developed.

1. *Fully implement and assume all responsibilities assigned in the reorganization indicated by Executive Orders 1973-7 and 1973-8 and described by the agreements between the Director of the Department of Administration and the Administrator of the Office of Criminal Justice Programs by January 1, 1974.*

Beginning in fiscal year 1973 and concluding in September, 1973, several major reorganizational efforts were undertaken by state government. This objective will ensure that OCJP performs as intended by these reorganizations. Several former responsibilities of OCJP have been revised and others are to be added. By achieving this objective, OCJP staff will be fully cognizant of the impact of

the reorganization on their activities and better able to perform their new assignments.

2. *Complete the Goals and Standards project described in subgrant No. 14407-1 through task 11 as a minimum by June 30, 1974.*

A new Michigan Commission on Criminal Justice has been created and given new responsibilities. Among these responsibilities is the development of goals and standards for Michigan's criminal justice system. These goals and standards are to be used in developing state policy regarding the performance of the criminal justice system and in setting the general direction of the federal grant program administered by OCJP. The task indicated for achievement within the 1974 fiscal year is the completion of the first draft of the goals and standards, which will subsequently be reviewed and refined.

3. *Prepare all regions to begin full implementation of the new regional role and responsibilities by June 30, 1974.*

OCJP intends to delegate substantial responsibility to its regional and local planning units by the end of the 1974 fiscal year. Three basic reasons underlie this decision. First, the Governor and the Legislature have recently acted to substantially expand the role of the state's general purpose planning regions. Second, the reorganization mentioned in Objective One requires that some former OCJP responsibilities be transferred to allow the agency to carry out new duties. Third, the capability and preparation of the regions and local planning units have improved substantially from the early years of the program, and they are now ready to assume increased workloads and responsibilities.

4. *Implement a fully operational, validated on-line Grant Management Information System (GMIS) consistent with the national GMIS on the Department of Administration computer by March 31, 1974.*

Nearly all administrative requirements necessary for compliance with program and fiscal regulations of the federal grant program are now operational on a computer supported system. That system, however, does not presently allow access in less than 24 hours, nor does it permit easy retrieval of information not routinely formatted. A national project which provides on-line capability is currently underway and is suitable for implementation in Michigan after testing with live data. The national and Michigan information systems will be merged for use in Michigan.

5. *Initiate an interim evaluation process for all subgrants by September 30, 1973, and prepare a permanent process which requires periodic formal assessment and is capable of further sophistication by April 30, 1974.*

Evaluation has remained the most illusive of the fundamental processes necessary for successful operation of the grant program. This objective is designed to provide a minimally acceptable evaluation process while a more comprehensive approach can be developed.

6. *Establish a state criminal justice statistics center within OCJP by December 31, 1973 and complete the development and initial implementation of a state comprehensive data system by June 30, 1974.*

The current state of statistical data regarding criminal justice in Michigan is extremely poor. In many situations data is simply unavailable and, in most others, is not collected in a manner which permits even rudimentary analysis. This objective is intended to begin improving this situation.

7. *Complete the awarding of all fiscal year 1974 LEAA funds by March 31, 1974.*

A major criticism of the LEAA program nationally has been the failure of many states to use the money quickly enough. In the past two years Michigan has undertaken to make all its state agency awards within the same time frame as the federal fiscal year in which they are awarded to the state. By making the periods of award consistent among federal, state and local agencies, Michigan will be able to provide plans for following years based on an accurate projection of total funds available.

8. *Submit to LEAA a fiscal year 1975 State Plan approved by the Commission on Criminal Justice by April 30, 1974.*

This objective is closely related to Objective Seven. The 1975 state plan will be submitted prior to the start of the fiscal year for which it is designed. In the past the federal appropriation and LEAA approval of the state plan have come well into the fiscal year of an award. By awarding the 1974 funds and submitting the 1975 plan prior to the start of the 1975 fiscal year, the federal government will be required to act on the plan and award the block grant at the time when the funds are initially needed. Objectives Seven and Eight also will help those applying for subgrants understand exactly when funds are available, the amount available and for what purposes the funds can be used.

9. *Implement a special problem analysis program by September 30, 1973.*

Michigan has not had any unit or agency capable of exploring particular criminal justice problems in depth. In conjunction with Objective One, this capability will be created in OCJP. The results of this special problem analysis program will be used in the state's planning and budget development process and in the development of each year's comprehensive plan.

10. *Develop a legislative program by June 30, 1974.*

Many problems within the criminal justice system are more appropriately resolved through legislative action than through any special funding program. In addition, it is anticipated that many of the goals and standards recommended by the Michigan Commission on Criminal Justice will require legislative activity if they are to be achieved. Development of the legislative program in OCJP will provide a way to structure and forward recommendations to the Legislature.

These objectives are written in fairly general terms. Little emphasis has been placed on administrative functions because OCJP spent much of the previous two fiscal years perfecting mechanisms necessary for administrative control. As a result, activities can now be directed toward other major responsibilities more directly related to the business of reducing crime.

Primary responsibility for each objective is assigned to one of the three major sections in the office, or to the chairman of one of the four management committees which are an integral part of the office's management system. This system permits the office to have the features of both staff and line operations without the necessity of additional personnel, and it provides a coordinated process which eliminates many problems dealing with communication and authority.

Hopefully, the management organization and reliance on written operational objectives will help OCJP achieve its overall objective—a reduction of crime in fiscal year 1974.

400000

STAFF OF OFFICE OF CRIMINAL JUSTICE PROGRAMS

(As of June 30, 1973)

ADMINISTRATION

Don P. LeDucAdministrator
Richard K. NelsonDeputy Administrator
Margaret E. SteinackerSecretary
Lillian R. PohlOffice Manager
Dorothy G. HolmesReceptionist

PUBLIC INFORMATION

Gail R. LightPublic Information Specialist
Randi L. ZemerSecretary

PLANNING

Glen L. BachelderDirector
William J. WalterDeputy Director
Bruce G. WileyAdministrative Analyst
Robert J. MerandoAdministrative Analyst
Lawrence E. JohnsonProgram Analyst
Joyce A. VanDerWoudeSecretary
Becky L. CristSecretary

PROGRAM SERVICES

Thomas E. JohnsonDirector
Donald T. Jackson ...Police Management Specialist
R. James Evans
.....Communications Systems Specialist
Chester R. Sylvester ...Investigative Units Specialist
William A. Owen
.....Forensics and Civil Disorder Specialist
Lawrence W. Murphy ..Crime Prevention Specialist
John H. Marshall ...Community Relations Specialist
William D. Jenness IIICourts Specialist
George E. Mason
.....Prosecution and Defense Specialist
William F. Eardley
Adult Field and Institutions Service Specialist
William W. Lovett ...Juvenile Institutions Specialist
Edward J. Pieksma
.....Juvenile Field Services Specialist
Ralph Monsma
.... Juvenile Delinquency Prevention Specialist

Mary E. VerdereseSecretary
Dorothy M. BrowningSecretary
Marjorie A. JanetzkeSecretary
Jane L. OstrowskiSecretary
Kathy A. PlineSecretary

GRANT ADMINISTRATION

Raymond H. McConnellDirector
Barry L. BabcockAdministrative Analyst

Grant Management

Henry VerkaikDeputy Director
Maurice L. GagnonSenior Project Inspector
Thomas Q. WilsonProject Inspector
Edward O. HavenProject Inspector
George HendersonProject Inspector
William Converse
.....Application Review Coordinator
Constance GlynnSubgrant Control Clerk

Fiscal Management

Howard A. PizzoDeputy Director
Duane A. HallAssistant Deputy Director
Phillip J. AgostiniGrant Fund Auditor
Evangeline B. BlankeGrant Fund Auditor
Walter J. CesarzGrant Fund Auditor
Robert W. GronerGrant Fund Auditor
Gary R. HoganGrant Fund Auditor
Wallace F. MunskiGrant Fund Auditor
Marjorie M. PlotnierAccount Clerk
Donna J. MastrovitoSecretary
Nadyne C. KoelzerSecretary
Cheryl L. PittsSecretary
Beatrice WilliamsSecretary

MICHIGAN COMMISSION ON CRIMINAL JUSTICE—GOALS AND STANDARDS

Michael A. FosterOffice Manager
Susan M. DickeySecretary
Sheila D. PerrigoSecretary

Executive Order

1970 - 12

Office of Criminal Justice Programs

WHEREAS, a comprehensive effort at all levels of Michigan government is required to provide better coordinated, more effective law enforcement; and

WHEREAS, the Congress has enacted the Omnibus Crime Control and Safe Streets Act of 1968, herein referred to as the Crime Control Act, defining "law enforcement" to mean all activities pertaining to crime prevention or reduction and enforcement of the criminal law; and

WHEREAS, the Crime Control Act offers federal assistance to States for the development of law enforcement capabilities; and

WHEREAS, the Crime Control Act requires the Governor to create or designate a state law enforcement planning agency subject to his jurisdiction which shall be representative of law enforcement agencies of the State and of the units of general local government within the State; and

WHEREAS, the Crime Control Act offers federal assistance to states for the establishment and development of Organized Crime Prevention Councils; and

WHEREAS, the Congress has enacted the Juvenile Delinquency Prevention and Control Act of 1968, herein referred to as the Juvenile Delinquency Act; and

WHEREAS, for the State of Michigan to be eligible for grants under the Juvenile Delinquency Act, the Act required the Governor to designate a single "State Agency" to undertake planning directed at producing a comprehensive juvenile delinquency plan; and

WHEREAS, Section 270.11(c) of regulations issued by the United States Department of Health, Education and Welfare under the Juvenile Delinquency Act, provides that

"in the case of the State planning agency, in the interest of promoting the fullest possible integration and coordination of crime and delinquency programs being developed in response to the Omnibus Crime Control and Safe Streets Act of 1968 and the Juvenile Delinquency Prevention and Control Act of 1968, it is desirable to have

a single State planning agency which would prepare a single comprehensive plan."

THEREFORE, I, WILLIAM G. MILLIKEN, Governor of the State of Michigan, pursuant to the authority vested in me by the Constitution and Laws of the State of Michigan, do hereby order the establishment of the Office of Criminal Justice Programs, herein referred to as the "Office," to be located in the Executive Office of the Governor and do hereby designate this Office as the state law enforcement planning agency as contemplated by the Omnibus Crime Control and Safe Streets Act of 1968 and the Juvenile Delinquency Prevention and Control Act of 1968.

The Office of Criminal Justice Programs shall consist of an Administrator of Criminal Justice Programs; Office personnel who shall be subject to the supervision and control of the Administrator; and Executive Board; a Commission on Law Enforcement and Criminal Justice, herein referred to as the "Commission;" a Juvenile Delinquency Advisory Council; an Organized Crime Prevention Council; and such other special committees, councils, or task forces as may be established by the Governor.

The duties of the Office shall include but not be limited to the following:

1. To develop a comprehensive statewide plan for the improvement of law enforcement throughout the State, which plan shall satisfy the requirements of the Crime Control and Juvenile Delinquency acts and regulations issued thereunder, and to define, develop and correlate programs and projects for improvement in law enforcement.
2. To establish priorities for law enforcement improvement in Michigan; to provide information to prospective aid recipients on the benefits of the program and procedures for grant application; to encourage grant proposal projects from local units of government for law enforcement planning and action efforts; to encourage project proposals from state law enforcement agencies; to evaluate local applications for aid and to award funds to local

and state units of government; to monitor progress and audit expenditures of grants by local and state units of government; to encourage regional and metropolitan area planning efforts, action projects and cooperative arrangements; to coordinate the state law enforcement plan with other federally supported programs relating to or having an impact on law enforcement; to oversee and evaluate the total state effort in plan implementation and law enforcement improvement; and to collect statistics and other data relevant to law enforcement in Michigan.

3. To apply for and accept grants from the Federal Law Enforcement Assistance Administration organized under the Crime Control Act and to approve expenditure and disbursement of any such funds acquired in a manner consistent with the Crime Control Act and the Constitution and laws of the State of Michigan.
4. To apply for and accept grants from the United States Department of Health, Education and Welfare and to approve expenditure and disbursement of such funds acquired in a manner consistent with the Juvenile Delinquency Act and the Constitution and laws of the State of Michigan.
5. To apply for and accept grants from any public or private source for the purpose of comprehensive law enforcement planning and implementation of improvements and innovations in law enforcement and criminal justice administration, including matters related to the prevention and control of juvenile delinquency, and to expend such funds in a manner consistent with the Constitution and laws of the State of Michigan.
6. To establish guidelines and procedures to be employed in the evaluation of applications for grants for projects and programs, in making such grants, in the awarding of such grants, and in ensuring that funds are used, in accordance with approved applications and in accordance with the Juvenile Delinquency and Crime Control Acts and regulations issued thereunder.

The Administrator of Criminal Justice Programs shall be responsible to the Governor and shall, in addition to discharging the duties of the Office of Criminal Justice Programs as specified in this order, have such duties as may be assigned by the Governor, including the responsibility for

recommending policy and program alternatives to the Governor. The Administrator shall speak for the Governor in all matters related to the Office. The Administrator shall establish rules for the Office which provide for coordination with other state agencies.

The Commission on Law Enforcement and Criminal Justice shall function as a supervisory board over the activities of the Office which are performed under requirements of the Crime Control Act and regulations issued thereunder. The Commission shall review and maintain general oversight of those activities of the Office which are performed under requirements of the Crime Control Act and regulations issued thereunder. The Commission shall consist of a chairman and such other members as have previously been designated by the Governor pursuant to Executive Order No. 1968-11. Terms of members appointed or reappointed to succeed those previously designated pursuant to Executive Order No. 1968-11 shall be at the pleasure of the Governor.

An advisory body on juvenile delinquency planning as prescribed in the Juvenile Delinquency Act and regulations issued thereunder shall be established within the Office. The members of this advisory body shall be selected by the Governor and shall have such duties as he prescribes.

An Organized Crime Prevention Council as prescribed in the Crime Control Act and regulations issued thereunder shall be established within the Office. The members of this Council shall be selected by the Governor and shall have such duties as he prescribes.

The Governor shall establish such other special committees, councils and task forces within the Office as he shall deem necessary or advisable and shall define their duties and responsibilities.

In meeting the requirements of the Crime Control Act the Office shall recognize such combinations of local units of government as the Administrator finds consistent with that Act and state and local law. The Administrator shall recognize Regional Criminal Justice Councils which represent areas, whenever possible coterminous with the state's planning and development regions.

All activities of the Office of Criminal Justice Programs shall be subject to the Constitution and Laws of this State; supervision of the Governor; legislative restrictions on the expenditure of state controlled funds; federal laws, regulations and guidelines; state budget and appropriations requirements; and state administrative regulations.

Executive Order No. 1968-11, creating the Michigan Commission on Law Enforcement and Criminal

Justice, and Executive Order No. 1969-8 designating the Michigan Commission on Law Enforcement and Criminal Justice as the state agency contemplated by the Juvenile Delinquency Prevention and Control Act of 1968, are rescinded this date.

Given under my hand and the Great Seal of the State of Michigan, this fourth day of June in the year of Our Lord, One Thousand Nine Hundred Seventy and of the Commonwealth One Hundred Thirty-Four.

William G. Milliken, Governor

Executive Order

1973-7

Transfer of Functions from the Executive Office of the Governor to Department of Administration

WHEREAS, Article V, Section 2, of the Michigan Constitution of 1963, empowers the Governor to make changes in the organization of the executive branch or assignment of functions among its units which he considers necessary for efficient administration; and

WHEREAS, it is recognized that in the interests of economic efficiency and effectiveness of government that it is necessary to affect changes in the organization of the Executive branch of Government; and

THEREFORE, I, WILLIAM G. MILLIKEN, Governor of the State of Michigan pursuant to the authority vested in me by the provisions of Article V, Section 2, of the Michigan Constitution of 1963, do hereby order the following:

1. Executive Budget Function

The executive budget function set forth in Section 12 of Act 380, P.A. 1965 (16.112 C.L. of 1970) and the Bureau of Programs and Budget established by Executive Organization Order 1971-1 for the implementation of that function are hereby transferred from the Executive Office of the Governor and assigned to the Department of Administration.

- a. all the powers, duties, functions and responsibilities assigned to the Director of the Bureau of Programs and Budget pursuant to paragraph B, C, and D of Executive Organization Order 1971-1 are hereby

assigned to the Department of Administration.

- b. the State Budget Director shall be responsible for and shall direct the budget functions above transferred and shall specifically be responsible for:

- (1) financial, economic, and fiscal research and the development of effective planning and preparation of a short and long-range expenditure and revenue program, which shall be the basis of the comprehensive Executive Budget for the State.
- (2) execution, management and control of the enacted State Budget.
- (3) developing and providing for continuing analyses, coordination and evaluation of all state agency programs and administrative policies, procedures and practices, and
- (4) insuring performance accountability on the part of all state agencies in accordance with approved operational plans and public policy goals.

2. Management Sciences Group

All powers, functions, duties, and responsibilities of the Management Sciences Group as enumerated and described in Executive Order 1970-13 are hereby transferred from the Executive Office of the Governor and assigned to the Department of Administration.

3. Criminal Justice Programs

All powers, duties, functions, and responsibilities of the Office of Criminal Justice Programs as enumerated and described in Executive Order 1970-12 are hereby transferred from the Executive Office of the Governor and assigned to the Department of Administration. The Commission on Law Enforcement and Criminal Justice established by Executive Order 1970-12 is hereby abolished. The Juvenile Delinquency Advisory Council and the Organized Crime Prevention Council established by Executive Order 1970-12 are hereby transferred from the Executive Office of the Governor to the Department of Administration and shall continue to serve in an advisory capacity to the Office of Criminal Justice Programs, Department of Administration.

4. Michigan Women's Commission

The Women's Commission, established by Act 1, P.A. of 1968, being Section 10.71 C.L.

of 1970, is hereby maintained as an independent Unit within the Executive Office of the Governor except that the budget, procurement, staffing and related management functions are hereby transferred and assigned to the Department of Administration.

5. Indian Affairs Commission

The Indian Affairs Commission established by Act 195 of the P.A. of 1972 being 10.711 of the Compiled Laws of 1970 shall remain an independent unit within the Executive Office of the Governor except that the budget, procurement, staffing and related management functions of the Commission are hereby transferred to the Department of Administration.

6. Advisory Commission on Higher Education

All powers, duties, functions and responsibilities of the Commission on Higher Education as enumerated and described in Act 225 of the P.A. of 1972 are hereby transferred from the Executive Office of the Governor and assigned to the Department of Administration.

7. All powers, duties, functions and responsibilities of the following entities established by Executive Order within the Executive Office of the Governor are transferred from the Executive Office of the Governor and assigned to the Department of Administration:

- a. Council on Urban Affairs, Executive Order 1970-2.
- b. Council on Rural Affairs, Executive Order 1970-5.
- c. The Office of Health and Medical Affairs, Executive Order 1972-12.

8. American Revolutionary Bicentennial Commission

The American Revolutionary Bicentennial Commission, established by Senate Concurrent Resolution 217 of 1972, shall remain an independent unit within the Executive Office of the Governor except that the budget, procurement, staffing and related management functions are hereby transferred from the Executive Office of the Governor and assigned to the Department of Administration.

9. All of the authority, powers, duties, functions, records, personnel, property, unfinished business, and unexpended balances of appropriations, allocations, and other funds used, held,

employed, available, or to be made available to each of the entities enumerated above in paragraph 1 through 8 are hereby transferred from the Executive Office of the Governor to the Department of Administration.

10. As provided by Section 7 of Act 380, P.A. 1965, the Director of the Department of Administration is hereby ordered to immediately establish the internal organization of the Department of Administration to reflect the changes made in said Department by this Order.

11. In fulfillment of the requirements of Article V, Section 2, of the Michigan Constitution, the provisions of this Executive Order shall become effective July 23, 1973.

Given under my hand and the Great Seal of the State of Michigan this twenty-third day of May in the Year of our Lord, One Thousand Nine Hundred Seventy-Three and of the Commonwealth One Hundred Thirty-Six.

William G. Milliken, Governor

Executive Order

1973-8

Establishing Michigan Commission on Criminal Justice

WHEREAS, Executive Order 1970-12 created the Office of Criminal Justice Programs and described its composition, powers, duties, functions and responsibilities; and

WHEREAS, Executive Order 1973-7 ordered certain transfers and reorganizations which affect Executive Order 1970-12; and

WHEREAS, additional reorganizations are necessary to insure the orderly transfer of the Office of Criminal Justice Programs to the Department of Administration and the more effective utilization of resources;

THEREFORE, I, WILLIAM G. MILLIKEN, Governor of the State of Michigan, pursuant to the authority vested in me by the Constitution and Laws of the State of Michigan, do hereby order that the Commission on Criminal Justice and Law Enforcement established by Executive Order 1970-12 be abolished.

A Michigan Commission on Criminal Justice is hereby created within the Department of Adminis-

tration which shall have the following powers, duties, functions, and responsibilities;

1. to recommend goals and standards for Michigan's criminal justice system and to relate these recommendations to a timetable for implementation.
2. to review the comprehensive law enforcement and criminal justice plans prepared each year by the Office of Criminal Justice Programs and to submit its recommendations regarding such plans to the Governor through its Chairman prior to the submittal to the federal government.
3. to make recommendation through its chairman to the Governor regarding the decisions of the Administrator of the Office of Criminal Justice Programs pertaining to applications submitted for funding pursuant to the State's comprehensive plan; and
4. to undertake such other duties as may be assigned by the Governor.

The Commission shall consist of a Chairman, Vice-Chairman, and such committees, councils and task forces as may be designated by the Governor. Terms of members shall be at the pleasure of the Governor. The Commission shall serve in an advisory capacity to the Office of Criminal Justice Programs.

The Organized Crime Prevention Council and the Juvenile Delinquency Advisory Council established by Executive Order 1970-12 are hereby abolished. The provisions of Executive Order 1973-7 regarding the abolition of the Commission on Law Enforcement and Criminal Justice and the transfer of the Organized Crime Prevention Council and the Juvenile Delinquency Advisory Council shall be interpreted in a manner consistent with this Executive Order.

The Administrator of the Office of Criminal Justice Programs is hereby authorized to approve and reject applications for funds available through the Federal Omnibus Crime Control and Safe Streets Act of 1968, as amended, in behalf of the Governor and in a manner consistent with the State's comprehensive plan and state laws and regulations. All other powers, duties, functions, and responsibilities set forth for the Office of Criminal Justice Programs in Executive Order 1970-12 shall be retained as described therein.

Given under my hand and the Great Seal of the State of Michigan this eleventh day of June in the Year of Our Lord One Thousand Nine Hundred Seventy-Three and of the Commonwealth One Hundred Thirty-Seven.

William G. Milliken, Governor

Regional Distribution Of Projects

The following tables show the regional distribution and amount of grant awards approved by the former Commission on Law Enforcement and Criminal Justice and the Office of Criminal Justice Programs from July 1, 1972 through June 30, 1973.

State of Michigan

GRANTEE	PROJECT NUMBER	GRANT AWARD
Attorney General	008903	\$ 29,300
Attorney General	096202	15,000
Corrections	057903	54,057
Corrections	077502	171,634
Corrections	086402	82,849
Corrections	096802	12,084
Corrections	097502	52,500
Corrections	129111	715,640
Corrections	129471	500,000
Corrections	097702	95,318
Criminal Justice Programs	144071	163,000
Licensing and Regulations	121341	20,000
Natural Resources	094502	75,000
Social Services	062102	1,027,000
Social Services	083302	16,510
Social Services	106982	28,603
Social Services	115591	471,100
Social Services	115721	239,800
Social Services	119171	150,000
State Police	050703	406,125
State Police	087202	217,707
State Police	088302	15,000
State Police	106252	50,000
State Police	119291	25,210
State Police	122661	302,810
State Police	131391	37,400
State Police	135831	430,660
Supreme Court	090702	66,800
Supreme Court	126611	150,000
Supreme Court	133791	10,580
Prosecuting Attorneys	084002	141,660
Michigan State University	107211	73,700
Wayne State University	120631	82,775
Western Michigan University	044903	52,367
Western Michigan University	132111	42,970
		\$ 6,025,159

Region 1

GRANTEE	PROJECT NUMBER	GRANT AWARD
Ann Arbor	125281	\$ 12,795
Ann Arbor	134021	235,740
Port Huron	129841	68,311
Port Huron	137741	38,540
Saline	095701	9,476

Ypsilanti	091701	50,580
Monroe County	112361	32,810
Monroe County	112971	85,731
Washtenaw County	025603	37,390
Washtenaw County	055602	37,553
Washtenaw County	080102	37,776
Washtenaw County	087602	32,630
Washtenaw County	118341	19,993
Washtenaw County	126241	47,580
Washtenaw County	134141	32,310
Washtenaw County	140251	41,530
Washtenaw County	049202	32,393
Washtenaw County	126361	10,000
Michigan University	076702	19,960
Michigan University	076802	37,289
Michigan University	079202	85,500
		\$1,005,887

Region 2

GRANTEE	PROJECT NUMBER	GRANT AWARD
Jackson	071002	\$ 110,160
Jackson	126481	34,633
Jackson	133311	54,205
Jackson	135091	33,500
Jackson	140131	58,830
Hillsdale	108161	11,299
Jackson County	122051	101,223
Lenawee County	137981	127,650
		\$ 531,500

Region 3

GRANTEE	PROJECT NUMBER	GRANT AWARD
Battle Creek	084702	\$ 66,141
Battle Creek	100762	43,307
Battle Creek	134381	49,843
Kalamazoo	059202	15,000
Kalamazoo	085002	40,000
Kalamazoo	107821	39,000
Kalamazoo	123491	151,016
Marshall	143971	3,970
Barry County	013102	27,230
Branch County	095802	35,759
Branch County	125411	83,904
Calhoun County	095902	122,678
Calhoun County	116551	77,575
Calhoun County	113321	7,125
Kalamazoo County	075402	22,100
Kalamazoo County	096002	95,550
Kalamazoo County	115191	182,048
Kalamazoo County	113441	106,262
Kalamazoo County	124331	17,166

Kalamazoo County	126121	20,690
Kalamazoo County	139411	24,760
St. Joseph County	115961	97,193
		\$ 1,328,317

Region 4

GRANTEE	PROJECT NUMBER	GRANT AWARD
Benton Harbor	116181	\$ 12,480
Berrien County	083002	12,684
Berrien County	104712	32,240
Berrien County	116311	27,250
Berrien County	124451	58,278
Berrien County	127681	59,186
Berrien County	135581	61,280
Berrien County	135711	107,978
Cass County	066302	14,310
Cass County	069603	19,200
Cass County	125041	11,700
Van Buren County	114641	69,042
		\$ 485,628

Region 5

GRANTEE	PROJECT NUMBER	GRANT AWARD
Flint	049702	\$ 20,095
Flint	120261	86,200
Flint	127561	27,800
Flint	127811	15,000
Genesee County	040202	25,000
Genesee County	072902	80,545
Genesee County	080902	25,110
Genesee County	112851	535,148
Genesee County	117511	21,659
Genesee County	117631	45,321
Genesee County	118221	22,740
Genesee County	123981	73,250
Genesee County	124211	70,207
Genesee County	139041	129,120
Genesee County	141211	71,880
Lapeer County	112481	47,630
Shiawassee County	112731	44,783
		\$ 1,341,488

Region 6

GRANTEE	PROJECT NUMBER	GRANT AWARD
East Lansing	117751	\$ 3,800
Lansing	068502	82,300
Lansing	073902	79,800
Lansing	087702	97,450
Lansing	102311	78,168
Lansing	130321	128,446
Lansing	130681	68,041
Lansing	144441	15,000
Ingham County	030003	21,600
Ingham County	144191	24,650
		\$ 599,255

Region 7

GRANTEE	PROJECT NUMBER	GRANT AWARD
Saginaw	130071	\$ 207,937
Saginaw	131761	17,872
Saginaw	108281	43,400
Saginaw	063802	25,928
Bay County	127441	51,689
Gratiot County	065802	15,300
Gratiot County	070402	19,000
Iosco County	032102	54,075
Iosco County	131031	14,140
Midland County	132471	44,950
Ogemaw County	070802	6,010
Ogemaw County	110211	11,870
Roscommon County	121831	29,810
Saginaw County	081502	15,675
Saginaw County	109731	47,505
Saginaw County	136171	18,750
Sanilac County	077402	17,133
Tuscola County	119051	54,586
Tuscola County	133431	16,030
Delta College	125161	22,260
		\$ 733,920

Region 8

GRANTEE	PROJECT NUMBER	GRANT AWARD
Grand Rapids	086902	\$ 121,100
Grand Rapids	095102	123,600
Grand Rapids	128271	299,994
Ludington	067802	10,602
Wyoming	075702	74,765
Wyoming	078202	72,640
Kent County	076002	75,050
Kent County	077102	15,000
Kent County	109361	32,765
Kent County	109481	180,028
Kent County	119781	18,255
Kent County	124571	75,550
Kent County	132231	47,107
Kent County	142041	28,430
Kent County	090602	94,140
Mason County	100151	44,020
Mason County	132591	30,190
Montcalm County	122911	52,165
		\$ 1,395,401

Region 9

GRANTEE	PROJECT NUMBER	GRANT AWARD
Cheboygan	123371	\$ 4,432
Grayling	140371	2,560
Alcona County	140621	4,350
Cheboygan County	123861	11,300
Crawford County	140741	41,370
Montmorency County	115471	10,000
Otsego County	123741	7,936
Presque Isle County	067402	3,180
Presque Isle County	140491	30,220
Alpena Community	013303	25,643
		\$ 140,991

Region 10

GRANTEE	PROJECT NUMBER	GRANT AWARD
Manistee	109611	\$ 33,353
Petoskey	110451	32,735
Traverse City	121711	6,000
Antrim County	109851	10,575
Benzie County	122781	8,175
Charlevoix County	122171	14,000
Charlevoix County	111531	23,050
Emmett County	050203	12,000
Emmett County	131641	23,230
Grand Traverse County	116431	19,900
Grand Traverse County	130441	11,000
Leelanau County	122421	5,663
Manistee County	130561	10,900
Wexford County	131521	12,230
		\$ 222,811

Region 11

GRANTEE	PROJECT NUMBER	GRANT AWARD
Manistique	125771	\$ 7,338
Newberry	144931	2,175
Chippewa County	127321	21,368
		\$ 30,881

Region 12

GRANTEE	PROJECT NUMBER	GRANT AWARD
Dickinson County	114391	\$ 10,000
Marquette County	103872	21,000
Marquette County	133551	10,000
Menominee County	111651	10,000
Northern Michigan University	111891	15,865
		\$ 66,865

Region 14

GRANTEE	PROJECT NUMBER	GRANT AWARD
Holland	044002	\$ 24,400
Muskegon County	084202	38,320
Muskegon County	048703	20,538
Muskegon County	138451	19,690
Muskegon County	138331	10,000
		\$ 112,948

LPU 21-22 (Detroit-Wayne County)

GRANTEE	PROJECT NUMBER	GRANT AWARD
Detroit	059102	\$ 187,386
Detroit	071303	13,340
Detroit	074602	100,000

Detroit	074703	2,098,806
Detroit	110821	380,870
Detroit	128641	1,282,150
Detroit	128761	1,129,735
Detroit	132981	140,250
Detroit	141451	159,610
University of Detroit	096302	65,743
Detroit	141691	71,020
Wayne State	107331	36,900
Wayne State	117871	19,715
Dearborn	114031	200,318
Dearborn	130811	50,950
Dearborn Heights	067102	92,876
Dearborn Heights	109121	135,680
Dearborn Heights	143731	43,500
Garden City	128521	49,350
Hamtramck	126851	40,770
Highland Park	065502	26,980
Highland Park	093202	44,055
Highland Park	108891	141,330
Highland Park	110081	27,500
Highland Park	112611	33,450
Highland Park	120751	29,638
Highland Park	136661	148,905
Inkster	065902	39,250
Inkster	125651	52,313
Livonia	078602	15,325
Livonia	078902	110,777
Livonia	104832	30,525
Livonia	121461	75,835
Northville	121951	19,050
Plymouth	122291	31,537
Trenton	142161	112,830
Wayne	110691	18,075
Wayne	113811	154,199
Westland	116671	88,918
Westland	132841	58,580
Wyandotte	137131	252,790
Northville Township	137251	7,440
Wayne County	054002	135,264
Wayne County	056302	68,030
Wayne County	056303	58,297
Wayne County	056402	25,400
Wayne County	056403	24,794
Wayne County	059503	471,631
Wayne County	068802	98,648
Wayne County	068902	25,250
Wayne County	082602	52,907
Wayne County	094402	300,000
Wayne County	106131	98,550
Wayne County	114271	21,516
Wayne County	120871	163,235
Wayne County	122541	87,260
Wayne County	125891	346,167
Wayne County	132721	824,018
Wayne County	134751	137,782
Madonna College	070902	28,775
		\$10,785,795

LPU 23 (Oakland County)

GRANTEE	PROJECT NUMBER	GRANT AWARD
Ferndale	127071	\$ 9,450
Oak Park	060202	48,000
Oak Park	108532	41,290
Pontiac	092602	24,874
Pontiac	113071	30,315
Pontiac	140011	70,600
Pontiac	143241	58,945

Royal Oak	104092	103,640	Shelby Township	108411	16,773
Royal Oak	136911	43,130	Shelby Township	125531	11,863
Southfield	115351	40,649	Macomb County	064802	15,000
Troy	141941	110,603	Macomb County	107081	84,299
Farmington	118091	15,355	Macomb County	111161	51,800
Oakland County	037202	35,200	Macomb County	119661	17,800
Oakland County	051802	25,000	Macomb County	123621	45,390
Oakland County	097002	59,040	Macomb Community	128031	38,100
Oakland County	114761	18,350			
					\$ 1,302,555
		\$ 734,441	GRAND TOTAL		\$26,843,842

LPU 24 (Macomb County)

GRANTEE	PROJECT NUMBER	GRANT AWARD	
Center Line	108041	\$ 15,200	
Center Line	143611	101,328	
East Detroit	059702	45,300	
Mt. Clemens	072302	13,860	
Roseville	070602	46,399	
Roseville	112121	27,568	
St. Clair Shores	117991	84,445	
Sterling Heights	072002	24,187	
Sterling Heights	108771	92,471	
Sterling Heights	111041	59,000	
Sterling Heights	137861	126,300	
Utica	111411	9,690	
Warren	043802	71,724	
Warren	139651	138,080	
Clinton Township	107941	43,949	
Clinton Township	126731	27,062	
Clinton Township	126971	52,367	
Clinton Township	142651	42,600	
			\$26,843,842

Funding by OCJP Functional Categories (July 1, 1972 through June 30, 1973)

1. Prevention and Community Relations\$ 3,788,840
2. Organized Crime 937,388
3. Police Services 11,432,480
4. Civil Disorder 118,949
5. Administration of Criminal Justice.. 1,318,672
6. Corrections and Rehabilitation 4,337,146
7. Juvenile Problems 4,747,367
8. Research 163,000

\$26,843,842

All Subgrants Awarded As of June 30, 1973

ALBION

022-1	Community Relations Training	\$ 6,100
031-1	Police Cadet Program	3,240
038-1	Community Relations Staff Officer..	5,000
582-1	Law Enforcement Psychology Program	4,700
628-1	Youth Career Opportunity Program	66,800
		85,840

ALCONA COUNTY

14062-1	Communications Improvement ..	4,350
276-1	Communications	2,700
10517-1	Communications	3,878
		10,928

ALGER COUNTY

652-1	Law Library	1,000
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ALLEGAN COUNTY

10218-1	Communications	3,878
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ALPENA

49-1	Communications	2,040
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ALPENA COMMUNITY COLLEGE

133-3	In-Service Field Training	25,643
133-1	Law Enforcement Education and Training	21,600
133-2	Law Enforcement Education and Training	45,500
		92,743

ALPENA COUNTY

134-1	Communications	2,376
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ALPENA-MONTMORENCY-ALCONA INTERMEDIATE SCHOOL DISTRICT

399-1	"Total Focus"	38,700
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ANN ARBOR

420-1	Model Cities-Legal Services	14,000
10255-1	C.S.O. Pilot Project	101,190
12528-1	Volunteer Sponsor Program	12,795
13402-1	B & E Prevention & Control	235,740
		363,725

ANTRIM COUNTY

10985-1	Improved Communications	10,575
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ARENAC COUNTY

912-1	Improvement of Communications	7,401
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BALDWIN COMMUNITY SCHOOLS

419-1	Model Schools Program	17,158
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BARRY COUNTY

131-1	Communications	14,873
131-2	Improved Communications	27,230
		42,103

BATTLE CREEK

032-1	Police Cadet Program	2,150
433-1	Drug Rehabilitation	18,780
625-1	Communications Center	85,270
641-1	Prospective Police Testing	3,600
847-1	Management-Manpower Study ..	13,500
10076-1	Community Relations Project ...	29,400
847-2	Management & Manpower Implementation	66,141
10076-2	Community Relations	43,307
13438-1	Crime Prevention Unit	49,843
		311,991

BAY CITY

019-1	Videocorder	1,950
122-1	Police Cadet Program	6,600
123-1	Communications	5,411
		13,961

BAY COUNTY

450-1	Evidentiary Videocorder	1,836
531-1	Unit for Alcoholic Control	18,000
707-1	Volunteer Probation Officers	16,250
707-2	Volunteer Probation Officers	23,311
12744-1	Public Defender Office	51,689
		111,086

BENTON HARBOR

051-1	Communications	3,378
11618-1	Police School Relations	12,480
		<hr/> 15,858

BERRIEN COUNTY

046-1	Communications	2,346
532-1	Interdepartment Relations Study	15,000
581-1	Communications	7,700
620-1	Equipment	2,260
830-1	Drug Identification Center	29,300
1047-1	Drug Enforcement Unit	78,273
830-2	Drug Identification Lab	12,684
10471-2	Drug Enforcement Unit	32,240
11631-1	Records-ID Systems Development	27,250
12445-1	Jail Inmate Rehabilitation	58,278
12768-1	The Link for Runaways, Inc.	59,186
13558-1	B. C. Community Improvement ..	61,280
13571-1	Youth Service Bureau	107,978
		<hr/> 493,775

BENZIE COUNTY

798-1	Interdepartmental Relations Study ..	6,300
12278-1	Communications Equipment	8,175
		<hr/> 14,475

BIG RAPIDS

694-1	L. E. Communications System	31,111
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BRANCH COUNTY

267-1	Court Recorder System	795
958-1	Volunteer Probation Program ..	59,700
958-2	Volunteer Probation Program ..	35,759
12541-1	Communications Center	83,904
		<hr/> 180,158

BUCHANAN

293-1	Communications	4,104
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CALHOUN COUNTY

360-1	Police Cadet Program	3,888
959-1	Adjudication Diversion	100,000
959-2	Youth Services Bureau	122,678
11332-1	Corrections Study	7,125
11655-1	Improved Communications	77,575
		<hr/> 311,266

CARO

060-1	Communications	474
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CASS CITY

062-1	Communications	500
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CASS COUNTY

663-1	Communications	31,004
696-1	Interns	31,111
696-2	Interns	18,961
663-2	Communications	14,310
696-3	Interns	19,200
12504-1	Police School Relations	11,700
		<hr/> 126,286

CENTERLINE

042-1	Communications	720
915-1	Organized Crime Unit	3,040
14361-1	Tri-District Center	101,328
10804-1	Communication Conversion	15,200
		<hr/> 120,288

CHARLEVOIX COUNTY

12217-1	New Communications	14,000
11153-1	Police-School Liaison Program ..	23,050
		<hr/> 37,050

CHARLEVOIX

10363-1	Communications	10,912
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CHARLOTTE

661-1	Communications	15,400
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CHEBOYGAN

498-1	Communications	821
12337-1	Communications Improvement ...	4,432
		<hr/> 5,253

CHEBOYGAN COUNTY

672-1	Communications	3,774
12386-1	Probation Officer	11,300
		<hr/> 15,074

CHIPPEWA COUNTY

400-1	Updating of Law Library	1,456
12732-1	Volunteer Rehabilitation Program	21,368
		<hr/> 22,824

CLARE COUNTY

928-1	Improved Communications System	18,993
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CLINTON COUNTY

933-1	Improved Communications	91,695
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CLINTON TOWNSHIP

044-1	Communications	2,460
10794-1	Tactical Support Unit	43,949
12673-1	School Liaison Unit	27,062
12697-1	Technician Specialist	52,367
14265-1	Crime Prevention Bureau	42,600
		<hr/> 168,438

CRAWFORD COUNTY

301-1	Regional Youth Committee	33,732
10422-1	Communications System	9,519
14074-1	Drug Identification Lab	41,370
		<hr/> 84,621

DEARBORN

11403-1	Radio Communications	200,318
13081-1	Police Cadet Program	50,950
		<hr/> 251,268

DEARBORN HEIGHTS

671-1	Volunteer Probation	8,900
671-2	Police Cadet Program	92,876
10912-1	Police Communications	135,680
14373-1	Digital Communications	43,500
		<hr/> 280,956

DELTA COLLEGE

12516-1	Women Police Workshop	22,260
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DELTA COUNTY

074-1	Volunteer Probation Aides	15,100
074-2	Volunteer Probation Aides	12,460
074-3	Volunteer Probation Aides	8,900
		<hr/> 36,460

DETROIT

021-1	Equipment	11,637
034-1	Management Information System	64,049
034-2	Management Information System	120,600
035-1	Computer Terminal	4,392
036-1	Project STRESS	35,000
037-1	Fingerprint Transmission	67,000
037-2	Fingerprint Transmission	71,500
465-1	Organized Crime Equipment ..	195,015
483-1	Youth Officer Training	15,000
510-1	Financial Investigatory Techniques	41,743
513-1	Police Procedures Manual	6,600
514-1	Internal Affairs Section	75,000

533-1	Comprehensive Police Training Program	30,500
571-1	Improvement of Scientific Services	151,700
572-1	Narcotics Intelligence Unit ...	108,300
576-1	TV Training	81,200
586-1	Inmate Assistance Program ..	9,800
590-1	Police Athletic League Program	28,000
634-1	Drug Abuse Treatment Center	250,000
687-1	Court Library Services	35,510
713-1	Police Legal Advisor Intern ..	3,300
826-1	Project Transition	40,000
745-1	Policewoman's Training	17,200
746-1	Patrol Operation Analysis	806,000
747-i	Emergency Communications ..	263,000
748-1	Criminal Information and Statistics Study	25,000
749-1	Inspectional Services Operations Study	150,000
750-1	Law Enforcement Buildings ..	95,000
752-1	Administrative Services Operations Study	632,000
753-1	Criminal Investigation Division Study	150,000
341-2	Detroit Police Legal Advisor ..	49,877
713-2	Legal Advisor Intern	12,600
747-2	Emergency Communications ..	1,280,200
516-1	School Instruction Project	12,000
591-1	Community Service Officers ..	144,700
937-1	Minority Police Recruitment ..	188,700
591-2	Community Service Officer ..	187,386
713-3	Police Legal Advisor	13,340
746-2	Police Aviation Unit	100,000
747-3	Emergency Communications Improvement Implementation	2,098,806
11082-1	Station Security System	380,870
12864-1	Criminal Justice System	1,282,150
12876-1	YDAT	1,129,735
14145-1	Management Analysis	159,610
14169-1	DeHoCo Family Liaison	71,020
826-2	Project Transition	52,902
776-1	Misdemeanant Defender	37,500
13296-1	DeHoCo Renovation	140,250
215-1	Public Defender	36,000
215-2	Public Defender	36,000
		<hr/> \$10,997,697

DETROIT-WAYNE COUNTY MENTAL HEALTH BOARD

941-1	Therapeutic Community	131,000
944-1	Heroin Addiction Rehabilitation	1,200,000
		<hr/> 1,331,000

DICKINSON COUNTY

11439-1 Jail Planning 10,000

DOWNRIVER MUTUAL AID TASK FORCE

669-1 Youth Officer Training 8,200

DEWITT TOWNSHIP

816-1 Improved Communications 15,300

EAST DETROIT

597-1 Youth Service Center 49,500

597-2 Youth Service Center 45,300

10326-1 Organized Crime Division 50,364

916-1 Maximum Communication 23,700

168,864

EAST LANSING

047-1 Communications 3,796

317-2 Metro Narcotics Squad 52,300

519-1 Metro Narcotics Squad 15,300

724-1 Communications Improvement .. 77,113

11775-1 Police-School Seminar 3,800

152,309

EATON COUNTY

159-1 Communications 44,334

165-1 Central Repeater 11,075

725-1 VTR for Police Operations 2,009

57,418

ELK RAPIDS

10434-1 Communications 1,725

EMMET COUNTY

502-1 Probation Officer 11,000

502-2 Probation Officer 11,000

502-3 Probation Officer 12,000

13164-1 Communications Equipment 23,230

57,230

ESCANABA

639-1 Police Drug Training 8,900

FARMINGTON

542-1 Communications System 27,975

11809-1 Cadet Training Program 15,355

43,330

FERNDALE

12707-1 Improved Radio Communication

System 9,450

FERRIS STATE COLLEGE

069-1 Corrections Specialist's Training.. 3,500

367-1 Corrections Training Facility 19,600

427-1 Juvenile Justice Education

Study Committee 19,980

367-2 Training Corrections Specialists .. 24,000

67,080

FLINT

025-1 Equipment 3,975

084-1 Video Equipment 2,058

106-1 Misdemeanor Project 23,870

107-1 Community Service Officers 82,000

108-1 Police Service Officers 88,664

108-2 Police Service Officers 110,500

328-1 Training for Part-time Officers .. 8,500

497-1 Planning and Research Specialist 14,000

656-1 Film Library 10,325

733-1 Organized Crime Unit 59,884

784-1 Frequency Plan Program 37,737

107-2 Community Service Officers 84,850

733-2 Organized Crime Unit 67,561

497-2 Planning and Research Specialist 20,095

12026-1 Personality Improvement Project 86,200

12756-1 Operation Crime Prevention 27,800

12781-1 Police Legal Advisor 15,000

862,519

FRASER

045-1 Communications 2,400

082-1 Organized Crime Equipment 1,646

004-1 Equipment 1,275

5,321

GARDEN CITY

004-1 Equipment 88

12852-1 Communications Update 49,350

49,438

GENESEE COUNTY

477-1 Communications 1,500

023-1 Community Service Officer 2,812

078-1 Study for Residential Treatment

Center 5,900

092-1 Management and Systems Study 30,000

121-1 Organized Crime Unit 20,661

236-1 Probation Officer 20,000

238-1 Youth Assistance 84,000

402-1 Pre-trial Project 25,439

729-1 Jail Treatment Program 88,250

730-1 Pre-adjudication Program

Evaluation 12,000

731-1 Central Dispatch Design 15,000

732-1 Regional Drug Abuse Commission 79,907

092-2 Genesee County Court System

Study 21,400

236-2 Probation Liaison and Training

Officer 32,150

956-1 Delinquency Planning Unit 74,800

809-1 Planning and Research Unit 20,317

402-2 Pre-Trial Release Project 25,000

729-2 Jail Treatment Program 80,545

809-2 Planning and Research 25,110

11285-1 Genesee Central Dispatch 535,148

11751-1 Consumer Protection Unit 21,659

11763-1 Special Investigators 45,321

11822-1 Prosecutor Administrator 22,740

12398-1 YMCA Detached Work Project .. 73,250

12421-1 Police-School Liaison 70,207

13904-1 Special Service Units 129,120

14121-1 Youth Service Bureau 71,880

1,634,116

GLADWIN COUNTY

619-1 Communications 3,240

GRAND LEDGE

726-1 Communications Improvement .. 11,454

GRAND RAPIDS

005-1 Equipment 188

097-1 Crime Laboratory 66,200

382-1 Police Information and

Control System 30,000

444-1 Regional Narcotics School 10,340

761-1 Common Frequency Plan 11,310

951-1 Vocational Rehabilitation 72,000

11679-1 Living Arts Project 168,765

382-2 SPARMIS 533,617

869-2 Tactical Radio System 121,100

951-2 Vocational Rehabilitation 123,600

12827-1 COLOCIS 299,994

1,437,114

GRAND TRAVERSE COUNTY

11643-1 Regional Crime Prevention 19,900

028-1 Region 10 Training Coordinator 19,015

028-2 Police Personnel Training 21,900

0534-1 Drug-Alcohol Seminars 4,475

10446-1 Training for Police 5,300

13044-1 80th District Court Probation .. 11,000

81,590

GRATIOT COUNTY

054-1 Communications 7,441

704-1 Special Rehabilitation Project .. 15,800

658-1 Probation Officer 14,300

658-2 Probation Officer 15,300

704-2 Tri-County Inmate Center 19,000

71,841

GRAYLING

14037-1 Improved Communications 2,560

GROSSE POINTE FARMS

10052-1 Improved Communications 25,245

HAMTRAMCK

12685-1 40,770

HAZEL PARK

010-1 Equipment 901

HIGHLAND PARK

632-1 Drug Abuse Education 17,000

981-1 Youth Services Bureau 115,600

932-1 Crime Prevention Unit 25,000

738-1 In-Service Training 28,200

655-2 Project on Early Prevention 26,980

932-2 Crime Prevention 44,055

10889-1 Operation Analysis and

Improvement 141,330

11008-1 Police Community Relations 27,500

11261-1 Probation Program 33,450

12075-1 Police Cadets 29,638

13666-1 Communication Imp. Resource

Management 148,905

637,658

HIGHLAND PARK SCHOOL DISTRICT

655-1 Delinquency Research 112,900

HILLSDALE COUNTY

10267-1 Communications System 50,568

HILLSDALE

10816-1 Communication System 11,299

HOLLAND

440-1 Community Services Unit 9,120

762-1 Mobile Video Recorder 2,560

797-1 Communications Improvement .. 36,800

440-2 Community Relations Unit 24,400

72,880

HURON COUNTY

270-1	Identification Bureau	1,380
803-1	Improved Communications	59,322
		<hr/> 60,702

INGHAM COUNTY

081-1	Inmates Vocational Programs ...	20,000
300-1	Inmate Rehabilitation	23,400
566-1	Equipment	900
610-1	Equipment	740
676-1	Police Systems Improvement	5,382
796-1	Communications Improvement ..	188,030
300-2	Jail Inmate Rehabilitation	82,361
792-1	V.I.P. Experiment	62,170
300-3	Ingham County Jail Rehabilitation	21,600
14419-1	Consumer Business Affairs	24,650
584-1	Youth Employment Orientation Program	3,100
		<hr/> 432,333

INKSTER

002-1	Community Relations Training ..	9,000
002-2	Police-Youth Community Relations	22,200
624-1	Police Community Relations	20,700
624-2	Police Community Relations	42,325
659-1	Police Cadet Program	26,800
662-1	Communications Center	35,396
659-2	Police Cadet Program	39,250
12565-1	Improve Communications	52,313
		<hr/> 247,984

IONIA COUNTY

949-1	Communications	85,043
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IOSCO COUNTY

040-1	Police In-Service Training	600
321-2	Michigan Youth Project	54,075
13103-1	Communications Improvement ..	14,140
		<hr/> 68,815

ISABELLA COUNTY

052-1	Communications	1,371
881-1	Improved Communication System	15,741
		<hr/> 17,116

JACKSON

041-1	Communications	21,134
160-1	Police Community Services	31,790
710-1	Youth for Youth Center	248,719
710-2	Youth for Youth Center	110,160
12648-1	Resource Management	34,633

13331-1	Investigatory Improvement	54,205
13509-1	Police Cadet Program	33,500
14013-1	Communication Improvements ..	58,830
		<hr/> 592,971

JACKSON COMMUNITY COLLEGE

072-1	Corrections Worker Training	5,330
072-2	Adult Correctional Specialist ...	17,800
		<hr/> 23,130

JACKSON COUNTY

017-1	Equipment	941
079-1	Volunteer Probation Aides	16,300
12205-1	County Communications System	101,223
		<hr/> 118,464

JACKSON COUNTY LEGAL AID AND LAWYERS REFERRAL SOCIETY, INC.

769-1	Misdemeanant Defender	12,500
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KALAMAZOO

066-1	Community Relations	4,670
345-1	Alcoholism Program	120,000
592-1	Police Legal Advisor	15,000
593-1	Communications Center	34,200
776-1	Police Workshop	19,494
345-2	Kalamazoo Alcoholism Project ..	63,300
592-2	Police Legal Advisor	15,000
850-1	Dawn Treader	51,130
850-2	Dawn Treader	40,000
10782-1	Portable Communications	39,000
12349-1	Passive Prevention Unit	151,016
		<hr/> 552,810

KALAMAZOO COUNTY

754-1	Court Administration and Planning	17,740
960-1	Drug Enforcement Team	90,820
754-2	Court Administration	22,100
11319-1	Centralized Communication	182,048
960-2	Crime Intelligence Bureau	95,550
11344-1	Community Based Treatment	106,262
12433-1	Prosecutor Administrator	17,166
12612-1	Citizen Probation Authority	20,690
13941-1	Police Cadet Program	24,760
		<hr/> 577,136

KENT COUNTY

018-1	Equipment	448
076-1	Vocational Rehabilitation	5,700
418-1	Police Teacher Workshop	9,653
488-1	Juvenile Resocialization Center ..	101,520

681-1	Jellema House	19,705
760-1	Youth Offenders Re-Entry Program	51,300
908-1	Jail Expansion	848,000
906-1	Jail Inmate Rehabilitation	107,964
906-2	Jail Inmate Rehabilitation	94,140
488-2	Community Resocialization Center	89,317
760-2	Youth Offenders Pre-Entry	75,050
771-2	Legal Advisor	15,000
10936-1	Police Cadet	32,765
10948-1	Communications	180,028
11978-1	Felony Trial Team Program	18,255
12457-1	Therapeutic Community	75,550
13223-1	Region 8 Training Coordination	47,107
14204-1	Probation Program	28,430
657-1	The Bridge	66,900
657-2	The Bridge	66,900
416-1	Private Defender	26,000
416-2	Private Defender	45,800
482-1	Youth Contact Center	75,800
482-2	Youth Contact Center	47,185
		<hr/> 2,128,517

LANSING

685-2	Youth Development Corp.	82,300
739-2	Police Cadet Program	79,800
877-2	Alternative Education	97,450
10231-1	Community Re-Entry Program ..	78,168
13032-1	ICU Investigations Corp.	128,446
13068-1	Crime Prevention Unit	68,041
14444-1	Police Legal Advisor	15,000
013-1	Equipment	600
561-1	Communications	59,100
599-1	Probation Personnel Consolidation	20,030
685-1	Youth Outpost Facility	75,000
739-1	Police Cadet Program	74,900
599-2	Misdemeanant Probation	34,970
877-1	Alternative Education	101,600
561-2	Communications Improvement ..	159,300
		<hr/> 1,074,705

LAPEER COUNTY

11248-1	Intelligence Unit	47,630
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LAURIUM

930-1	Communications	977
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LEELANAU COUNTY

12242-1	Communications Improvement Program	5,663
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LENAAWEE COUNTY

13798-1	Communications	127,650
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LEXINGTON

061-1	Communications	664
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LIVINGSTON COUNTY

565-1	Communications	42,470
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LIVONIA

467-1	Western Wayne County Task Force	30,355
505-1	Volunteer Probation Officers	15,000
789-1	Community Service Officers	100,640
10483-1	Police-School Cooperative Program	26,428
786-2	Systems Analyst	15,325
789-2	Community Service Officer	110,777
10483-2	Police School Cooperation	30,525
12146-1	Radio Communications	75,835
		<hr/> 404,885

LUDINGTON

027-1	Region 8 Investigators School ..	12,607
027-2	Region 8 Investigators School ..	18,050
678-1	Police Cadet Program	11,500
678-2	Police Cadet Program	10,602
		<hr/> 52,759

MACOMB COUNTY

043-1	Communications	6,240
050-1	Communications	1,336
275-1	Communications Center	25,000
521-1	Residential Drug Treatment Center	30,000
630-1	Educational Rehabilitation	2,227
648-1	Police Legal Advisor	15,000
813-1	Macomb County Organized Crime Unit	22,900
648-2	Police Legal Advisor	15,000
10708-1	Improved Communications	84,229
11116-1	Training for Law Enforcement ..	51,800
11966-1	Volunteer Counseling	17,800
12362-1	Consumer Fraud Unit	45,390
		<hr/> 316,922

MACOMB COMMUNITY COLLEGE

12803-1	Crime Prevention Institute	38,100
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MADONNA COLLEGE

709-1	Volunteer Probation Officer Training	40,195
709-2	Volunteer Probation Officer Training	28,775
		<hr/> 68,970

MADISON HEIGHTS

011-1 Equipment 157

MANCELONA

10458-1 Communications 1,500

MANISTEE

10961-1 South 10 Regional Detectives .. 33,353

MANISTEE COUNTY

13056-1 Communications Equipment 10,900

MANISTIQUE

12577-1 Communications 7,338

MARQUETTE

119-1 Law Enforcement Training 57,345

637-1 Video Recorder 1,500

58,845**MICHIGAN DEPARTMENT OF CORRECTIONS**

071-1 Training Academy 5,768

073-1 Prison Counselor Training 15,900

080-1 Seminar on Inmate Education .. 482

216-1 Trustyland School 28,637

475-1 Corrections Research Center 53,695

491-1 Reception-Diagnostic Services ... 45,000

570-1 Inmate Education Program 1,300

579-1 Training Center 26,200

580-1 Probation Personnel Expansion 384,600

770-1 Marquette Adjustment Unit 400,000

775-1 Treatment Staff Expansion 260,600

475-2 Corrections Research Center 51,880

491-2 R.D.C. Diagnostic Service 125,000

579-2 Corrections Training Center 31,500

334-2 Community Corrections Center

Complex 237,538

580-2 Field Service Expansion I 336,000

864-1 Jailor Training Project 59,175

924-1 Inmate Basic Education 1,637

968-1 Inmate College Education 3,050

969-1 Adjustment Center Program 22,800

974-1 SPSM Perimeter Security 62,000

975-1 Corrections Specialist 75,000

976-1 Prison Hospital Training 12,700

977-1 Field Service Expansion 270,000

977-2 Field Service Expansion 45,318

10495-1 Reformatory Visiting Area 79,725

579-3 Corrections Training Centers 54,057

775-2 Treatment II 171,634

864-2 Jailor Training II 82,849

968-2 Inmate College Education 12,084

975-2 Corrections Specialist 52,500

12911-1 SPSM Revamp Phase I 715,640

12947-1 RCC Construction Phase I 500,000

4,274,269**MICHIGAN DEPARTMENT OF EDUCATION**

077-1 Prison Library Service 2,000

756-1 Educational Opportunities for

Delinquents 27,533

29,533**MICHIGAN DEPARTMENT OF LICENSING
AND REGULATIONS**

12134-1 Drug Enforcement Education .. 20,000

**MICHIGAN DEPARTMENT OF MANAGEMENT
AND BUDGET**

14407-1 Goals and Standards 163,000

MICHIGAN DEPARTMENT OF MENTAL HEALTH

463-1 Detroit Area Drug Program 465,900

885-1 Michigan Conference—A Search

for Sanity 7,100

473,000**MICHIGAN DEPARTMENT OF
NATURAL RESOURCES**

945-1 Improved Communications 38,700

945-2 Emergency Preparedness 75,000

113,700**MICHIGAN DEPARTMENT OF SOCIAL SERVICES**

553-1 Small Group Homes for Girls ... 96,100

621-1 Decentralization Project 995,400

714-1 Institutional Dental Service 17,850

715-1 Region 3 Small Group Homes .. 46,600

741-1 Youth Services Information

System 127,800

947-1 Longitudinal Evaluation 149,800

10698-1 ADULT 23,515

843-1 OYS Training Project 148,100

833-1 Institutional Improvement 97,700

11895-1 Green Oaks Center 7,500

11858-1 Camp LaVictoire 645,000

11883-1 Camp Nikomis 153,375

11871-1 Dexter-Elmhurst Attention

Center 169,600

10196-1 Facilities Construction and

Remodeling 711,875

621-2 Decentralization 1,027,000

833-2 Institutional Improvement 16,510

10698-2 Project ADULT 28,603

11559-1 Community Residential Care ... 471,100

11572-1 STEADY 239,800

11917-1 Training Council 150,000

5,323,228**MICHIGAN DEPARTMENT OF STATE POLICE**

132-1 Communication Network 68,000

214-1 Organized Crime Unit 75,000

421-1 Civil Disorder Center 44,700

507-1 Forensic Expansion 567,500

511-1 LEIN System Expansion 305,760

603-1 Consolidation of Intelligence Files 91,600

611-1 Operations Research Unit 99,900

507-2 Forensic Services 518,500

872-1 MSP Organized Crime Unit 250,900

10625-1 Equal Opportunity Action Plan .. 40,000

873-1 M.I.N. Intelligence School 35,700

421-2 Michigan Civil Disorder Center .. 77,300

909-2 Forensic Service Expansion 500,835

10745-1 Criminal ID Service and

Statistics 386,050

511-2 Upgrade LEIN 309,600

611-2 Operations Research Unit 94,900

909-1 Forensic Services 336,152

507-3 Forensic Service Expansion 406,125

872-2 MIN Task Force 217,707

10625-2 Equal Opportunity Action 50,000

11929-1 Crime Prevention Program 25,210

12266-1 Basic Specialized Training 302,810

13139-1 MIN Schools 37,400

13583-1 Forensic Service Expansion 430,660

5,272,309**MICHIGAN DISTRICT JUDGES ASSOCIATION**

7702-1 District Judges Seminars 49,560

**MICHIGAN LAW ENFORCEMENT OFFICERS
TRAINING COUNCIL**

024-1 Civil Disturbance Training 69,993

029-1 Supervisory Correspondence

Course 5,013

030-1 Sight-Sound Instruction 21,400

568-1 Mandatory Police Training 432,900

029-2 Supervisor Training 8,970

568-2 Mandatory Police Training 533,500

883-1 Project STAR 15,000

883-2 Project STAR 15,000

1,151,776**MICHIGAN OFFICE OF DRUG ABUSE**

312-1 Public Education 30,424

312-2 Drug Control and Prevention

Program 160,000

10542-1 Study of Victimless Crime 74,982

265,406**MICHIGAN STATE BAR ASSOCIATION**

633-1 Revision of Criminal Code

Procedure 45,500

884-1 State Corrections Study 9,000

884-2 State Corrections Study 9,000

838-1 State Bar Videotaping Project ... 15,000

78,500**MICHIGAN STATE UNIVERSITY**

594-1 Law Enforcement Library 9,100

623-1 Probation Officer Education 39,200

823-1 Criminal Justice Education 86,500

10721-1 Improve Radio System 73,700

208,500**MICHIGAN SUPREME COURT**

068-1 Juvenile Officer Training 104,000

068-2 Juvenile Officer Training 148,200

088-1 Appellate Defender 171,000

088-2 Appellate Defender 125,000

090-1 Criminal Justice Information

System 22,139

094-1 Recorder's Court Crash

Program 200,000

13379-1 Court Executive Training 10,580

654-1 Court Consolidation 183,750

654-2 Phase I 31,489

098-3 Appellate Defender 150,000

10649-1 Phase II Wayne Emergency

Program 347,183

907-1 Technology Program 153,375

907-2 Technology Program II 66,800

12661-1 Case Inf. Control System 150,000

1,863,516**MICHIGAN YOUTH SERVICES, INC.**

321-1 Youth Motivation and

Rehabilitation 75,000

MIDLAND COUNTY

055-1 Communications 545

836-1 Neglected Youth Home 18,100

13247-1 Communications Center 44,950

63,595**MISSAUKEE COUNTY**

921-1 Improved Radio Communications 5,782

MONROE COUNTY COMMUNITY COLLEGE

065-1 Community Relations 2,830

139

MONROE COUNTY

009-1	Equipment	280
11236-1	Monroe Corrections Center	32,810
11297-1	Improved Communications	85,731
		<hr/>
		118,521

MONTCALM COUNTY

12291-1	Communications	52,165
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MONTMORENCY COUNTY

642-1	Communications	3,185
11543-1	Correction Facility Planning	10,000
		<hr/>
		13,185

MOUNT CLEMENS

006-1	Equipment	1,040
723-1	Ombudsman	16,500
723-2	Ombudsman	13,860
934-1	Communications	21,490
		<hr/>
		52,890

MOUNT PLEASANT

058-1	Communications	1,560
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MUSKEGON

001-1	Community Relations	3,900
064-1	Human Relations Training	13,184
095-1	Central Dispatch	48,767
10027-1	Narcotic Control Squad	56,900
		<hr/>
		122,751

MUSKEGON AREA INTERMEDIATE SCHOOL DISTRICT

422-1	Career Training and Opportunities	96,000
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MUSKEGON COMMUNITY COLLEGE

520-1	Police Degree Program	16,650
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MUSKEGON COMMUNITY SCHOOLS

487-1	Jail Rehabilitation Program	14,091
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MUSKEGON COUNTY

842-1	Detention Home Program	66,900
842-2	Detention Home Program	38,320
13845-1	Court Administrator	19,690
559-1	Children's Shelter Home	63,100
598-1	L. E. Consolidation Survey	18,000
487-2	Jail Inmate Rehabilitation Program	55,100
487-3	Jail Inmate Rehabilitation Program	20,538
559-1	Emergency Shelter Home	11,900

10314-1	Central Police Dispatch	192,621
13833-1	Jail Study	10,000
		<hr/>
		496,169

NATIONAL CONFERENCE OF CHRISTIANS AND JEWS

448-1	Community Relations Team	27,530
448-2	Community Relations Team	43,200
		<hr/>
		70,730

NEWBERRY

14493-1	Communications Improvement ..	2,175
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NEWAYGO COUNTY

10003-1	Communications	32,089
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NORTHERN MICHIGAN UNIVERSITY

11189-1	Region II Police Training	15,865
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NORTHVILLE

12195-1	Radio Communications	19,050
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NORTHVILLE TOWNSHIP

13725-1	Communications System Update	7,440
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OAKLAND COUNTY

417-1	Criminal Justice Information Center	67,900
423-1	Prosecutor Intern Program	15,000
560-1	Community Treatment of Recidivists	62,900
583-1	Organized Crime Public Education	65,000
596-1	Tactical Mobile Unit	23,325
609-1	Jail Television System	36,100
692-1	Drug Training	32,000
861-1	Oakland County South-Police Legal Advisor	15,000
863-1	Oakland County North-Police Legal Advisor	15,000
518-1	Youth Legal Education	21,000
560-2	Community Treatment for Recidivists	68,000
423-2	Oakland Law Interns	15,600
583-1	Oakland Crime Public Education	18,250
970-1	Oakland County Organized Crime Division	45,400
817-1	Improved Communications System	33,920
417-2	CLEMS Phase I	261,699
372-2	Volunteer Case Aide Program ..	35,200
518-2	Youth Legal Education	25,000
970-2	Organized Crime Unit	59,040
11476-1	Consumer Protection Unit	18,350
		<hr/>
		933,684

OAK PARK

602-1	Youth Service and Resources Bureau	62,000
10853-1	Student Development Center	93,700
788-1	Communications Improvement ..	25,900
602-2	Youth Bureau Services	48,000
10853-1	Student Development Center ..	41,290
		<hr/>
		270,890

OAK PARK SCHOOL DISTRICT

486-1	Model School Program	26,354
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OAKLAND COMMUNITY COLLEGE

499-1	Law Enforcement Instructor Training	30,000
499-2	Law Enforcement Instructor Training	74,000
		<hr/>
		104,000

OAKLAND UNIVERSITY

856-1	Experimental Prep School	225,787
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OGEMAW COUNTY

056-1	Communications	1,488
708-1	Training for Police	9,270
708-2	Training for Police	6,010
11021-1	Communications Improvement ..	11,870
		<hr/>
		28,638

OLIVET

953-1	Communications	5,766
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ONTONAGON COUNTY

10206-1	Communications	12,688
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OTSEGO COUNTY

12374-1	Improved Communications	7,936
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OTTAWA COUNTY

946-1	County Communication Plan ...	101,135
824-1	Probation Services	21,300
		<hr/>
		122,435

PETOSKEY

11045-1	North No. 10 Detective Unit	32,735
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PLYMOUTH

12229-1	Radio Update	31,537
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PONTIAC

015-1	Equipment	1,441
651-1	Narcotics and Drug Unit	31,140
926-1	Outreach Program	27,000
926-2	Outreach Program	24,874
11307-1	Building Security Team	30,315
14001-1	Police Cadet Program	70,600
14324-1	Community Service Officer	58,945
		<hr/>
		244,315

PORT HURON

039-1	Dispatch Facilities	71,700
039-2	Communications System	66,039
12984-1	St. Clair County Task Force	68,311
13774-1	Port Huron Cadet Program	38,540
		<hr/>
		244,590

PORTAGE

008-1	Equipment	75
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PROSECUTING ATTORNEY'S ASSOCIATION OF MICHIGAN

089-1	Prosecutor's Coordinator	27,000
089-2	Prosecutor's Coordinator	30,000
840-1	Prosecutor's Appellate Program ..	93,880
626-1	Technical Assistance	28,900
962-1	Prosecutor Training	24,500
840-2	Prosecutor's Appellate Program..	141,660
		<hr/>
		345,940

PRESQUE ISLE COUNTY

674-1	Police Cadet Program	3,480
674-2	Cadet Training Program	3,180
14049-1	Improved Communications	30,220
		<hr/>
		36,880

ROSCOMMON

12183-1	Improved Communication System	29,810
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ROSEVILLE

706-1	Organized Crime Unit	60,100
936-1	Improved Communications	65,473
706-2	Organized Crime Unit	46,399
11212-1	School Liaison Officers	27,568
		<hr/>
		199,540

ROYAL OAK

453-1	South Oakland County Support Unit	14,645
785-1	Communications Records	9,862

10409-1	Special Investigation Unit	82,200
10409-2	Special Investigation Unit	103,640
13691-1	Royal Oak Police Cadet Program	43,130
		<hr/> 253,477

SAGINAW

003-1	Training and Equipment	5,632
790-1	Narcotics Film Library	2,000
638-1	Model School Project	26,900
638-2	Model School Project	25,928
13007-1	Police Tactical Unit	207,937
13176-1	Research and Development	17,872
10828-1	Multi-Agency Radio System	43,400
		<hr/> 329,669

SAGINAW COUNTY

057-1	Communications	3,600
555-1	Video Recording System	2,600
650-1	Communications	88,600
677-1	Closed Circuit Television	49,800
815-1	Student Youth Project	20,900
815-2	Student Youth Project	15,675
10973-1	Inmate Rehabilitation Program ..	47,505
13617-1	Systems Improvement Study	18,750
		<hr/> 247,430

SALINE

957-1	Improve Police Communications	9,476
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SANILAC COUNTY

795-1	Communications Improvement ..	32,941
690-1	Sanilac County Equipment Acquisition	3,525
774-1	Probation Officer	16,300
774-2	Probation Officer	17,133
240-1	Teen Ranch	22,850
		<hr/> 102,747

SHIAWASSEE COUNTY

11273-1	Shiawassee Task Force	44,783
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SHELBY TOWNSHIP

10841-1	Improved Communications	16,773
12553-1	School Liaison Unit	11,863
		<hr/> 28,636

ST. CLAIR SHORES

703-1	Improved Communications	89,925
11799-1	Crime Prevention Bureau	84,445
		<hr/> 174,370

ST. JOHNS

512-1	Communications	10,875
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ST. JOSEPH

269-1	Dictating Equipment	2,010
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ST. JOSEPH COUNTY

11596-1	County Communications Center	97,193
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SAUGATUCK

048-1	Communications	1,049
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SOUTHFIELD

275-1	Organized Crime Unit	56,350
025-2	Organized Crime Unit	76,300
11535-1	Probation Improvement Program	40,649
		<hr/> 173,299

STERLING HEIGHTS

258-1	Organized Crime Unit	58,000
258-2	Organized Crime Unit	74,950
722-1	Criminal Prevention Bureau	25,000
720-1	Technical Specialist Bureau	52,500
722-2	Criminal Prevention Bureau	50,600
720-2	Technical Specialist Bureau	24,187
10877-1	Expanded Communication System	92,471
11104-1	School Liaison Unit	59,000
13786-1	Crime Abatement Team	126,300
		<hr/> 563,008

TECUMSEH

543-1	Communications	13,800
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TRENTON

14216-1	New Radio Purchase	112,830
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TRI-COUNTY MENTAL HEALTH BOARD

574-1	Comprehensive Drug Treatment ..	125,000
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TRI-COUNTY REGIONAL PLANNING COMMISSION

954-1	Dial Justice	35,050
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TROY

012-1	Equipment	241
14194-1	Cool School	110,603
		<hr/> 110,844

TRAVERSE CITY

12171-1	Mobile Portable Equipment	6,000
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TUSCOLA COUNTY

680-1	Tuscola County Equipment Acquisition	3,150
11905-1	Radio Communication Improvement	54,586
13343-1	Probation Officer	16,030
		<hr/> 72,766

UNIVERSITY OF DETROIT

711-1	Inmate Service	17,575
764-1	Training of Correctional Personnel	16,800
963-1	Misdemeanor Defenders	37,500
963-2	Misdemeanor Defenders	65,743
		<hr/> 137,618

UNIVERSITY OF MICHIGAN

411-1	Seminar on Community Treatment	725
470-1	Criminal Law Seminar	12,950
767-1	Law School Appellate Defender..	19,540
768-1	Development of Corrections Curr.	17,500
767-2	Appellate Defender	19,960
768-2	Curriculum Development in Corrections	37,289
792-2	VIP Experiment	85,500
		<hr/> 193,464

UTICA

11141-1	Improved Communications	9,690
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VAN BUREN COUNTY

11464-1	County Communications Center	69,042
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WARREN

026-1	Video Recorder for Training	11,183
085-1	Equipment	4,785
474-1	Specialized Crime Unit	62,400
636-1	Communications	16,090
910-1	Police Legal Advisor	11,250
438-1	Community Service Officer	59,660
474-2	Investigative Units	84,375
812-1	Communications Improvement ..	66,800
438-2	Community Service Officer	71,724
13965-1	Passive-Active Crime Team	138,080
		<hr/> 526,347

WASHTENAW COUNTY

256-1	Criminal Justice Training Center	75,894
492-1	Vocational Residential Center ..	82,090
556-1	Public Defender	36,000
587-1	Methadone Program	65,700

588-1	Group Therapy Rehabilitation ...	91,100
615-1	Youth Service Improvement	22,292
558-1	Youth Service Bureau	152,100
558-2	Youth Service Bureau	189,070
492-2	Vocational Residential Center ...	115,531
801-1	Small Group Homes	57,240
256-2	Criminal Justice Training	35,200
876-1	Law Interns & Law Clerks	35,883
800-1	Community Relations Training ..	23,550
492-3	Occupational Training Program ..	32,393
12636-1	Pre-Planning Correctional	10,000
256-3	In-Service Police Training	37,390
556-2	Public Defender	37,553
801-2	Group Homes for Youth	37,776
876-2	Law Interns and Clerks	32,630
11834-1	Police Crisis Intervention	19,993
12624-1	Inmate Rehabilitation	47,580
13414-1	Consumer Education Against Fraud	32,310
14025-1	WYSB Police Support Unit	41,530
		<hr/> 1,278,175

WATERSMEET TOWNSHIP

923-1	Communications	1,070
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WAYNE

11069-1	Updating Radio Communications	18,075
11381-1	Saturation Patrol Units	154,199
		<hr/> 172,274

WAYNE COUNTY

070-1	Jailor Training	20,000
086-1	Equipment	74,073
087-1	Pre-Trial Release Project	18,000
425-1	Release on Recongnizance Project	50,150
429-1	Youth Group Homes	51,943
452-1	Intensive Treatment for High Risk Juveniles	73,567
479-1	Recovery House for Male Alcoholics	25,800
522-1	Residential Unit for Alcoholic Control	10,200
536-1	Court Renaissance Project	18,000
563-1	Administrative Management	37,000
564-1	Interpersonal Relations Training..	8,800
589-1	Model Jail Information System ..	80,500
595-1	Organized Crime Task Force	208,500
618-1	Prosecutor Intern Program	18,000
644-1	Drug Abuse Program	100,000
649-1	Probation Officer Equipment	21,274
675-1	Law Library	13,600

688-1	Recorder's Court Drug Program	210,000
689-1	Volunteer Probation Counselors ..	21,400
743-1	Recorder's Court Administration	28,300
10123-1	Prosecutor Administrator	29,307
10147-1	Operation Prepare	28,054
0589-2	Model Jail Information System ..	118,337
938-1	Jail Renovation	750,000
882-1	Correctional Needs Study and Improvement Plan	150,000
087-2	Wayne Circuit ROR	31,334
425-2	Wayne County ROR Program ...	60,000
618-2	Wayne Prosecutor Interns	22,000
919-1	Wayne Emergency Prosecutors ..	174,750
426-3	Residential Community Center for Selected Offenders	127,421
452-2	Intensive Treatment Unit	119,000
10351-1	Facility Network Plan	193,500
595-2	Organized Crime Task Force ...	372,900
10674-1	Companion Counseling Program	28,116
540-2	Metro Narcotics Squad	135,264
563-2	Administrative Management	68,030
563-3	Administrative Management	58,297
564-2	Communications	25,400
564-3	Communications	24,794
595-3	Organized Crime Task Force ...	471,631
688-2	Recorder's Court Drug Program	98,648
020-1	Equipment	10,209
689-2	Volunteer Probation Counselors	25,250
826-2	Project Transition	52,907
944-2	Wayne County Addiction Rehabilitation	300,000
10613-1	Alex Therapeutic Comm.	98,550
11427-1	Consumer Fraud Program	21,516
12087-1	Metro Helicopter Control	163,235
12254-1	TWI-DA House Ther. Comm.	87,260
12589-1	DeHoCo Drug Rehabilitation ..	346,167
13272-1	RECR/Diagnostic Center	824,018
13475-1	Juvenile Defender Program	137,782

6,242,784

WAYNE COUNTY INTERMEDIATE SCHOOL DISTRICT

120-1	Drug Education Program	129,176
120-2	Drug Education Program	125,300

254,476

WAYNE STATE UNIVERSITY

10733-1	Fiscal Crimes Investigation	36,900
11787-1	Court Clerk Extension Course ..	19,715
679-1	Defender Intern	21,216
973-1	Teacher-Student Criminal Justice Program	47,700

10578-1	Court Club Extension Courses ..	14,400
12063-1	Judicial Education	82,775
10591-1	Regional Appellate Conferences..	5,600
10184-1	Defender-Prosecutor Intern	16,843
		245,149

WESTERN MICHIGAN UNIVERSITY

449-1	College Program in Corrections ..	19,293
449-2	Training for Corrections	62,600
		81,893

WESTLAND

11667-1	Improved Communications	88,918
13284-1	Westland Police Cadet	58,580
		147,998

WESTERN MICHIGAN UNIVERSITY

449-3	University Corrections Specialist	52,367
13211-1	Communications Improvement ..	42,970
		\$ 95,337

WEXFORD COUNTY

13152-1	Wexford County Communication Equipment	12,230
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WYANDOTTE

13713-1	Communications System Improvement	252,790
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WYOMING

757-1	Communications Improvement ..	39,518
757-2	Improved Radio Communications	74,765
782-2	School-Police Liaison Project ...	72,640
		186,923

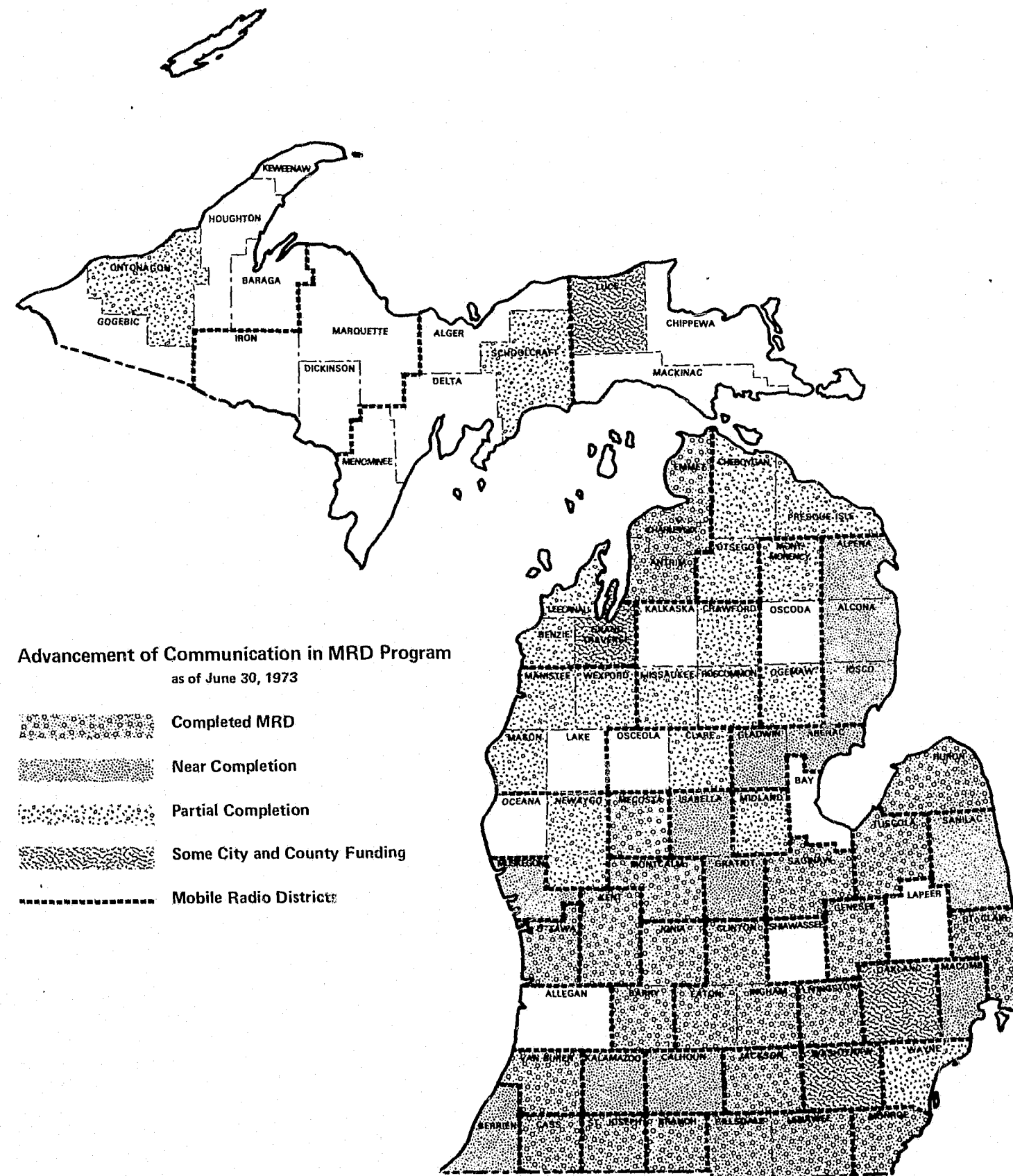
YMCA OF METROPOLITAN DETROIT

426-1	Residential Center for Selected Offenders	35,717
426-2	Residential Center for Selected Offenders	46,410
736-1	Juvenile Youth Workers	84,300

166,427

YPSILANTI

014-1	Equipment	1,012
914-1	Communication Console	26,733
917-1	Community Service Officer	50,580
		78,325



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