

CHAIRPERSON  
BRYAN CRENSHAW

VICE-CHAIRPERSON  
VICTOR CELENTINO

VICE-CHAIRPERSON PRO-TEM  
ROBIN NAEYAERT

LAW & COURTS COMMITTEE  
DERRELL SLAUGHTER, CHAIR  
MARK POLSDOFER  
VICTOR CELENTINO  
CHRIS TRUBAC  
IRENE CAHILL  
RANDY SCHAFER  
RANDY MAIVILLE

**INGHAM COUNTY BOARD OF COMMISSIONERS**  
*P.O. Box 319, Mason, Michigan 48854 Telephone (517) 676-7200 Fax (517) 676-7264*

THE LAW & COURTS COMMITTEE WILL MEET ON THURSDAY, MARCH 31, 2022  
AT 6:00 P.M., IN CONFERENCE ROOM A, HUMAN SERVICES BUILDING, 5303 S. CEDAR,  
LANSING AND VIRTUALLY AT <https://ingham.zoom.us/j/81848426836>.

Agenda

Call to Order

Approval of the [March 10, 2022](#) Minutes

Additions to the Agenda

Limited Public Comment

1. Sheriff's Office
  - a. Resolution to Authorize a Contract Renewal with [Lexipol](#) for the PoliceOne Academy Training Platform
  - b. Resolution to Authorize a Contract with [Life Launch Institute, LLC](#) for Breakout and Seeking Safety Services
2. Homeland Security and Emergency Management – Resolution to Authorize an Equipment Purchase Agreement with [DSLRRPros](#) to Purchase a DJI Matrice 300 UAV & Accessories
3. 9-1-1 Dispatch Center – Resolution to Authorize the [Cardinal Group II](#) to Conduct Training with the Staff of the Ingham County 9-1-1 Central Dispatch Center
4. Law & Courts Committee
  - a. Resolution to Submit to the Electorate a [Special Millage](#) Question for Funding for Animal Control Program Operations and Services
  - b. [Juvenile Justice Millage](#) (*Discussion*)
5. Circuit Court – Family Division
  - a. Resolution Renewing Contract with [Michigan State University](#) for the Juvenile Risk Assessment Project and Quarterly Program Evaluation
  - b. Resolution Honoring [Bradley Prehn](#)
  - c. Resolution Honoring [Brian Snyder](#)
  - d. Raise the Age Update (*Discussion*)

Announcements

Public Comment

Adjournment

**PLEASE TURN OFF CELL PHONES OR OTHER ELECTRONIC DEVICES  
OR SET TO MUTE OR VIBRATE TO AVOID DISRUPTION DURING THE MEETING**

The County of Ingham will provide necessary reasonable auxiliary aids and services, such as interpreters for the hearing impaired and audio tapes of printed materials being considered at the meeting for the visually impaired, for individuals with disabilities at the meeting upon five (5) working days notice to the County of Ingham. Individuals with disabilities requiring auxiliary aids or services should contact the County of Ingham in writing or by calling the following: Ingham County Board of Commissioners, P.O. Box 319, Mason, MI 48854 Phone: (517) 676-7200. A quorum of the Board of Commissioners may be in attendance at this meeting. Meeting information is also available on line at [www.ingham.org](http://www.ingham.org).

LAW & COURTS COMMITTEE  
March 10, 2022  
Draft Minutes

Members Present: Slaughter, Schafer, Celentino, Cahill, Polsdofer, Maiville, and Trubac

Members Absent: None

Others Present: Nicholas Hefty, Heidi Williams, Dan Verhougstraete, Darin Southworth, Morgan Cole, Barb Davidson, Teri Morton, Kylie Rhoades, and others.

The meeting was called to order by Chairperson Slaughter at 6:00 p.m. in Conference Room A of the Human Services Building, 5303 S. Cedar Street, Lansing, Michigan. Virtual Public participation was offered via Zoom at <https://ingham.zoom.us/j/81848426836>.

Approval of the February 24, 2022 Minutes

MOVED BY COMM. TRUBAC, SUPPORTED BY COMM. MAIVILLE, TO APPROVE THE MINUTES OF THE FEBRUARY 24, 2022 LAW & COURTS COMMITTEE MEETING.

THE MOTION CARRIED UNANIMOUSLY.

Additions to the Agenda

None.

Limited Public Comment

Nicholas Hefty, Community Corrections Manager, stated he had been in the position for two weeks now. He further stated that he thanked the Board of Commissioners for their patience while he learned the new role and looked forward to working with them.

MOVED BY COMM. SCHAFFER, SUPPORTED BY COMM. MAIVILLE, TO APPROVE A CONSENT AGENDA CONSISTING OF THE FOLLOWING ACTION ITEMS:

1. Sheriff's Office – Resolution to Authorize a Part-Time Communications & Media Assistant within the Sheriff's Office
2. Probate Court – Resolution for Use of Elder Person Millage for Various Probate Court Purposes
3. Circuit Court – Resolution to Authorize Contracts with Global Eagle Company Business Transformation Specialists
4. Public Defenders Office – Resolution to Authorize a Modified Lease Agreement with Pitney Bowes for a Postage Meter

5. Animal Control and Shelter – Resolution to Approve the Reorganization of the Office Staff of the Ingham County Animal Control and Shelter
6. 9-1-1 Dispatch Center
  - a. Resolution of Appreciation to the Ingham County 9-1-1 Central Dispatch Center Telecommunicators During National Telecommunicators Week April 10-16, 2022
  - b. Resolution to Honor 9-1-1 Dispatcher Craig Bauer of the Ingham County 9-1-1 Central Dispatch Center

THE MOTION CARRIED UNANIMOUSLY.

THE MOTION TO APPROVE THE ITEMS ON THE CONSENT AGENDA CARRIED UNANIMOUSLY.

7. Law & Courts Committee – Animal Control Millage (Discussion)

Teri Morton, Deputy Controller, stated the Animal Control Millage had expired at the end of 2021 and funded the 2022 budget year. She further stated a large portion of the millage had been allocated to the new shelter, which had since been paid off.

Ms. Morton stated Heidi Williams, Ingham County Animal Control Director, had requested a portion of the new funding be utilized for three new positions. She further stated that the memo recommended lowering the millage from 0.24 to 0.2 mills to fund these positions as well as allow for an additional cushion for any capital expenditures.

Ms. Morton stated that the County Attorney's office had advised that the millage could not be considered a renewal as it had previously included building the new shelter. She further stated that the suggested language from the County Attorney had been to call it Animal Control Program Operations and Services Funding.

Ms. Morton stated that the Juvenile Justice Millage would also be up for renewal in 2022. She further stated that discussion for this millage would occur at the next Law & Courts Committee meeting.

Ms. Williams stated that the new shelter had become a model for other municipal Animal Shelters around the State of Michigan. She further stated that she believed the next step was to add additional staffing to increase services for the community.

Ms. Williams stated that Animal Control faced the challenge of limited Veterinarian assistance. She further stated that they currently employed one Veterinarian who has been overworked.

Ms. Williams stated that the State of Michigan required animals to be altered before adoption. She further stated that the adoption process was delayed if the Veterinarian was not available.

Ms. Williams stated that the additional concern was allowing the Veterinarian necessary time off away from the shelter. She further stated that the Veterinarian was on call 24/7, which was a lot to ask of one person.

Ms. Williams stated that she requested for one additional Veterinarian and Veterinarian Assistant position to ease the burden on the current staff. She further stated that the two additional staff members would allow Animal Control to start a Trap Neuter Return (TNR) program.

Ms. Williams stated that the amount of feral cats in Ingham County could not begin to be counted. She further stated that the TNR program would be a beneficial component to help alleviate this problem.

Ms. Williams stated they would like to create an Investigator position for the Animal Control Officers. She further stated that this would be a rotating assignment, which would be responsible for proactive investigation.

Ms. Williams stated that this position would allow Animal Control to work closely with local police departments. She further stated dog and cock fighting coincide with drug, weapon and violent crime offenses.

Commissioner Schafer stated that the last resolution in 2016 had received several no votes due to concern that it were competing with the Road Millage. He further stated that in 2016 he had also been concerned that the Humane Society had also received a large sum of donation funding to expand at the time.

Commissioner Schafer stated that with consideration of the new shelter being paid for, he would support a lower rate for the millage. He further stated that he would like to see the rate around 0.17 mills.

Commissioner Celentino asked for clarification if the \$46,000 reorganization came from the millage.

Ms. Morton stated that the funding for the reorganization would come from the millage in 2022. She further stated that funding would be reevaluated for the overall budget in 2023.

Commissioner Celentino asked for clarification if the \$825,000 was reflective of the \$46,000 reorganization.

Ms. Morton stated that the \$825,000 would not change.

Commissioner Celentino stated that he believed it was the responsible thing to ask taxpayers to fund specific programs or positions. He further asked for clarification on how a lower rate of \$0.17 would affect the cushion.

Ms. Williams stated that as Animal Control used the new facility, they found additional adaptations were needed.

Commissioner Celentino stated that he would like the Animal Control Director to have flexibility to continue to enhance the office.

Ms. Williams stated that large-scale animal seizure from neglect cases accumulated substantial costs during the pending the court case. She further stated they were still paying monthly expenses for the Harper Road case.

Commissioner Celentino stated that they had been working with a rate of 0.2393 mills due to the rollback.

Commissioner Maiville stated that he was in agreement with Commissioner Schafer and would like to see the rate further reduced. He further asked for clarification on how many General Fund positions Animal Control had at the shelter prior to the millage.

Ms. Morton stated in the 2021 budget, two Animal Care positions had been shifted from the General Fund to the Millage Fund. She further stated that there had been one and a half positions that were previously funded by donations that had been moved to the millage for stabilized funding.

Ms. Morton stated that four new positions had been added when the millage passed. She further stated that three additional positions had since been added from the savings from the lower interest rates associated with the build of the new shelter.

Commissioner Maiville recommended having Commissioner Grebner review the language so it provided clarification on the positions that were already funded by the millage. He further stated he was concerned that 50% of the positions would be funded by the millage and would like to see some move back to the General Fund.

Commissioner Cahill asked for clarification on when the positions would be funded by the General Fund.

Ms. Morton stated the positions would continue to be funded by the millage unless the Board of Commissioners made an action to change.

Commissioner Trubac stated he liked Commissioner Maiville's suggestion for clarification of the language. He further stated that he would be supportive of seeing positions moving back to the General Fund but would not like to see any position rely on donations for funding, as the work was too important.

Commissioner Trubac stated that he would support the .2 mills rate. He further stated that he looked forward to the increased output from the proactive approach that Director Williams provided and commended her leadership.

Commissioner Trubac recommended an eight-year term if the millage were placed on the ballot. He further stated that the ballot in 2030 would not be overcrowded, as the 911 Millage would be the only other one up for renewal at that time.

Commissioner Maiville recommended that the Law & Courts Committee consult with Commissioner Grebner for further clarification. He further stated that he believed it would be recommended to place on the August Primary.

Commissioner Polsdofer asked for clarification if the Juvenile Justice Millage would be a renewal.

Ms. Morton stated that the Juvenile Justice Millage would be a renewal as they were asking for continuation for their current programs.

Commissioner Polsdofer asked Ms. Williams for an update on the status of the horses that they had visited last summer.

Ms. Williams stated that the horses were healthy and doing well. She further stated that Animal Control was still working through the civil forfeiture as it has been postponed several times, but were hopeful that it would be settled on March 18, 2022.

Commissioner Celentino asked for clarification if any of the proposed positions were part of a union.

Ms. Williams stated that both the Veterinarian Assistant and Animal Control officer would be part of the Capitol City Labor Program (CCLP) Union. She further stated that the union was in support.

Commissioner Celentino asked for clarification on how many Animal Control Officers would be employed.

Ms. Williams stated that with the new position, there would be seven Animal Control Officers.

Commissioner Celentino stated that six out of ten calls he received were in relation to Animal Control. He further asked if the additional officer would result in better response to calls.

Ms. Williams stated that the new position would not be dedicated to road patrol unless needed. She further stated that the new position would be dedicated to proactive efforts including reviewing social media profiles, online animal sales, and working with local police departments.

Ms. Williams stated that this position could provide educational services as well. She further stated that Kyle Hanney, Lead Animal Control Officer, had been instructing courses that provided insight on Animal Control.

Commissioner Celentino stated that he had noticed an increase in animal cruelty cases. He further stated that he believed it was a wise choice to have a position dedicated to the proactive work.

Ms. Williams stated that she believed the COVID-19 pandemic had contributed to the increase in neglect cases. She further stated that these cases were not intentional, but a result of individuals not having the knowledge or financial support to care for the animals.

Commissioner Celentino stated he did not see an issue placing this millage on the August Primary ballot. He further stated that he agreed with Commissioner Maiville that additional clarification in the language was needed.

Commissioner Celentino further asked if this would be brought back to the Law & Courts Committee with updated language. He further stated that he was in support of the .2 mills rate, as well as placing it on the August Primary with updated language.

Ms. Morton stated that they would bring this back with updated language.

Commissioner Trubac stated that he believed the Law & Courts Committee should consult Commissioner Grebner for guidance.

Ms. Morton stated that the Controller's Office would reach out for clarification.

Commissioner Maiville asked that the Controller's Office balance it with the Juvenile Justice Millage as well.

Chairperson Slaughter stated that he was in support of the .2 mills rate. He further stated that he would like to see clarification of the language as well.

Ms. Morton stated that they could bring the resolution back to the next meeting, or wait until the next round as the next meeting also included discussion on the Juvenile Justice Millage.

Chairperson Slaughter stated that Director Williams did an excellent job of utilizing the resources available to Animal Control.

#### Announcements

None.

#### Public Comment

None.

#### Adjournment

The meeting was adjourned at 6:26 p.m.



**MARCH 31, 2022 LAW & COURTS AGENDA  
STAFF REVIEW SUMMARY**

**RESOLUTION ACTION ITEMS:**

**The Deputy Controller recommends approval of the following resolutions:**

*1a. Sheriff's Office – Resolution to Authorize a Contract Renewal with Lexipol for the PoliceOne Academy Training Platform*

This resolution will authorize a renewal contract with Lexipol in the amount of \$7,200 for online training for Ingham County Sheriff's staff. PoliceOne training modules provided by Lexipol reduce risk and enhance professional development with mission-critical content, training, and the ability to deploy policy review modules. The Sheriff's Office has been using this application to train all staff since 2016. Funds for this contract are included in the Sheriff's 2022 budget.

See memo for details.

*1b. Sheriff's Office – Resolution to Authorize a Contract with Life Launch Institute, LLC for Breakout and Seeking Safety Services*

This resolution will authorize a contract not to exceed \$60,000 per year with Life Launch Institute, LLC for Breakout and Seeking Safety services to inmates at the Ingham County Jail for the period of May 1, 2022 through December 31, 2024. This vendor has been selected after review of responses to a competitive RFP process. These two programming options are evidenced based best practices for justice involved people. The 2022 Justice Millage budget includes \$128,400 to cover programming related costs at the Jail.

See memo for details.

*2. Homeland Security and Emergency Management – Resolution to Authorize an Equipment Purchase Agreement with DSLRPros to Purchase a DJI Matrice 300 UAV & Accessories*

This resolution will authorize the purchase of a DJI Matrice 300 H20T drone package, secondary controller, and payload drop kit from DSLRPros for \$35,047, utilizing funding of \$31,150 from the FY19 Homeland Security Grant Program and \$3,897 from the Emergency Management Special Projects budget. This purchase will allow for improved, effective pre-disaster evaluation and planning, disaster response, damage assessment, and recovery surveys while optimizing staffing resources and reducing potential dangers and exposures to emergency responders.

See memo for details.

*3. 9-1-1 Dispatch Center – Resolution to Authorize the Cardinal Group II to Conduct Training with the Staff of the Ingham County 9-1-1 Central Dispatch Center*

This resolution will authorize a contract with the Cardinal Group II to conduct organization wide training of the Ingham County 9-1-1 Central Dispatch Center for a cost not to exceed \$47,720 which should be covered by using State 911 Committee (SNC) training funds. Incidental costs of up to \$4,000 related to this training will be covered from within the 9-1-1 Central Dispatch Center operating budget. Ingham County previously engaged the Cardinal Group II in 2018, at which time 9-1-1 staff identified behavioral expectations for all levels of the organization. Since that time there have been changes in leadership and several incidents that have significantly undermined organizational trust, resulting in a return to behaviors that were present when staff describe the organizational climate as unhealthy.

Based on the results of the previous Focus Group sessions and after extensive conversations with the Cardinal Group II, they recommended a strategy for staff training and education sessions followed by intensive and ongoing assessment, coaching and support. Areas of focus will be repairing and building staff relationships, providing a system for staff accountability and support, and providing for staff alignment.

See memo for details.

*4a. Law & Courts Committee – Resolution to Submit to the Electorate a Special Millage Question for Funding for Animal Control Program Operations and Services*

This resolution will authorize a question to be submitted to a vote of the electorate in the primary election to be held on August 2, 2022 in order to levy a millage of 0.20 mills for a period of eight years (2022-2029) in order to support county animal control program services and operations. This will replace the millage of 0.24 mills that was approved in 2016 and expired in 2021.

The millage approved in 2016 included funds to construct and equip a replacement animal shelter, and also used to stabilize funding for operations and expand staffing. In order to continue this a replacement millage will need to be passed by the voters of Ingham County.

The millage currently funds 11.0 FTEs of the Animal Control's total staffing allocation of 27.0 FTEs. In order to expand services, the Animal Control Director is proposing to add three additional full-time positions to be funded by the millage beginning January 1, 2023, pending approval of the millage. These three positions could be added while allowing for a decrease to the current millage rate to 0.2 mills and would also allow for excess funds to be available for necessary repairs and maintenance to the Shelter as well as future improvements.

The presented recommendation is based on the discussion at the Law & Courts Committee meeting on March 10, 2022. The materials presented at that meeting are included for reference.

*5a. Circuit Court/Family Division – Resolution Renewing Contract with Michigan State University for the Juvenile Risk Assessment Project and Quarterly Program Evaluation*

This resolution will authorize entering into a contract with Michigan State University for purposes of providing the Juvenile Risk Assessment Project and quarterly program evaluation at a rate of \$10,309.72 quarterly, not to exceed \$61,858.32 during the term of the contract. The contract shall be in effect April 1, 2022 through September 30, 2023. This is a renewal of a contract with Michigan State University to analyze and evaluate risk and recidivism data collected by the Juvenile Division. Funds for this contract are included in the Juvenile Division's 2022 budget.

**DISCUSSION ITEMS:**

*4b. Law & Courts Committee – Juvenile Justice Millage*

*5d. Circuit Court/Family Division – Raise the Age Update*

**HONORARY RESOLUTIONS:**

*5b. Circuit Court/Family Division – Resolution Honoring Bradley Prehn*

*5c. Circuit Court/Family Division – Resolution Honoring Brian Snyder*

**TO:** Board of Commissioners Law & Courts Committee, Finance Committee  
**FROM:** Undersheriff Andrew Bouck  
**DATE:** March 11, 2022  
**SUBJECT:** Resolution to authorize a contract renewal with Lexipol the PoliceOne Academy Training Platform.

For the meeting agendas of March 31, 2022 and April 6, 2022

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**BACKGROUND**

This resolution is to renew a contract with Lexipol for the online training platform known as PoliceOne Academy. Lexipol is an organization oriented towards public safety and local government training and risk management, with training platforms such as PoliceOne, Corrections1, FireRescue1, EMS1, and Gov1. PoliceOne training modules reduce risk and enhance professional development with mission-critical content, training, and ability to deploy policy review modules.

The Sheriff's Office has been using PoliceOne Academy Online Application to train all staff since 2016. The online training consists of Interactive Videos Courses, Course quizzes for Accreditation, and Management Workflows for Accountability. The use of PoliceOne has enhanced the Sheriff's Office ability to provide timely training throughout the year while maintaining training records for the staff.

**ALTERNATIVES**

Other similar training platforms are significantly more expensive. In the event the contract cannot be renewed, the use of the online training platform and the extensive training resources it provides will be eliminated. Training content and records currently deployed & maintained online will have to be deployed through an in-person format during alternative in-service training opportunities.

**FINANCIAL IMPACT**

The total cost of this project for renewal of a one-year operation contract for 2022 is \$7,200. The Sheriff's Office is requesting the training cost be paid from Field Services/Contractual Services and Corrections/Contractual Services in the amount of \$7,200 for the contractual year of 2022.

**STRATEGIC PLANNING IMPACT**

This project fits with the Ingham County Goals of: (A) Service to Residents - provide easy access to quality, cost effective services that promote well-being and quality of life for the residents of Ingham County as it enables the Sheriff's Office to maintain regular staff training at high standards to yielding a highly trained, professional deputy. Highly trained staff produce effective and efficient law enforcement responses for our residents to facilitate safe communities; (B) Finance – Maintain and enhance County fiscal health to ensure delivery of services as it is a cost-effective training platform for on-going training, risk mitigation, and legal/policy updates, and training certification requirements while efficiently tracking and managing staff training records.

**OTHER CONSIDERATIONS**

None

**RECOMMENDATION**

Based on the information presented, I respectfully recommend approval of the attached resolution to authorize a contract with Lexipol for PoliceOne Academy for 2022.

Introduced by the Law & Courts and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO AUTHORIZE A CONTRACT RENEWAL WITH LEXIPOL FOR THE  
POLICEONE ACADEMY TRAINING PLATFORM**

WHEREAS, Ingham County has been using PoliceOne Academy.com since 2016 to provide online training to Ingham County Sheriff's staff; and

WHEREAS, PoliceOne Academy now goes by the name Lexipol, while still providing the exact same content and programs; and

WHEREAS, ongoing training is an important part of ensuring the Sheriff's Office staff are best able to serve our citizens; and

WHEREAS, the 2022 subscription for Lexipol is \$7,200 to provide training to all staff.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby authorize a contract with Lexipol in the amount of \$7,200 to be paid out of the 2022 Sheriff's Office budgets from Field Services/Contractual Services #10130102-818000 (\$3,600) and Corrections/Contractual Services #10130103-818000 (\$3,600).

BE IT FURTHER RESOLVED, that the Controller/Administrator is authorized to make any necessary budget adjustments.

BE IT FURTHER RESOLVED, that the Chairperson of the Ingham County Board of Commissioners is authorized to sign any contract documents consistent with this resolution and approved as to form by the County Attorney.

**TO:** Board of Commissioners Law & Courts and Finance Committees  
**FROM:** Captain Robert Earle, Correctional Administrator  
**DATE:** March 3, 2022  
**SUBJECT:** Justice Millage Program Agreements

**BACKGROUND**

Inmates of the Ingham County Jail have opportunities through provided services and programs to better themselves while in our custody (Attachment #1). The approved Justice Millage of August 2018 has allowed us to continue and expand programming opportunities, to include those presented herein. This resolution requests permission for the Ingham County Sheriff's Office (ICSO) to enter into agreements with Life Launch Institute, LLC. The County, including ICSO, has other contracts currently with this vendor to provide Parenting Classes in the Ingham County Jail. This vendor has been selected after review of responses to a competitive RFP process (Memos of Performance attached as attachment # 2).

**ALTERNATIVES**

These two programming options Seeking Safety and Breakout, are evidenced based best practices for justice involved people. If this resolution is not accepted we would have to explore other options for our population or discontinue these valuable programs altogether which is ill advised.

**FINANCIAL IMPACT**

The Justice Millage includes \$128,400 to cover programming related costs. The Controller's Office confirms existence of sufficient funds to cover the requested agreements. This proposal includes a change of service provider, Life Launch Institute LLC was the only potential vendor to submit proposals with associated cost.

**STRATEGIC PLANNING IMPACT**

The content of this resolution reflects fiscal responsibility and comprehensive evidence-based services for our portions of our inmate population. Human wellness and reducing recidivism have impact on long term public safety and improving quality of life for all who live, work, and visit Ingham County.

**OTHER CONSIDERATIONS**

This service provider will be prepared to continue or initiate services by May 1, 2022. These service providers and the program content will not be impacted by our eventual move into a new facility.

**RECOMMENDATION**

Based on the information presented, I respectfully recommend approval of the attached resolution.

## **Ingham County Jail Education Programming**

### **SEEKING SAFETY**

The Seeking Safety program is an evidenced-based present-focused counseling model to help people attain safety from trauma and/or substance abuse. The program will serve both male and female inmates, providing two sessions per gender per week.

### **TRAUMA CENTERED YOGA**

Trauma Centered Yoga is a very specific protocol of evidence-based treatment designed for people who have experienced 'complex trauma/PTSD', and has been found to be useful as an adjunct to Cognitive Behavioral Therapy (Seeking Safety). The program will serve both male and female inmates, providing one session per gender per week.

### **BREAK OUT**

This program is based on Moral Recognition Therapy (MRT) which is a form of cognitive-behavioral programming that focuses on recovery from substance misusing, abusing and dependent behaviors, identifying thinking errors that led to criminogenic thinking, and identify goals to achieve once released. The program will serve both male and female inmates, providing two sessions per gender per week.

### **RESTORATIVE JUSTICE**

The Restorative Justice Program offers inmates an opportunity to take accountability and repair the harm done by their crimes, while teaching mediation, conflict resolution, and problem solving. The program will serve both male and female inmates, providing one session per gender per week.

### **INMATE INITIATIVES**

The Inmate Garden Initiative: There is strong evidence pointing to the importance of education in reducing recidivism. In addition to the classroom programs offered at the Ingham County Jail, education will be taking place outside by way of a vegetable garden. Inmates will be taught new skills such as how to use garden tools, prepare land, plant seeds and plants, and read planting information. There are items that need to be purchased yearly in order to sustain the garden such as seeds, plants and garden tools.

### **INMATE INITIATIVES**

Educational DVD's: These DVD's would assist inmates in increasing their chances of making a successful transition to the community, overcoming barriers to employment and building their motivation and self-esteem.

**Agenda Item 1b**

TO: Chief Deputy Darin Southworth, Sheriff’s Office

FROM: James Hudgins, Director of Purchasing

DATE: February 4, 2022

RE: Memorandum of Performance for RFP No. 8-22 Breakout Moral Reconciliation Therapy

Per your request, the Purchasing Department sought proposals from qualified and experienced vendors for its Breakout Moral Reconciliation Therapy Program at the Ingham County Jail.

The Program is based on moral reconnection therapy, which is a form of cognitive-behavioral programming that focuses on recovery from substance misusing, abusing and dependent behaviors, identifying thinking errors that led to criminogenic thinking and identify goals to achieve once released. Breakout assists in preparing participants for release back into the community through interactive education. Jail reentry planning and life skills offer clients the opportunity to establish short-term achievable goals, identify strengths, develop a strategic plan to succeed in life and avoid recidivism.

The Program serves both male and female inmates. This class meets twice per week per gender and serves 191 male and 159 female inmates during the year.

The scope of work includes, but is not limited to, providing a curriculum by a certified group facilitator(s), along with maintaining and reporting enrollment activity, successful completion, and unsuccessful terminations for each fiscal year. The class roster will be managed and maintained by the Correctional Administrator or his/her designee.

The Purchasing Department can confirm the following:

Function	Overall Number of Vendors	Number of Local Vendors
Vendors invited to propose	58	30
Vendors responding	1	0
Vendors unresponsive	1	0

A summary of the vendors’ costs:

Vendor Name	Local Pref	Year 1 Grand Total Cost	Year 2 Grand Total Cost	Year 3 Grand Total Cost
Life Launch Institute LLC	No, Eaton County	\$37,880.00	\$47,680.00	\$47,680.00
Cognitive Consultants LLC	No, Eaton County	Unresponsive - cost form not completed		

*You are now ready to complete the final steps in the process: 1) evaluate the submissions based on the criteria established in the RFP; 2) confirm funds are available; 3) submit your recommendation of award along with your evaluation to the Purchasing Department; 4) write a memo of explanation; and, 5) prepare and submit a resolution for Board approval.*

*This Memorandum is to be included with your memo and resolution submission to the Resolutions Group as acknowledgement of the Purchasing Department's participation in the purchasing process.*

*If I can be of further assistance, please do not hesitate to contact me by e-mail at [jhudgets@ingham.org](mailto:jhudgets@ingham.org) or by phone at 676-7309.*



**Agenda Item 1b**

TO: Chief Deputy Darin Southworth, Sheriff’s Office  
FROM: James Hudgins, Purchasing Director  
DATE: February 4, 2022  
RE: Memorandum of Performance for RFP No. 7-22 Seeking Safety Program

Per your request, the Purchasing Department sought proposals from qualified and experienced vendors for its Seeking Safety Program (Program) at the Ingham County Jail.

The Program is an evidence-based, present-focused, counseling model to help people attain safety from trauma and/or substance abuse. This is the only model to outperform controls on both PTSD and substance abuse at the end of treatment in randomized and/or controlled trials. The Program teaches coping skills, reflective thinking, and homework is assigned.

The Program serves both male and female inmates. The class meets once per week per gender and can accommodate short-term inmates of 30 to 90 days and serves 108 males and 119 females annually.

The scope of work includes, but is not limited to, providing a curriculum by a certified group facilitator, along with maintaining and reporting enrollment activity for each fiscal year. The class roster will be managed and maintained by the Correctional Administrator or his/her designee.

The Purchasing Department can confirm the following:

Function	Overall Number of Vendors	Number of Local Vendors
Vendors invited to propose	59	30
Vendors responding	1	0
Vendors unresponsive	1	0

A summary of the vendors’ costs is located on the next page.

*You are now ready to complete the final steps in the process: 1) evaluate the submissions based on the criteria established in the RFP; 2) confirm funds are available; 3) submit your recommendation of award along with your evaluation to the Purchasing Department; 4) write a memo of explanation; and, 5) prepare and submit a resolution for Board approval.*

*This Memorandum is to be included with your memo and resolution submission to the Resolutions Group as acknowledgement of the Purchasing Department’s participation in the purchasing process.*

*If I can be of further assistance, please do not hesitate to contact me by e-mail at [jhudgins@ingham.org](mailto:jhudgins@ingham.org) or by phone at 676-7309.*

SUMMARY OF VENDORS' COSTS

Vendor Name	Local Pref	Grand Total Year 1	Grand Total Year 2	Grand Total Year 3
Life Launch Institute LLC	No, Eaton County MI	\$18,150.00	\$20,680.00	\$20,680.00
Cognitive Consultants LLC	No, Eaton County MI	Unresponsive - cost form not completed		

Introduced by the Law & Courts and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO AUTHORIZE A CONTRACT WITH LIFE LAUNCH INSTITUTE, LLC  
FOR BREAKOUT AND SEEKING SAFETY SERVICES**

WHEREAS, on August 7, 2018 the electorate of Ingham County approved the Justice Millage; and

WHEREAS, the millage language authorized funding for “programming for the treatment of substance addictions, treatment of mental illness, and reduction of re-incarceration among arrested persons”; and

WHEREAS, on October 26, 2021 the Board of Commissioners adopted a Resolution #21-534 that included \$128,400 to fund several Ingham County Sheriff’s Office coordinated programs that include, Break Out/Moral Recognition Therapy and Seeking Safety; and

WHEREAS, the following provider has been selected after a Purchasing Department Request for Proposal response review:

Break Out/Moral Reconciliation Therapy provided by **Life Launch Institute, LLC.**

**Contact: Lori Haney, Owner** [LHaney65@gmail.com](mailto:LHaney65@gmail.com) (619) 726-5257

County vendor #44451

Seeking Safety provided by **Life Launch Institute, LLC.**

**Contact: Lori Haney, Owner** [LHaney65@gmail.com](mailto:LHaney65@gmail.com) (619) 726-5257

County vendor #44451

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners authorizes a contract not to exceed \$60,000 per year with Life Launch Institute, LLC for Breakout and Seeking Safety services for the period of May 1, 2022 through December 31, 2024.

BE IT FURTHER RESOLVED, that funds for this contract will come from the Justice Millage.

BE IT FURTHER RESOLVED, that the Board Chairperson is hereby authorized to sign any necessary documents consistent with this resolution and upon approval as to form by the County Attorney.

## Agenda Item 2

**TO:** Board of Commissioners Law & Courts Committee, Finance Committee  
**FROM:** Sgt. Bob Boerkoel, Office of Homeland Security & Emergency Management  
**DATE:** March 17, 2022  
**SUBJECT:** Resolution to authorize an Equipment Purchase Agreement with DSLRPros to purchase a DJI Matrice 300 UAV & accessories.

For the meeting agendas of *March 31, 2022, April 6, 2022*

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### **BACKGROUND**

This resolution is for the approval to utilize Fiscal Year 2019 Homeland Security Grant Program (HSGP) and Ingham County Emergency Management budget funds to purchase an Unmanned Aerial System (drone package) as a means to update and improve drone fleet/technology and improve Emergency Management services and responses in Ingham County. Specifically, grant funding of \$31,150 and budgeted special projects funding of \$3,897 will be used to purchase a DJI Matrice 300 H20T drone package, secondary controller, and payload drop kit at a cost of \$35,047.

This particular drone package was selected for the specific features and capabilities it offers for a wide variety of Emergency Management planning, services, and responses such as pre-disaster mitigation evaluations, large scale damage/flood assessment and hazardous materials responses. This drone features enhanced flight times and increased standoff distances while delivering H20T optical and thermal imaging and more advanced aerial spotlight capabilities. Additionally, features of this particular drone serve to advance other Ingham County emergency responses such as missing persons, crash investigations, tactical responses, fire responses, etc.

### **ALTERNATIVES**

Three quotes were obtained; DSLRPros provided the most effective pricing when considering all equipment available and included with their package along with free on-site training with the drone upon delivery.

### **FINANCIAL IMPACT**

The Michigan State Police Emergency Management and Homeland Security Division has approved the funding proposal. The drone will be purchased primarily with HSGP grant monies previously accepted by the Board of Commissioners (Resolution #19-508) as well as a portion of monies budgeted and designated for Emergency Management. Furthermore, the purchase of this equipment provides an effective means to mitigate liabilities for potential hazards faced by various emergency responders in a variety of emergent situations; drones enable an effective response and scene assessment without requiring responders to enter into potentially dangerous scenes.

### **STRATEGIC PLANNING IMPACT**

This project fits with the Ingham County Goals of: (A) Service to Residents - provide easy access to quality, cost effective services that promote well-being and quality of life for the residents of Ingham County as it allows the Ingham County Emergency Management to conduct pre-disaster assessments and more accurately develop plans to mitigate potential future liabilities, enable quick and efficient scene or damage assessment during times of disaster, and assist in a variety of other county wide responses; (C) Finance – Maintain and enhance County fiscal health to ensure delivery of services as it utilizes available grant monies awarded to Ingham County in combination with monies paid to Ingham County budgeted for Emergency Management Services. The most cost-effective option was selected from three quotations.

**OTHER CONSIDERATIONS**

N/A

**RECOMMENDATION**

Based on the information presented, I respectfully recommend approval of the attached resolution to authorize the purchase of a DJI Matrice 300 H20T Unmanned Aerial System and associated accessories.

Introduced by the Law & Courts and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO AUTHORIZE AN EQUIPMENT PURCHASE AGREEMENT WITH DSLRPROS  
TO PURCHASE A DJI MATRICE 300 UAV & ACCESSORIES**

WHEREAS, the Ingham County Office of Homeland Security & Emergency Management has applied for and has been approved to receive pass through grant funds from the FY2019 Homeland Security Grant Program (HSGP) previously accepted with Resolution #19-508; and

WHEREAS, the purpose of these grant funds is to purchase equipment and to provide training in the Homeland Security & Emergency Management field; and

WHEREAS, Ingham County budgets for Emergency Management activities to effectively plan for, mitigate, respond to, and recover from a variety of disasters in Ingham County; and

WHEREAS, the Ingham County Office of Homeland Security and Emergency Management conducts a variety of hazard mitigation planning, damage assessment, and disaster recovering surveys and to keep the residents and visitors of Ingham County safe; and

WHEREAS, the purchase of a DJI Matrice 300 unmanned aerial system will allow for improved, effective pre-disaster evaluation and planning, disaster response, damage assessment, and recovery surveys while optimizing staffing resources and reducing potential dangers and exposures to emergency responders; and

WHEREAS, the Ingham County Sheriff's Office, Office of Homeland Security and Emergency Management already maintains licensed Unmanned Aerial Vehicle (drone) pilots; and

WHEREAS, the Michigan State Police Emergency Management and Homeland Security Division has approved the funding proposal; and

WHEREAS, the DSLRPros provides the most competitive pricing for the DJI Matrice 300 H20T drone package and accessories to include a secondary controller and payload drop kit; and

WHEREAS, the total expenditure for this proposal is \$35,047.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners authorizes the purchase of a DJI Matrice 300 H20T drone package, secondary controller, and payload drop kit from DSLRPros for \$35,047, utilizing funding of \$31,150 from the FY19 Homeland Security Grant Program and \$3,897 from the Emergency Management Special Projects budget.

BE IT FURTHER RESOLVED, that the Controller/Administrator is authorized to make any necessary budget adjustments.

BE IT FURTHER RESOLVED, that the Chairperson of the Board of Commissioners is hereby authorized to sign any necessary contract documents or purchase documents on behalf of the County after approval as to form by the County Attorney.

**TO:** Board of Commissioners Law & Courts and Finance Committees

**FROM:** Barb Davidson, 911 Director

**DATE:** March 22, 2022

**SUBJECT:** Cardinal Group Training Proposal

*For the meeting agenda of Law and Courts March 31, 2022 and Finance April 6, 2022*

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### **BACKGROUND**

Ingham County previously engaged the Cardinal Group mid-year 2018. The primary focus of the effort; professional leadership development of the Administrative Leadership Team (executive level staff and operational supervisors), organizational mission statement development, and creating a healthy organizational climate through staff behavioral change commitments. The engagement concluded in late-year 2018 with Ingham County staff identifying behavioral expectations for all levels of the organization. Additionally, each member of the organization publicly committed to making a sustained effort to align their individual behavior with the agreed upon behavioral expectations.

Since that time Ingham County 9-1-1 has experienced:

- Failure of the Executive Team, operational supervisors, and dispatch staff to maintain their commitments
- Changes to the composition of the Administrative Leadership Team, including two changes in leadership at the Director level
- Changes to the Supervisory Team in the form of recent promotions and retirement
- Several incidents that have significantly undermined organizational trust, resulting in a return to behaviors that were present when staff describe the organizational climate as unhealthy

Based on the results of the previous Focus Group sessions and after extensive conversations with the Cardinal Group, they recommend a strategy involving staff training and education sessions followed by intensive and ongoing assessment, coaching and support.

Areas of focus will be:

- Repair/Build staff relationships – Organizational trust is foundational to creating a healthy organizational climate. Previous actions by members of the ICCD has resulted in low levels of trust amongst many of the members of the organization. Specifically, as it relates to the relationship between many of the dispatchers and members of the Administrative Leadership Team (Executive level and Operations Supervisors).
- Staff Accountability and Support – During the previous engagement all members of the organization made commitments to behave and interact with each other in a manner that supports the creation and sustaining of a healthy organizational climate. Unfortunately, many members did not sustain the effort required to honor their commitments and there wasn't a mechanism in place to ensure accountability and support. The Cardinal Group believes that ensuring staff accountability and supporting positive behavior is critical to sustaining a healthy organizational climate. In addition to individual self-accountability, the organization must have an effective accountability and support architecture featuring individual and group “check-in” meetings and coaching sessions.



- Staff Alignment – There have been several significant staff changes since the last engagement. All members need to share a common understanding of the current state of affairs, basic assumptions that drive organizational values-policy and practices, staff behavioral expectations and commitments. Additionally, each member of the staff must be provided an opportunity to contribute their own thoughts and insights to the organization’s direction moving forward.

Although the Ingham County Central Dispatch leadership team has confidence in the organization’s service delivery, I also realize that the organization has not maximized its fullest potential and are in the midst of a staffing shortage. Enhancing the work environment is a key component to attracting and retaining staff.

### **ALTERNATIVES**

Other training was evaluated but the past relationship with Cardinal Group and their Ingham County focused training makes them the preferred choice. The Cardinal Group is working on a tentative schedule with a targeted start to coincide with a timeframe where we have less scheduled vacations. They have committed to reducing the impact on our staff as have I. Both Cardinal Group partners have extensive management experience as well as dispatch and public safety experience. Our current staff members who participated in the training in 2018 have given very positive feedback about the training and the instructors.

### **FINANCIAL IMPACT**

The Cardinal Group training proposal will cost \$47,720. The classes detailed in the proposal are in process to be approved by the State 911 committee (SNC) for the use of wireless training funds to pay for the training. We would like to add \$4,000 for any incidental costs that may arise.

### **OTHER CONSIDERATIONS**

As set forth in M.C.L. 484.1413 (1)(b), the Michigan Public Service Commission (MPSC) has established administrative rules mandating all primary Public Service Answering Points (PSAP, the point where the 9-1-1 call is answered) across the State of Michigan maintain a minimum training standard for every telecommunicator (those persons answering 9-1-1 calls and dispatching public safety units to the scene). Module III requires all designated telecommunicators are required to attend 24 hours of approved training every 24 months. All SNC approved training can be used for continuing education or Module III. This training standard must be met by all of our dispatchers. This proposed training will meet this requirement and it is the Cardinal Group’s intention to achieve this endorsement.

### **RECOMMENDATION**

Based on the information presented, I respectfully recommend approval of the attached resolution to support the Cardinal Group training proposal.

Introduced by the Law & Courts and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO AUTHORIZE THE CARDINAL GROUP II TO CONDUCT TRAINING WITH THE STAFF OF THE INGHAM COUNTY 9-1-1 CENTRAL DISPATCH CENTER**

WHEREAS, the Ingham County Board of Commissioners operates the Ingham County 9-1-1 Central Dispatch Center; and

WHEREAS, after more than nine years of operations at the consolidated 9-1-1 Center, trust issues and staffing shortages continue to hamper labor management operations at the 9-1-1 Center; and

WHEREAS, it was previously determined to be advantageous to bring in an independent outside organization, the Cardinal Group, to conduct an organization wide training of the staff which was authorized by the Ingham County Board of Commissioners with Resolution #18-166; and

WHEREAS, the training was successful, follow through was not; this, coupled with multiple changes in the administration, has brought this option up again; and

WHEREAS, the organizational training will include strategies to build and repair staff relationships, engage in staff support, focus on accountability, and reinvigorate the desired state of affairs; and

WHEREAS, after the concluded training, there will be a reevaluation and proposed best practices, a path forward and expected results; and

WHEREAS, the Ingham County Central Dispatch Management team would recommend that the Ingham County Board of Commissioners authorize the comprehensive training to be performed by the Cardinal Group II to the staff of the Ingham County 9-1-1 Central Dispatch Center; and

WHEREAS, this training program will be submitted to State 911 Committee (SNC) for certification to make this training eligible to be paid for with SNC approved Wireless State training funds.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby authorizes a contract with the Cardinal Group II to conduct organization wide training of the Ingham County 9-1-1 Central Dispatch Center for a cost not to exceed \$47,720 which should be covered by using SNC training funds.

BE IT FURTHER RESOLVED, that incidental costs of up to \$4,000 will be covered from within the 9-1-1 Central Dispatch Center operating budget.

BE IT FURTHER RESOLVED, that the Controller/Administrator is authorized to make any necessary budget adjustments.

BE IT FURTHER RESOLVED, that the Ingham County Board of Commissioners authorizes the Board Chair to sign any necessary contract/purchase order documents that are consistent with this resolution and approved as to form by the County Attorney.

**TO:** Board of Commissioners Law & Courts and Finance Committees

**FROM:** Teri Morton, Deputy Controller

**DATE:** March 21, 2022

**SUBJECT:** Resolution to Submit to the Electorate a Special Millage Question for Funding for Animal Control Program Operations and Services

For the meeting agenda of March 31 and April 6

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**BACKGROUND**

In August of 2016, the Animal Control Shelter Replacement and Operations Millage was passed. The millage expired at the end of 2021, which provides funding for the 2022 budget year.

The majority of the millage proceeds have been used in order to construct and equip a replacement animal shelter. Funds were also used to stabilize funding for operations and expand staffing. In order to continue this source of funding for a portion of the Ingham County Animal Control and Shelter (ICACS) operational expenses, a millage would need to be passed by the voters of Ingham County. The County Attorney has advised that such a millage would not be considered a renewal.

The millage currently funds 11.0 FTEs of the Animal Control’s total staffing allocation of 27.0 FTEs. In order to expand services, the Animal Control Director is proposing to add three additional full-time positions to be funded by the millage beginning January 1, 2023, pending approval of the millage. These positions are; an additional Veterinarian; an additional Veterinarian Assistant; and an additional Animal Control Officer. These new positions would bring total staffing of the ICACS to 30.0 FTEs, with 16.0 funded by the general fund and 14.0 funded by the millage. The additional staffing is projected to cost around \$363,000 annually.

These three positions could be added while allowing for a decrease to the current millage rate of 0.2393 (originally approved at 0.24 mills). A decrease of the rate to 0.2 mills would allow funding for the three additional positions as well as for excess funds to be available for necessary repairs and maintenance to the Shelter as well as future improvements.

Based on the discussion at the Law & Courts Committee meeting on March 10, 2022, staff is recommending a millage rate of 0.20 mills over eight years for the August 2, 2022 primary ballot with the following language:

**ANIMAL CONTROL PROGRAM OPERATIONS AND SERVICES FUNDING QUESTION**

For the sole purpose of maintaining funding support for county animal control program services and operations, including equipping, financing, and operation of the county animal shelter and animal control program services, which will replace an expired millage of 0.24 mills that included the construction of a new animal shelter, shall the Constitutional limitation upon the total amount of taxes which may be assessed in one (1) year upon all property within the County of Ingham, Michigan be increased by up to 20/100 (0.20) of one (1) mill, \$0.20 per thousand dollars of state taxable valuation, for a period of eight (8) years (2022-2029) inclusive? If approved and levied in full, this millage will raise an estimated \$1,685,500 in the first calendar year of the levy, based on state taxable valuation.

YES [ ] NO [ ]

### **ALTERNATIVES**

The millage could be levied over a different time period and at a different rate. A rate as low as 0.18 mills would still allow for the three additional positions, but would leave fewer funds available for maintenance and future improvements to the Shelter. Any amount lower than 0.18 mills would require identifying alternate funding sources or reductions to some portion of 14.0 FTE Animal Control positions currently funded or proposed to be funded by the millage. The millage could also be placed on the November General Election Ballot, rather than the August Primary Ballot.

### **FINANCIAL IMPACT**

A millage rate of 0.20 mills is estimated to levy \$1,685,500 in 2023. This would equate to \$15.00 per year in taxes on a home valued at \$150,000 (taxable value of \$75,000).

### **OTHER CONSIDERATIONS**

In order to be on the ballot for the August Primary, language must be approved and submitted to the Clerk for certification by May 10th at 4pm. The last regularly scheduled Board of Commissioner Committee meetings to meet the schedule before the Clerk's deadlines are:

Law & Courts Committee - April 14

Finance Committee - April 20

Board of Commissioners - April 26

For your reference, the discussion materials from the March 10 Law and Courts Committee meeting agenda are attached.

### **RECOMMENDATION**

Based on the information presented, I respectfully recommend approval of the attached resolution.

**MATERIALS FROM MARCH 10 MEETING**

**TO:** Board of Commissioners Law & Courts Committee

**FROM:** Teri Morton, Deputy Controller

**DATE:** March 3, 2022

**SUBJECT:** Animal Shelter Millage

For the meeting agenda of March 10

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In August of 2016, the Animal Control Shelter Replacement and Operations Millage was passed. Resolution #16-177 (see attached) approved the millage language as follows:

**ANIMAL CONTROL SHELTER REPLACEMENT AND OPERATIONAL MILLAGE QUESTION**

For the purpose of supporting funding for County animal program services, including constructing, equipping, and financing, and subsequently operating a new county animal shelter which would replace the existing facility with one that will be more sanitary, humane, and efficient to staff, shall the Constitutional limitation upon the total amount of taxes which may be assessed in one (1) year upon all property within the County of Ingham, Michigan be increased by up to 24/100 (0.24) of one (1) mill, \$0.24 per thousand dollars of state taxable valuation, for a period of six (6) years (2016-2021) inclusive? If approved and levied in full, this Millage will raise an estimated \$1,638,500 in the first calendar year of the levy, based on state taxable valuation.

The actual vote for this millage in 2016 was:

	Vote Count	Percent
Yes	23,902	66.18%
No	12,212	33.82%
Total	36,114	100.00%

The millage expired at the end of 2021, which provides funding for the 2022 budget year.

The majority of the millage proceeds have been used in order to construct and equip a replacement animal shelter. Funds were also use to stabilize funding for operations and expand staffing. In order to continue this source of funding for a portion of the Ingham County Animal Control and Shelter (ICACS) operational expenses, a millage would need to be passed by the voters of Ingham County. The County Attorney has advised that such a millage would not be considered a renewal and has suggested some draft language as follows:

**ANIMAL CONTROL PROGRAM OPERATIONS AND SERVICES FUNDING QUESTION**

For the sole purpose of maintaining funding support for county animal control program services and operations, including equipping, financing, and operation of the county animal shelter and animal control program services, shall the Constitutional limitation upon the total amount of taxes which may be assessed in one (1) year upon all property within the County of Ingham, Michigan be

increased by up to \_\_\_/100 (0.\_\_\_\_) of one (1) mill, \$0.\_\_\_\_ per thousand dollars of state taxable valuation, for a period of \_\_\_\_ (\_\_\_\_) years (20\_\_\_\_-20\_\_\_\_) inclusive? If approved and levied in full, this millage will raise an estimated \$\_\_\_\_\_ in the first calendar year of the levy, based on state taxable valuation.

The debt on the replacement Animal Shelter will be paid off at the end of 2022. Under the current millage rate of 0.24 mills (rolled back to 0.2393 for the 2021 tax year/2022 budget year), just over \$1.2 million of the \$1.9 million in projected tax levy will be used for that purpose.

At the end of 2022, the Shelter millage fund is projected to have a fund balance of around \$825,000. Attached is a revenue and expenditure schedule for the Animal Shelter millage fund.

The millage currently funds 11.0 FTEs of the Animal Control’s total staffing allocation of 27.0 FTEs. See detail below (this reflects the reorganization being considered by the Board of Commissioners at this round of committee meetings):

<b>Description</b>	<b>GF</b>	<b>Millage</b>
Admin/Field Support Assistant	1.00	
Animal Behavior Coordinator		1.00
Animal Care Specialist	1.50	5.50
Animal Control Deputy Director	1.00	
Animal Control Director	1.00	
Animal Control Officer	6.00	
Animal Shelter Clerk	2.50	3.50
Community Outreach Manager		1.00
Office Coordinator	1.00	
Veterinarian Assistant	1.00	
Veterinarian	1.00	
<b>Total FTEs</b>	<b>16.00</b>	<b>11.00</b>

In order to expand services, the Animal Control Director is proposing to add three additional full-time positions to be funded by the millage beginning January 1, 2023, pending approval of the millage. These positions are; an additional Veterinarian; an additional Veterinarian Assistant; and an additional Animal Control Officer. Please see attached memo from Director Heidi Williams for justification of the additional positions. These additions would bring total staffing of the ICACS to 30.0 FTEs, with 16.0 funded by the general fund and 14.0 funded by the millage. The additional 3.0 FTEs in staffing is projected to cost around \$363,000 annually.

These three positions could be added while allowing for a decrease to the current millage rate of 0.2393 (originally approved at 0.24 mills). The current levy on a home valued at \$150,000 (taxable value of \$75,000) is \$18.95 per year. If the rate were reduced to 0.2 mills it would cost the same owner \$15.00 per year. A rate of 0.2 mills would also allow for excess funds to be available for necessary repairs and maintenance to the Shelter as well as future improvements.

The 2022 election dates are as follows:

Primary August 2, 2022

General November 8, 2022

In order to be on the ballot for the August Primary, language must be approved and submitted to the Clerk for certification by May 10th at 4pm. For the November general election, the deadline is August 16th at 4 pm.

The last regularly scheduled Board of Commissioner Committee meetings to meet the schedule before the Clerk's deadlines are:

August Primary Election Schedule:

Law & Courts Committee - April 14

Finance Committee - April 20

Board of Commissioners - April 26

November General Election Schedule:

Law & Courts Committee - July 14

Finance Committee - July 20

Board of Commissioners Meeting – July 26

At the March 10 Law & Courts Committee meeting, staff will be seeking direction on ballot language, time period for levy, election schedule, and millage amount for an Animal Control Services and Operation Millage.

Please let me know if you have any questions or if you would like any additional information.

TO: Ingham County Law & Courts Committee

FROM: Heidi Williams, Director

DATE: February 24, 2022

RE: Animal Shelter Millage discussion

The Ingham County Animal Control and shelter currently employs one veterinarian and one veterinary assistant who are responsible for spay and neuter surgeries, routine examinations, and cruelty or neglect examinations. In 2021, this team performed 1365 surgical procedures as well as hundreds of wellness exams and dozens of cruelty/neglect exams. This medical team works five days a week (Monday-Friday) leaving Saturday and Sunday with no medical personnel in the shelter.

When the medical team takes a vacation, or a day off, it leaves the shelter with no medical personnel on site and sometimes requires animals to be treated at an offsite veterinary clinic, or the shelter veterinarian comes into the shelter on her day off.

Additionally, there is an enormous need for Trap Neuter Return (TNR) in Ingham County. Currently, the only clinic that performs this service is the Capital Area Humane Society Spay & Neuter Clinic in Lansing. I feel that as the tax payer funded animal welfare organization in Ingham County, we need to be helping with this problem.

I am requesting to add one veterinarian and one veterinary assistant to the staff at the Ingham County Animal Control & Shelter. The addition of this team would allow for seven day a week medical coverage at the shelter, would allow for employees to take time off without being called in, and would allow ICACS to start a targeted TNR program in Ingham County.

ICACS currently employs six, full-time Animal Control Officers (ACO's) to enforce Michigan Animal Laws and the Ingham County Animal Ordinance as well as respond to calls for service. Our officers are purely reactionary in our response. They respond to calls after a complaint has been made and investigate and prosecute as appropriate. Each year, ICACS ACO's respond to approximately 4,000 calls for service.

I am proposing the addition of an Animal Control Officer to the ICACS in order to create an investigator assignment. This position would be assigned on a three-year rotating basis amongst the ACO staff. This position would be responsible for proactive investigations. Some of these investigations could be: looking into puppy mills to ensure animals are being cared for properly, assisting on large scale cruelty investigations with search warrants for electronic records or social media sites, working with local police departments on investigations involving animals, dog and cock fighting rings, etc.



MILLAGE REVENUES AND EXPENSES: 2017 THROUGH 2022

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u> <u>Budget</u>
Property Tax Collection	1,682,980	1,735,519	1,780,805	1,846,893	1,893,110	1,998,192
Other Tax Related Revenue	65,837	11,743	47,778	48,825	64,908	11,994
Interest	17,473	49,985	33,119	18,940	1,373	35,000
<b>Total Revenue</b>	<b>1,766,290</b>	<b>1,797,247</b>	<b>1,861,702</b>	<b>1,914,658</b>	<b>1,959,391</b>	<b>2,045,186</b>
Construction Costs	152,676	0	2,005,323	0	0	0
Debt Service	0	64,360	1,285,200	1,267,600	1,241,200	1,218,900
Personnel	277,455	438,062	455,037	531,021	708,190	709,383
Property Tax Refund	77	14	219	40	23	0
CIP	0	0	0	40,567	114,296	0
Other	6,946	246	0	0	0	0
<b>Total Expenses</b>	<b>437,154</b>	<b>502,682</b>	<b>3,745,779</b>	<b>1,839,228</b>	<b>2,063,709</b>	<b>1,928,283</b>
<b>Surplus/(Deficit)</b>	<b>1,329,136</b>	<b>1,294,565</b>	<b>(1,884,077)</b>	<b>75,430</b>	<b>(104,318)</b>	<b>116,903</b>
<b>Year End Fund Balance</b>	<b>1,329,136</b>	<b>2,623,701</b>	<b>739,624</b>	<b>815,054</b>	<b>710,736</b>	<b>827,639</b>

Introduced by the Law & Courts and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO SUBMIT TO THE ELECTORATE A SPECIAL MILLAGE QUESTION FOR  
ANIMAL CONTROL SHELTER REPLACEMENT AND EXPANDED OPERATIONS**

**RESOLUTION # 16 - 177**

WHEREAS, the Board of Commissioners desire to replace the current County Animal Shelter to assist in providing a more sanitary, humane, and efficient to staff Animal Control Program facility and to stabilize and expand operations; and

WHEREAS, a millage is necessary to construct, equip, finance, and operate a new County Animal Shelter; and

WHEREAS, the Board of Commissioners seek to have the voters of Ingham County determine whether or not they desire to raise funds for the purpose of constructing, equipping, financing, and operating a more efficient, sanitary, and humane County Animal Shelter to replace the existing facility and to stabilize and expand operations.

THEREFORE BE IT RESOLVED, that the following question be submitted to a vote of the electorate in the primary election to be held on August 2, 2016:

**ANIMAL CONTROL SHELTER REPLACEMENT AND OPERATIONAL MILLAGE  
QUESTION**

For the purpose of supporting funding for County animal program services, including constructing, equipping, and financing, and subsequently operating a new county animal shelter which would replace the existing facility with one that will be more sanitary, humane, and efficient to staff, shall the Constitutional limitation upon the total amount of taxes which may be assessed in one (1) year upon all property within the County of Ingham, Michigan be increased by up to 24/100 (0.24) of one (1) mill, \$0.24 per thousand dollars of state taxable valuation, for a period of six (6) years (2016-2021) inclusive? If approved and levied in full, this Millage will raise an estimated \$1,638,500 in the first calendar year of the levy, based on state taxable valuation.

YES [  ]      NO [  ]

BE IT FURTHER RESOLVED, that this question is hereby certified to the County Clerk.

BE IT FURTHER RESOLVED, that the County Clerk is hereby directed to place the proposal on the August 2, 2016 ballot and to be prepared and distributed in the manner required by law.

**LAW & COURTS: Yeas:** Crenshaw, Celentino, Tsernoglou, Anthony, Banas, Maiville  
**Nays:** Schafer **Absent:** None **Approved 4/14/2016**

**COUNTY SERVICES: Yeas:** Celentino, Hope, Tsernoglou

**Nays:** Bahar-Cook, Koenig, Nolan **Absent:** Maiville **Failed 4/19/2016**

**FINANCE: Yeas:** Bahar-Cook, Tennis, McGrain, Crenshaw

**Nays:** Schafer, Case Naeyaert **Absent:** Anthony **Approved 4/20/2016**

Introduced by the Law & Courts and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO SUBMIT TO THE ELECTORATE A SPECIAL MILLAGE QUESTION FOR FUNDING FOR ANIMAL CONTROL PROGRAM OPERATIONS AND SERVICES**

WHEREAS, millage funds were approved by the electorate of Ingham County to fund the construction of the new county animal control shelter and for operation of the animal control program in 2016; and this approved millage rate of (.24) of one (1) mill expired December 31, 2021; and

WHEREAS, the new shelter has been constructed and is operational; and

WHEREAS, the Board of Commissioners desires to continue funding for the County animal control program operations and services as provided by the millage and to expand services while decreasing the millage rate; and

WHEREAS, a millage of (.20) of one (1) mill Millage is needed to provide the level of necessary services and to appropriately equip, finance, and operate the county animal control program services and the county animal shelter; and

WHEREAS, the Board of Commissioners seeks to have the voters of Ingham County determine whether or not they desire to raise funds for the purpose of continued equipping, financing, and operating the county animal control program.

THEREFORE BE IT RESOLVED, that the following question be submitted to a vote of the electorate in the primary election to be held on August 2, 2022:

**ANIMAL CONTROL PROGRAM OPERATIONS AND SERVICES FUNDING QUESTION**

For the sole purpose of maintaining funding support for county animal control program services and operations, including equipping, financing, and operation of the county animal shelter and animal control program services, which will replace an expired millage of 0.24 mills that included the construction of a new animal shelter, shall the Constitutional limitation upon the total amount of taxes which may be assessed in one (1) year upon all property within the County of Ingham, Michigan be increased by up to 20/100 (0.20) of one (1) mill, \$0.20 per thousand dollars of state taxable valuation, for a period of eight (8) years (2022-2029) inclusive? If approved and levied in full, this millage will raise an estimated \$1,685,500 in the first calendar year of the levy, based on state taxable valuation.

YES [  ]      NO [  ]

BE IT FURTHER RESOLVED, that this question is hereby certified to the County Clerk.

BE IT FURTHER RESOLVED, that the County Clerk is hereby directed to place the proposal on the August 2, 2022 ballot and to be prepared and distributed in the manner required by law.

**TO:** Board of Commissioners Law & Courts Committee  
**FROM:** Teri Morton, Deputy Controller  
**DATE:** March 21, 2022  
**SUBJECT:** Juvenile Justice Millage  
For the meeting agenda of March 31

---

In August of 2016, the Juvenile Justice Millage Renewal was passed. Resolution #16-179 (see attached) approved the millage language as follows:

**JUVENILE JUSTICE MILLAGE RENEWAL QUESTION**

For the purpose of funding the continuing operation and enhancement of Ingham County’s capacity to detain and house juveniles who are delinquent or disturbed, and to operate new and existing programs for the treatment of such juveniles, at the same millage level previously approved by the voters in 2002, 2006, and in 2012 shall the constitutional limitation upon the total amount of taxes which may be assessed in one (1) year upon all property within the County of Ingham, Michigan, previously increased by up to 60/100 (0.60) of one mill, \$ 0.60 per thousand dollars of state taxable valuation, be continued and renewed for a period of five years (2017-2021) inclusive? If approved and levied in full, this millage will raise an estimated \$4,165,828 for juvenile housing and programming purposes in the first calendar year of the levy based on taxable value.

The actual vote for this millage in 2016 was:

	Vote Count	Percent
Yes	25,541	73.32%
No	9,293	26.68%
Total	34,834	100.00%

The millage expired at the end of 2021, which provides funding for the 2022 budget year.

The 2022 election dates are as follows:

- Primary August 2, 2022
- General November 8, 2022

In order to be on the ballot for the August Primary, language must be approved and submitted to the Clerk for certification by May 10th at 4pm. For the November general election, the deadline is August 16th at 4 pm.

The last regularly scheduled Board of Commissioner Committee meetings to meet the schedule before the Clerk’s deadlines are:

August Primary Election Schedule:  
Law & Courts Committee - April 14  
Finance Committee - April 20  
Board of Commissioners - April 26

November General Election Schedule:  
Law & Courts Committee - July 14  
Finance Committee - July 20  
Board of Commissioners Meeting – July 26

At the end of 2022, the Juvenile Justice Millage is projected to have a fund balance of around \$1.8 million. Attached is a revenue and expenditure schedule of the Juvenile Justice Millage fund from 2017 through 2022.

Staff is recommending draft millage language as follows:

### **JUVENILE JUSTICE MILLAGE RENEWAL AND RESTORATION QUESTION**

For the purpose of funding the continuing operation and enhancement of Ingham County's capacity to detain and house juveniles who are delinquent or disturbed, and to operate new and existing programs for the treatment of such juveniles, at the same millage level previously approved by the voters in 2002, 2006, 2012, and in 2016 shall the constitutional limitation upon the total amount of taxes which may be assessed in one (1) year upon all property within the County of Ingham, Michigan, be renewed at 0.5983 of one (1) mill, and shall the previously authorized reduced millage of 0.0017 of one (1) mill be restored, for a return to the previously voted total limitation increase of up to 0.6000 of one (1) mill (\$0.6000 per \$1,000 of taxable value) for a period of eight (8) years, 2022 through 2029, inclusive?

If approved and levied in full, this millage will raise an estimated \$5,057,350 for juvenile housing and programming purposes in the first calendar year of the levy based on taxable value.

The millage could also just be renewed at its present rolled down rate of 0.5983 mills and the restoration language omitted.

At the March 31 Law & Courts Committee meeting, staff will be seeking direction on ballot language, time period for levy, election schedule and millage amount for a Juvenile Justice Millage Renewal and Restoration question.

See attached information from Deputy Court Administrator Scott LeRoy for details and history on how Juvenile Justice Millage funds have been leveraged since 2002 to enhance services for juveniles in Ingham County. Also attached is the 2021 Annual Report of the Juvenile Risk Assessment Team.

Please let me know if you have any questions or if you would like any additional information.

MILLAGE REVENUES AND EXPENSES: 2017 THROUGH 2022

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u> <u>Budget</u>
Property Tax Collection	4,207,524	4,338,921	4,452,790	4,617,757	4,732,776	4,995,481
Other Tax Related Revenue	246,783	119,216	241,641	165,853	171,120	109,186
Total Revenue	4,454,307	4,458,137	4,694,431	4,783,610	4,903,896	5,104,667
Expenses	4,164,090	4,661,991	4,644,226	4,422,116	4,861,481	6,100,371
Addition to/ (Use of Fund Balance)	290,217	(203,854)	50,205	361,494	42,415	(995,704)
Year End Fund Balance	2,554,548	2,350,694	2,400,899	2,762,393	2,804,808	1,809,104

Introduced by the Law & Courts and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION TO SUBMIT TO THE ELECTORATE A  
JUVENILE JUSTICE MILLAGE RENEWAL QUESTION**

**RESOLUTION # 16 - 179**

WHEREAS, the Board of Commissioners desires to fund the continuing operation and enhancement of Ingham County's capacity to detain and house juveniles who are delinquent or disturbed, and to operate new and existing programs for the treatment of such juveniles; and

WHEREAS, the Board of Commissioners wants to provide the financial stability necessary for sound planning through a long-term millage.

THEREFORE BE IT RESOLVED, that the following question be submitted to a vote of the electorate in the primary election to be held on August 2, 2016.

**JUVENILE JUSTICE MILLAGE RENEWAL QUESTION**

For the purpose of funding the continuing operation and enhancement of Ingham County's capacity to detain and house juveniles who are delinquent or disturbed, and to operate new and existing programs for the treatment of such juveniles, at the same millage level previously approved by the voters in 2002, 2006 and in 2012 shall the constitutional limitation upon the total amount of taxes which may be assessed in one (1) year upon all property within the County of Ingham, Michigan, previously increased by up to 60/100 (0.60) of one mill, \$ 0.60 per thousand dollars of state taxable valuation, be continued and renewed for a period of five years (2017-2021) inclusive? If approved and levied in full, this millage will raise an estimated \$4,165,828 for juvenile housing and programming purposes in the first calendar year of the levy based on taxable value.

YES [ ]

NO [ ]

BE IT FURTHER RESOLVED, that this question is hereby certified to the County Clerk.

BE IT FURTHER RESOLVED, that the County Clerk is hereby directed to cause the proposal to be stated on the August 2, 2016 ballot and to be prepared and distributed in the manner required by law.

**LAW & COURTS: Yeas:** Crenshaw, Celentino, Tsernoglou, Anthony, Banas, Schafer, Maiville  
**Nays:** None **Absent:** None **Approved 4/14/2016**

**FINANCE: Yeas:** Bahar-Cook, Tennis, McGrain, Crenshaw, Schafer, Case Naeyaert  
**Nays:** None **Absent:** Anthony **Approved 4/20/2016**

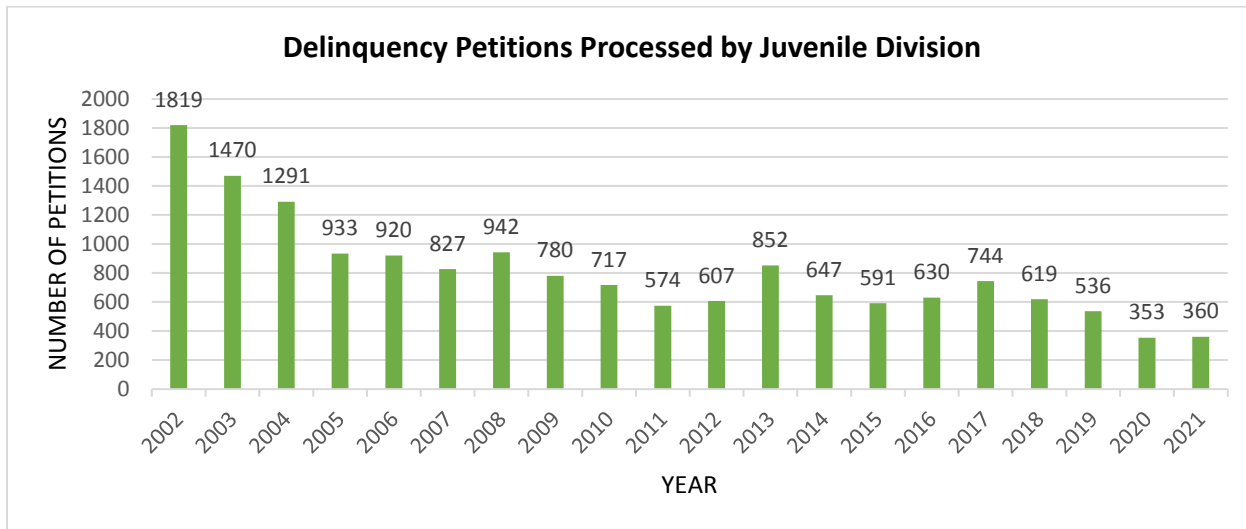


## Juvenile Justice Millage Programming

The Controller's Office estimates the Juvenile Justice Millage will raise over \$5 million for juvenile housing and programming purposes in the first calendar year of the levy based on taxable values. Millage funds are leveraged with MDHHS Child Care Fund reimbursement contributing to over \$10 million annually in Juvenile Justice related funding.<sup>1</sup>

### Programs Supported by the Juvenile Justice Millage

- Over \$2.8 million to fund all operations at the Ingham County Youth Center
- Over \$2.4 million to fund the Ingham Academy Day Treatment Program, including maintenance of the Ingham County Family Center
- Over \$1 million to fund Intensive Community Probation Services
- Over \$1 million to fund out-of-home placement costs for delinquent youth
- Over \$500,000 to fund the Horizon Evening Reporting Program
- Over \$400,000 to fund Phoenix Court, Community Probation, and Electronic Monitoring
- Over \$300,000 for Truancy Court
- Over \$150,000 for prevention programs through grants awarded by the Board of Commissioners
- Over \$200,000 to fund Aftercare Services, generating early return options



This chart shows an 80% reduction in juvenile delinquency petitions over time since the Juvenile Justice Millage was first passed in 2002.

<sup>1</sup> In 2016, nearly three out of four voters supported the Juvenile Justice Millage.

## Notable Implementations Related to Juvenile Justice Millage

Juvenile Justice Reform in Ingham County began in 2001 with the start of Truancy Court, a specialty court designed with community partners, aimed at addressing chronic school absenteeism. The first Juvenile Justice Millage was passed by voters of Ingham County in August 2002.

- In 2003, Ingham County and the Circuit Court contracted with University of Cincinnati to complete a comprehensive evaluation of the Juvenile Justice System.
- In 2004, the Juvenile Division began implementation of the Youth Level of Service/Case Management Inventory (YLS/CMI) risk assessment. The YLS/CMI would later become normed and validated by Michigan State University and the driving force behind implementation of best-practice programming.
- In 2005, the Juvenile Division contracted with Peckham Inc. to open Footprints, a short-term, non-secure, community residential treatment program for justice-involved girls.
- In 2006, Ingham County and the Circuit Court contracted with Chinn Planning for a system-wide Juvenile Justice assessment and action plan.
- In 2007, Ingham County and the Circuit Court contracted with the Ingham Intermediate School District and Highfields Inc. to open the Ingham Academy, a highly structured day treatment program for chronically suspended and expelled youth.
- In 2007, the Juvenile Division implemented Healthy Attitudes and Lifestyles for Teens (HALT), a community-based program for youth who are demonstrating inappropriate or illegal sexual behavior and/or attitudes.
- In 2007, the Juvenile Division implemented a Family Recovery Court (formerly Family Dependency Treatment Court) for parents with substance abuse disorder who are at risk of having their children removed due to abuse and neglect.
- In 2008, Ingham County and the Circuit Court followed recommendations from University of Cincinnati and Chinn Planning by purchasing the Ingham County Family Center, a centrally located building housing the Juvenile Division's community-based programming.
- In 2008, the Juvenile Division expanded the Ingham Academy at the Ingham County Family Center and implemented the Horizon Program (formerly the Pride Program) an after-school cognitive behavioral intervention.
- In 2010, the Juvenile Division combined day treatment programs and expanded the Ingham Academy population to 80 youth.
- In 2010, Ingham County and the Circuit Court contracted the University of Cincinnati to evaluate the implementation of recommendations from the 2003 comprehensive evaluation.
- In 2011, based on University of Cincinnati recommendations, the Peckham Footprints Girls Group home went through a complete program redesign.
- In 2012, the Juvenile Division trained all Juvenile Court Officers in Effective Practices in Community Supervision (EPICS).
- In 2017, the Juvenile Division implemented Phoenix Court, a specialty court designed to work with victims of sexual exploitation.
- In 2019, the Juvenile Division contracted with Michigan State University to provide third-party program evaluation of all evidence-based programming.
- In 2021, the Juvenile Division contracted with Peckham Inc. to provide Career Academy+ a vocational training and GED program for older youth.<sup>2</sup>

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<sup>2</sup> See attached Juvenile Risk Assessment Team 2021 Annual Report.

# Juvenile Risk Assessment Team 2021 Annual Report



December 2021

Prepared by:  
Alyssa LaBerge, M.S. and Mary K. Kitzmiller, M.A.  
Michigan State University

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## **ABOUT JUVENILE RISK ASSESSMENT**

Juvenile risk assessments are standardized, empirically validated instruments used to identify areas of criminogenic need and evaluate the likelihood of recidivism in justice-involved youth. The Youth Level of Service/Case Management Inventory (YLS/CMI; hereinafter referred to as the YLS) is the name of the juvenile risk assessment instrument used in Ingham County since 2004. The goal of the YLS is to match justice-involved youth to the most appropriate disposition and services to maximize the opportunity for rehabilitation.

## **JUVENILE RISK ASSESSMENT PROCEDURES**

Juvenile risk assessments play an important role in processing decisions and case planning. All youth receive a shortened form of the YLS (hereinafter referred to as the YLS SF) upon intake to the court. The YLS SF ranges from 0 to 11 and measures criminogenic risk unidimensionally (i.e., a single risk score with no risk domains). Youth who score below 4 on the YLS SF are automatically diverted from formal processing, and youth who score above 8 are automatically moved to formal processing. Intake Referees use strong discretion to determine the processing of those who score between 5 and 7.

Youth who are moved to formal processing receive the initial long-form of the YLS, referred to as the YLS 365. The YLS 365 is scored on a scale from 0 to 42 and measures criminogenic risk on eight unique domains: prior offense history, family, education, peers, substance abuse, leisure time, personality, and attitudes. Youth who are not automatically diverted from formal processing can be sent back to Intake should their score on the YLS 365 be considered low. Youth receive two types of risk scores from the YLS 365. First, youth receive an overall **criminogenic risk score** based on cumulative number of risk factors identified. Youth are classified as low risk (0 to 8 risk factors), moderate risk (9 to 22 risk factors), and high risk (23 to 41 risk factors). Second, youth receive a **risk cluster type classification** based on the type of risk identified by the YLS 365: negligible risk (low risk across the domains of the YLS 365), environmental needs (risk clustered in prior offense history, leisure activity, substance abuse, and peer domains), family needs (risk clustered in education, family, attitudes, and personality domains), and high risk (high risk across the domains of the YLS 365). Youth are periodically reassessed over the duration of their court supervision so that Juvenile Court Officers can account for changes in risk level and type in case planning.

## **MEASURING RECIDIVISM**

Recidivism refers to youths' continued involvement in delinquent or criminal behavior, after initial contact with the court. It is the primary outcome by which juvenile risk assessment performance is evaluated. In Ingham County, recidivism rates indicate the percentage of youth who received one or more prosecutor-approved petitions after their initial risk assessment. Recidivism is measured in one- and two-year intervals. For youth diverted at Intake, recidivism is measured in the two years immediately following the date of their YLS SF. For youth formally processed in the Truancy and Delinquency divisions, recidivism is measured in the two years immediately following the date of their YLS 365.

## CROSS-SECTIONAL DATA: DIVISIONS

Cross-sectional data combines all assessments and recidivism across all years for which data is available for each division, presenting overall measures of demographics, risk, and recidivism. This data was drawn from the YLS 365 (Delinquency and Truancy) and the YLS SF (Intake) between 2004 and 2019.

	Delinquency	Truancy	Intake <sup>3</sup>
<b>Number of Assessments</b>	2,434	1,517	1,775
<b>Average YLS 365/SF Score</b>	15.72	12.87	4.73 (SF)
<b>YLS Risk Level Classifications</b>			
Low Risk	473 (19.5%)	369 (24.3%)	
Moderate Risk	1,461 (60.3%)	1044 (68.9%)	
High Risk	485 (20.1%)	103 (6.8%)	
<b>YLS Cluster Type Classifications</b>			
Negligible Risk	672 (27.6%)	526 (34.7%)	
Environmental Needs	578 (23.8%)	544 (35.9%)	
Family Needs	455 (18.7%)	229 (15.1%)	
High Risk	726 (29.9%)	218 (14.4%)	
<b>Average Age</b>	14.8	13.9	14.5
<b>Sex</b>			
Male	1,793 (73.8%)	739 (48.7%)	1,098 (61.8%)
Female	636 (26.2%)	778 (51.3%)	679 (38.2%)
<b>Race/Ethnicity</b>			
White	838 (35.1%)	485 (32.1%)	771 (44.3%)
Black	945 (39.6%)	496 (32.8%)	618 (35.5%)
Non-Black Youth of Color	605 (25.3%)	536 (35.1%)	352 (20.2%)
<b>Rate of Initial Diversion</b>			942 (40.94%)

As represented in this data, the majority of formally processed youth are classified as moderate risk based on their cumulative risk scores on the YLS 365 (Delinquency: 60.3%, Truancy: 68.9%). A comparatively low number of youths in the Truancy division are classified as high risk (6.8%) compared to the Delinquency division (20.1%). The majority of youth in the Delinquency and Intake divisions are males (Delinquency: 73.8%, Intake: 61.8%), while females represent the slight majority in the Truancy division (51.3%).

Additionally, youth of color are overrepresented in all three divisions compared to the racial/ethnic composition in Ingham County. According to the 2020 census<sup>4</sup>, 12.4% youth in Ingham County are Black; however, Black youth represent 39.6% of youth in the Delinquency division, 32.8% of youth in the Truancy division, and 35.5% of youth who are diverted at Intake. Similarly, 18.4% of youth in Ingham County are non-Black youth of color; however, non-Black youth of color represent 25.3% of youth in the Delinquency division, 35.1% of youth in the Truancy division, and 20.2% of youth diverted at Intake.

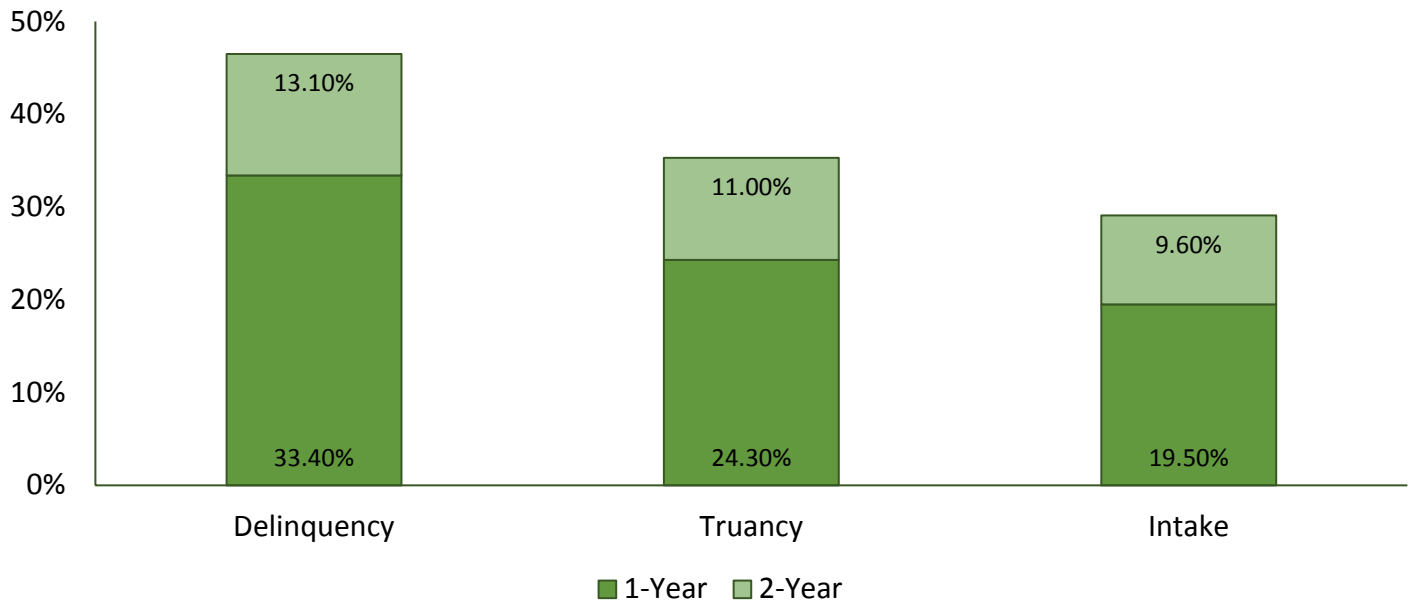
<sup>3</sup> The Intake data only represents youth who were *held* at Intake and “initially diverted” from formal processing based upon their YLS SF score. In some circumstances, youth who are initially referred to formal processing are moved back to Intake, based upon low scores on the YLS 365. Because these youth received the YLS 365, they are represented in the Delinquency data.

<sup>4</sup> Census data available at: <https://www.census.gov/data.html>

Variable	Description
<b>Number of Assessments</b>	The number of initial juvenile risk assessments that were completed in each division from 2004 to 2019. Only initial assessments are represented in this table. Periodic re-assessments and exit assessments, which occur at regular intervals throughout youths' court supervision, are omitted. The number of assessments roughly corresponds to the number of youths processed in each division. It is not a perfect estimate, as youth can be processed in the same division multiple times.
<b>YLS Risk Level Classifications</b>	The number and percentage of youth classified as low, moderate, and high risk by the YLS 365. Youth who are held at Intake do not have risk level classification, because they are automatically diverted from the court based on their YLS SF score.
<b>YLS Cluster Type Classifications</b>	The number and percentage of youth classified as negligible risk (low risk across YLS domains), environmental needs (risk clustered in prior offense history, leisure activity, substance abuse, and peer domains), family needs (risk clustered in education, family, attitudes, and personality domains), and high risk by the YLS 365 (high risk across YLS domains). Youth who are held at Intake do not have risk level classification, because they are automatically diverted from the court based on their YLS SF score.
<b>Recidivism</b>	The percentage of youth who received one or more additional prosecutor-approved petitions following the date of their initial YLS 365 or YLS SF. One-year rate indicates the percentage of youth who received at least one additional petition in the first year immediately following their initial YLS 365 or YLS SF. Two-year rate indicates the percentage of youth who received an additional petition between the first and second years following their initial YLS 365 or YLS SF. Total recidivism is the sum of the one- and two-year rates, for a total recidivism rate over the two-year period following the youth's YLS 365 or YLS SF.
<b>Rate of Initial Diversion</b>	The rate of initial diversion represents the percentage of youth who were automatically diverted from formal processing (held at Intake) based upon their YLS SF scores. As the YLS SF scoring procedures described on page 3 were first implemented in 2009, this data only represents diversion rates from 2009 to 2019. Due to data limitations, this formula represents only the rate of initial diversion from the Delinquency division, not the overall initial diversion rate for all cases formally processed in Delinquency and Truancy. Furthermore, the rate of initial diversion does not include youth who are initially referred to formal processing and later sent back to Intake.

## Division Recidivism

The following data represents the overall one- and two-year recidivism rates of youth in the Delinquency, Truancy, and Intake divisions between 2004 and 2019.



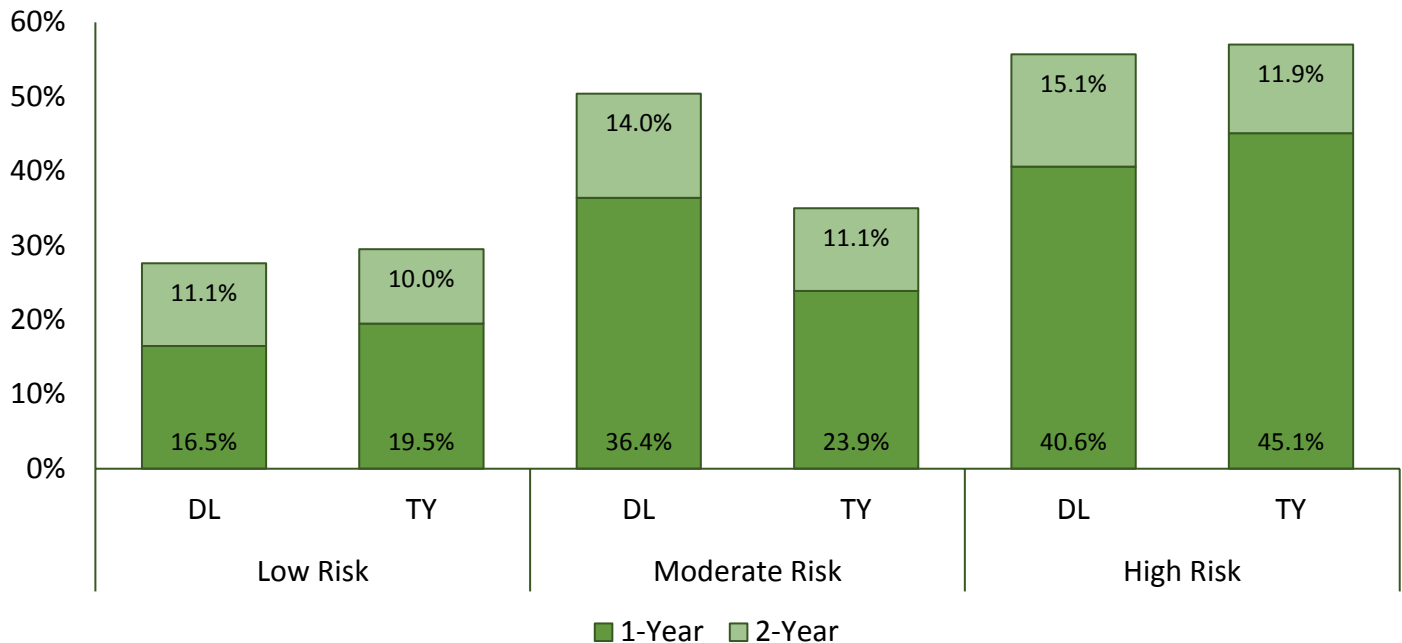
Recidivism rates follow an expected pattern: youth in the Delinquency division recidivate at the highest rates (46.5%), followed by youth in the Truancy division (35.3%) and the Intake division (29.1%).

	<b>One Year Recidivism</b>	<b>Two Year Recidivism</b>	<b>Total Recidivism</b>
<b>Delinquency</b>	33.4%	13.1%	46.5%
<b>Truancy</b>	24.3%	11.0%	35.3%
<b>Intake</b>	19.5%	9.6%	29.1%



## Division Recidivism by Criminogenic Risk Level

The following data represents the one- and two-year recidivism rates of youth in the Delinquency (DL) and Truancy (TY) divisions classified as high, moderate, and low risk. Youth receive a risk level classification based on their cumulative YLS 365 score (see page 3 for risk level classification scores).



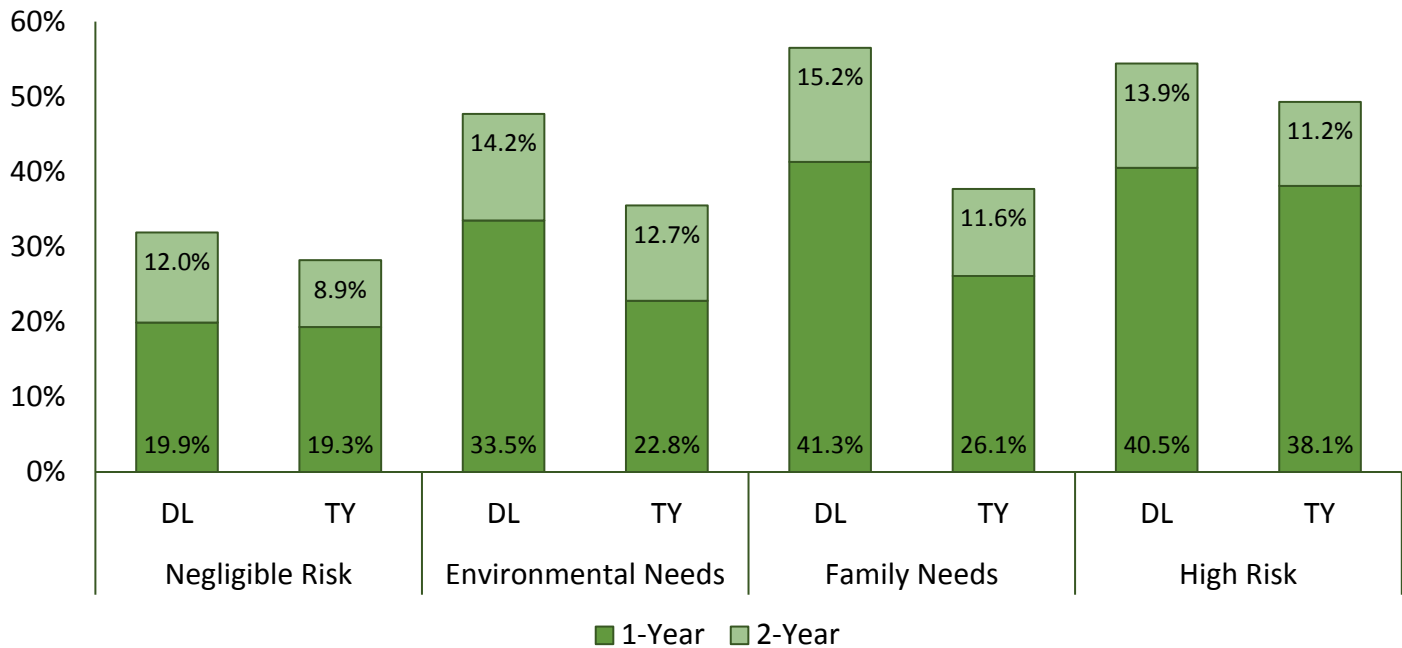
Recidivism rates follow expected patterns across risk level classifications: youth classified as low risk recidivate at the lowest rates (Delinquency: 27.6%, Truancy: 29.5%), followed by youth classified as moderate risk (Delinquency: 50.4%, Truancy: 35.0%), and as high risk (Delinquency: 55.7%, Truancy: 57.0%). These findings indicate that the **YLS 365 is a valid tool for measuring criminogenic risk**. The court is justified in using YLS estimates for risk evaluation.

	One Year Recidivism	Two Year Recidivism	Total Recidivism
<b>Low Risk</b>			
Delinquency	16.5%	11.1%	27.6%
Truancy	19.5%	10.0%	29.5%
<b>Moderate Risk</b>			
Delinquency	36.4%	14.0%	50.4%
Truancy	23.9%	11.1%	35.0%
<b>High Risk</b>			
Delinquency	40.6%	15.1%	55.7%
Truancy	45.1%	11.9%	57.0%

Additionally, there are statistically significant differences in recidivism by risk level. In the Delinquency division, youth classified as low risk recidivate at a significantly lower rate than those classified as moderate risk and high risk. In the Truancy division, youth classified as low risk recidivate at a significantly lower rate than those classified as high risk and those classified as moderate risk recidivate at a significantly lower rate than those classified as high risk. The results of this significance testing suggest that **criminogenic risk levels (low, moderate, and high risk) are valid representations of expected recidivism rates, further validating the YLS 365 as a case planning tool.**

## Division Recidivism by Cluster Type

The following data represents the one- and two-year recidivism rates of youth in the Delinquency and Truancy divisions by cluster type (see page 3 for cluster type classifications).



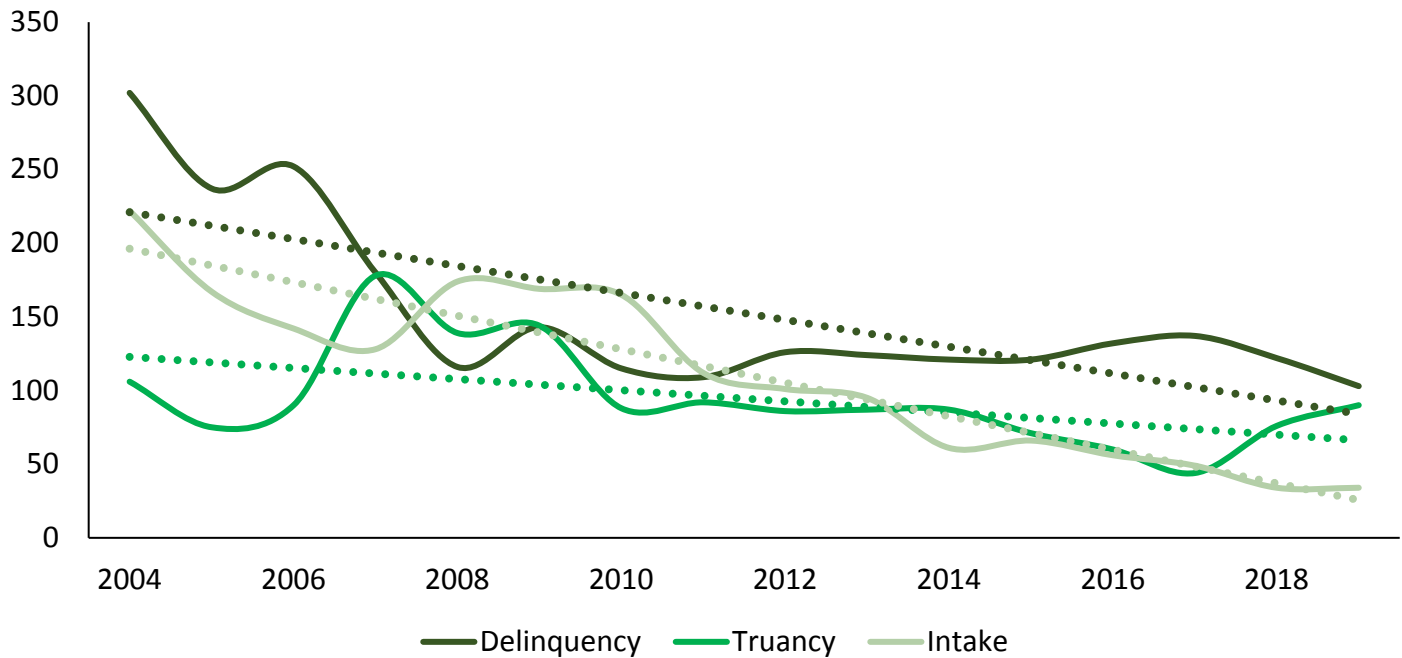
Youth in the Delinquency division recidivate at a higher than youth in the Truancy division across all four cluster types. Recidivism rates are lowest for youth in the Negligible Risk cluster (Delinquency: 31.9%, Truancy: 28.2%).

	One Year Recidivism	Two Year Recidivism	Total Recidivism
<b>Negligible Risk</b>			
Delinquency	19.9%	12.00%	31.9%
Truancy	19.3%	8.90%	28.2%
<b>Environmental Needs</b>			
Delinquency	33.5%	14.2%	47.7%
Truancy	22.8%	12.7%	35.5%
<b>Family Needs</b>			
Delinquency	41.3%	15.2%	56.5%
Truancy	26.1%	11.6%	37.7%
<b>High Risk</b>			
Delinquency	40.5%	13.9%	54.4%
Truancy	38.1%	11.2%	49.3%

Additionally, there are some statistically significant differences in recidivism by cluster type. In the Delinquency division, youth classified as negligible risk recidivate at a significantly lower rate than those classified as environmental needs, family needs, and high risk. Youth classified as environmental needs also recidivate at a significantly lower rate than those classified as high risk. In the Truancy division, youth classified as high risk recidivate at a significantly higher rate than those classified as negligible risk, environmental needs, and family needs. However, these findings indicate that **criminogenic risk levels, as presented on page 7, are more valid representations of recidivism risk than YLS 365 cluster types.**

## LONGITUDINAL DATA: DIVISIONS

Longitudinal data separates all assessments and recidivism by year for each division. Longitudinal data allows for the assessment of how characteristics, such as assessments, risk, and recidivism have changed over time for each division. The following data represents the number of initial juvenile risk assessments administered in each division of the court between 2004 and 2019. The number of assessments administered can be used as a proxy measure for the number of youths processed in each division, although it is not exact, as youth can be processed in multiple divisions.

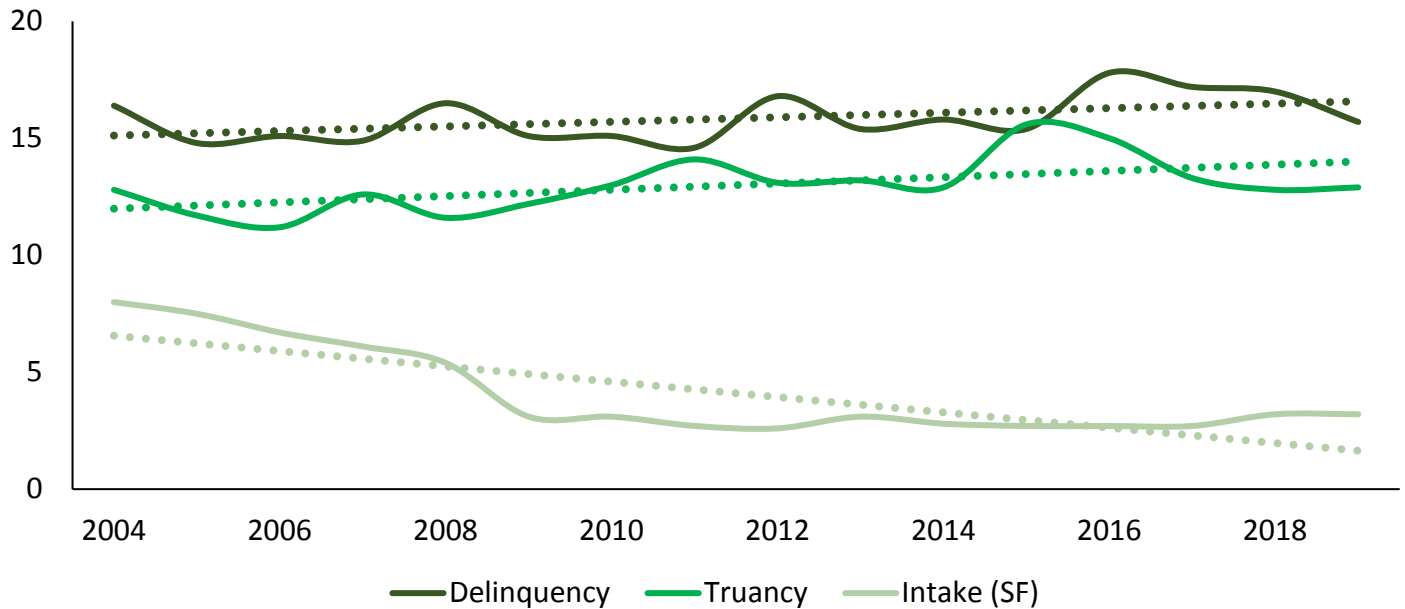


The number of assessments administered in each division has decreased over time, indicating **a reduction in the overall number of justice-involved youth in Ingham County**. The number of assessments administered has decreased most sharply in the Intake division over time, while the number of assessments decreased least sharply in the Truancy division over time.

	Delinquenc y	Truancy	Intake
<b>2004</b>	302	106	222
<b>2005</b>	237	75	167
<b>2006</b>	252	90	142
<b>2007</b>	180	178	128
<b>2008</b>	116	139	174
<b>2009</b>	143	144	169
<b>2010</b>	115	88	165
<b>2011</b>	109	92	112
<b>2012</b>	126	86	101
<b>2013</b>	124	87	95
<b>2014</b>	121	87	61
<b>2015</b>	121	71	66
<b>2016</b>	132	60	56
<b>2017</b>	137	44	49
<b>2018</b>	122	76	34
<b>2019</b>	103	90	34

## Criminogenic Risk Over Time

The following data represents the average initial risk score over time, measured using the YLS 365 (for Delinquency and Truancy) and the YLS SF (for Intake<sup>5</sup>). The average initial risk score reflects the average level of criminogenic risk demonstrated by justice-involved youth at their initial contact with the court.



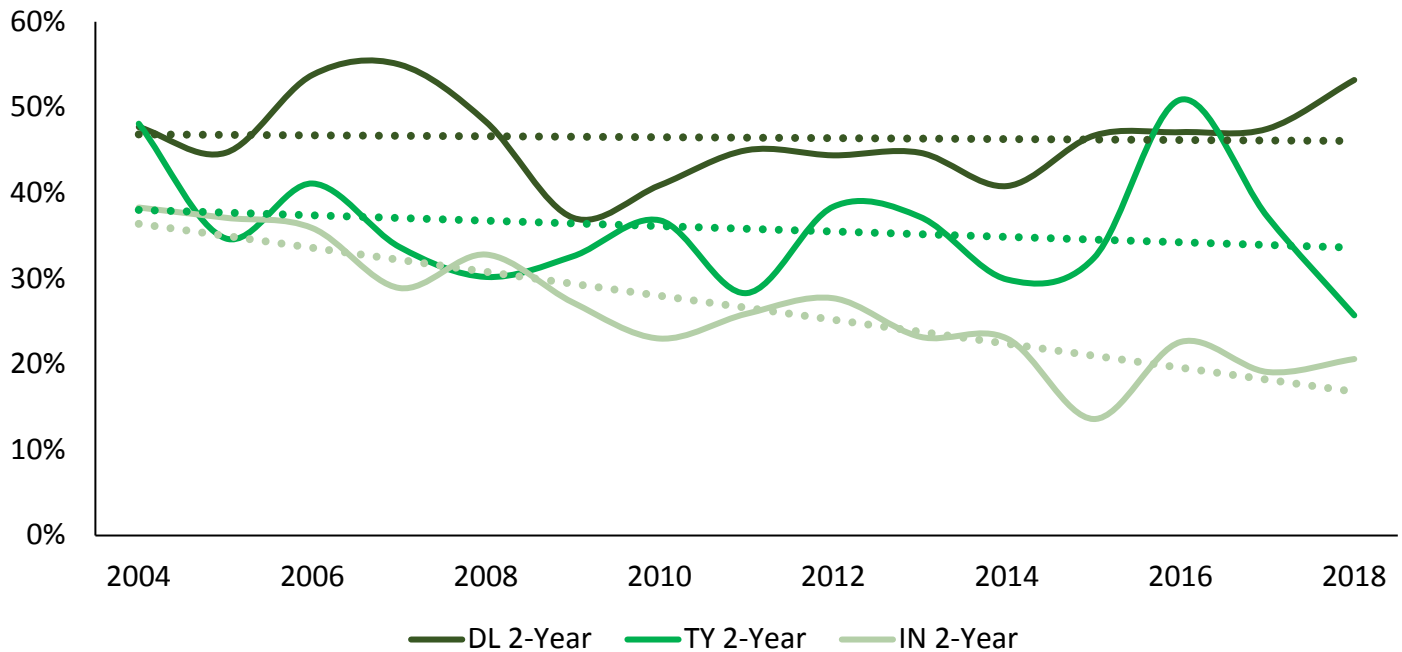
Despite a reduction in the number of justice-involved youth, **criminogenic risk levels have increased** for youth processed in the Truancy and Delinquency divisions. These youth require **more resources to rehabilitate**, due to higher likelihood of continued delinquent or criminal involvement.

	Delinquency	Truancy	Intake (SF)
2004	16.4	12.8	8
2005	14.8	11.7	7.5
2006	15.1	11.2	6.7
2007	14.9	12.6	6.1
2008	16.5	11.6	5.4
2009	15.1	12.2	3.1
2010	15.1	13	3.1
2011	14.6	14.1	2.7
2012	16.8	13.1	2.6
2013	15.4	13.2	3.1
2014	15.8	12.9	2.8
2015	15.4	15.6	2.7
2016	17.8	15	2.7
2017	17.2	13.3	2.7
2018	17	12.8	3.2
2019	15.7	12.9	3.2

<sup>5</sup> The decrease in criminogenic risk presented in this chart implies a steady decrease in criminogenic risk in the Intake division since 2004. However, the initial diversion criteria described on Page 3 was first instituted in 2009. Since these new criteria was instituted, criminogenic risk has remained relatively unchanged year-to-year in the Intake division.

## Division Recidivism Over Time

The following data represents the two-year recidivism rate in Delinquency (DL), Truancy (TY), and Intake (IN) over time, corresponding to the percentage of youth who received one or more additional prosecutor-approved petitions in the two years following their YLS 365 (for Delinquency and Truancy) or YLS SF (for Intake).



As indicated by the dotted trend lines, **recidivism rates for youth in the Delinquency and Truancy divisions are relatively consistent over time, despite increasing levels of criminogenic risk.** This is the opposite of what is expected, given the increase in average criminogenic risk level, and highlights the **success of the court in reducing future offending through effective intervention.** Additionally, the decrease in and low rates of recidivism among youth in the Intake division **validates the use of the YLS SF as a screening tool for initial diversion.**

	Delinquency	Truancy	Intake
<b>2004</b>	47.7%	48.1%	38.3%
<b>2005</b>	44.7%	34.7%	37.1%
<b>2006</b>	53.8%	41.1%	35.9%
<b>2007</b>	55.0%	33.7%	28.9%
<b>2008</b>	48.3%	30.2%	32.8%
<b>2009</b>	37.1%	32.6%	27.2%
<b>2010</b>	40.9%	36.8%	23.0%
<b>2011</b>	45.0%	28.3%	25.9%
<b>2012</b>	44.4%	38.4%	27.7%
<b>2013</b>	44.7%	37.2%	23.2%
<b>2014</b>	40.8%	29.9%	23.0%
<b>2015</b>	46.7%	32.4%	13.6%
<b>2016</b>	47.1%	50.9%	22.6%
<b>2017</b>	47.5%	37.2%	19.1%
<b>2018</b>	53.2%	25.7%	20.6%

# JUVENILE RISK ASSESSMENTS AND PROGRAMMING

## HOW DO JUVENILE RISK ASSESSMENTS INFORM PROGRAM DECISIONS?

Risk assessments indicate both the level and types of criminogenic needs that youth demonstrate when they enter the supervision of the court. Juvenile Court Officers (JCOs) use this information to match youth to the programming that best suits their unique needs, in order to maximize the potential for rehabilitation. Risk assessments are re-administered regularly throughout the duration of court supervision, so that JCOs can monitor and adjust program enrollment based upon changes in criminogenic risk.

## WHAT TYPES OF PROGRAMS ARE SUPERVISED BY THE COURT?

The court oversees placement in a number of community-based and residential (out-of-home) programs. These programs offer diverse curriculums designed to promote positive youth development and prevent future offending. This report presents data with respect to the following court-supervised programs:

Program	Description
<b>Ingham Academy (IA)</b>	A highly structured day treatment program established in 2007. The curriculum focuses on individualized learning through educational, vocational, and community support. Cognitive behavioral therapies are provided to youth following the <i>Aggression Replacement Training</i> , <i>Dialectical Behavior Therapy for Adolescents</i> , and <i>Skillstreaming the Adolescent</i> programs. The ultimate goal of Ingham Academy is high school completion.
<b>Horizon</b>	An after-school cognitive behavioral intervention established in 2008. Youth are enrolled in either high- (3 days per week) or moderate-risk treatment groups (2 days per week). Cognitive behavioral therapies are provided to youth following the <i>Thinking for a Change</i> and <i>Skillstreaming the Adolescent</i> programs. Beginning in mid-2021, <i>Thinking for a Change</i> was replaced by <i>Moral Reconciliation Training</i> .
<b>Residential Placement</b>	An umbrella term for placement in one of a number of residential treatment centers. Treatment focuses are diverse in nature, and include general rehabilitation, substance abuse, sex offenses, family services, and mental health.
<b>Peckham Footprints Group Home (PFGH)</b>	A short-term, non-secure residential treatment program located in the community for justice-involved girls. Girls remain with current treatment providers and attend their community school. Services are based upon gender-responsive cognitive behavioral therapy following the <i>Thinking for a Change</i> , <i>Motivation to Change</i> , <i>Relapse Prevention</i> , and <i>Skillstreaming the Adolescent</i> programs. The ultimate goals are rehabilitation and family reunification.
<b>Sex Offender Program (SOP)</b>	A community-based program for youth who have demonstrated inappropriate or illegal sexual behavior and/or attitudes. Cognitive behavioral therapy is provided to youth following the <i>Promoting Healthy Attitudes and Lifestyles for Teens (HALT)</i> program. The ultimate goal is to equip youth with skills to prevent more serious sexual behavior in the future.

## WHAT IS PROGRAM RECIDIVISM?

Program recidivism indicates the percentage of youth who received one or more additional prosecutor-approved petitions in the first two years following their **program exit date**. Importantly, program recidivism rates do not include petitions received prior to the date of program exit. This is because the objective is to understand the rate of recidivism after youth have received the full dosage of treatment.

## JUVENILE RISK ASSESSMENTS AND PROGRAMMING

### HOW ARE MULTIPLE PROGRAM ENROLLMENTS AND SAME PROGRAM RE-ENROLLMENTS ACCOUNTED FOR?

Youth may be enrolled in the same program on more than one occasion. These re-enrollments are noted in the cross-sectional data (see Number of Enrollments, Number of Unique Youth on page 11). However, only the most recent exit date is used as a reference point for recidivism. Therefore, **recidivism data only presents a youth's most recent exit from a program**, regardless of the number of times the youth were enrolled in the program. This is so that recidivism is measured after the full dosage of treatment has been received, even if treatment was administered in multiple intervals.

Additionally, youth may be enrolled in multiple programs synchronously or asynchronously, depending on their type and level of criminogenic needs. As a result, program data is presented in two ways. First, program data is presented in a **mutually exclusive** manner which represents enrollment in a community-based program (Ingham Academy, Horizon, and/or Sex Offender Program), out-of-home program (Residential Placement and/or Peckham Footprints Group Home), **or** both a community-based program and out-of-home program. This method does not represent whether a youth has been enrolled in more than one community-based or out-of-home program, but rather what type of program they were enrolled in. Second, program data is presented in a **non-exclusive** manner, in which each enrollment in any program is measured, be it community-based or out-of-home. Therefore, youth are represented in the data for every program they have been enrolled in. **Longitudinal program recidivism is only presented in a non-mutually exclusive manner.**

## CROSS-SECTIONAL DATA: PROGRAMS

Cross-sectional data combines all assessments, administrative data, and recidivism across all years for which data is available for each program, presenting overall measures of characteristics such as demographics, risk, and recidivism. This data reflects demographic, program, and recidivism data, as reported in the Access data management system.

	<b>Ingham Academy</b>	<b>Horizon</b>	<b>Residential Placement<sup>6</sup></b>	<b>Peckham Footprints Group Home</b>	<b>Sex Offender Program</b>
<b>Years Represented</b>	2007-2019	2008-2019	2001-2019	2005-2019	2003-2019
<b>Number of Enrollments</b>	602	879	963	167	267
<b>Number of Unique Youth</b>	574	784	637	146	265
<b>Average Duration in Placement</b>	539 days	215 days	182 days	181 days	387 days
<b>Average Age at Placement</b>	15.3	14.7	14.9	14.7	14.3
<b>Sex</b>					
Male	412 (68.4%)	650 (73.9%)	734 (76.2%)		258 (96.6%)
Female	188 (31.2%)	223 (25.4%)	228 (23.7%)	167 (100%)	9 (3.4%)
<b>Race</b>					
White	87 (20.3%)	204 (23.2%)	306 (31.8%)	69 (41.3%)	167 (62.5%)
Black	208 (48.5%)	512 (58.2%)	522 (54.2%)	57 (34.1%)	83 (31.1%)
Non-Black Youth of Color	134 (31.2%)	163 (18.6%)	135 (14%)	41 (24.6%)	17 (6.4%)

As represented in this data, the vast majority of youth enrolled in all co-ed programs are male (Ingham Academy: 68.4%, Horizon: 73.9%, Residential Placement: 76.2%, Sex Offender Program: 96.6%). While Black youth represent 39.6% of youth in the Delinquency division and 32.8% of youth in Truancy, they represent 48.5% of youth in Ingham Academy, 58.2% of youth in Horizon and 54.2% of youth in Residential Placement. This indicates that Black youth are overrepresented in these three programs compared to their overall represented in the Delinquency and Truancy divisions.

<b>Variable</b>	<b>Description</b>
<b>Years Represented</b>	The range of years represented in the available data. These ranges are representative of either: (1) the year that the program was implemented; or (2) the year that digital records started being maintained.
<b>Number of Enrollments</b>	The number of instances wherein a youth was enrolled in a program. Note that the number of enrollments always exceeds the number of unique youths, as the same individual can be re-enrolled in the same program on multiple instances.
<b>Number of Unique Youth</b>	The number of total unique youth who were enrolled in the program.
<b>Recidivism Rate</b>	The percentage of youth who received one or more additional prosecutor-approved petitions following their program exit date. One-Year rate indicates those who received an additional petition in the first year immediately

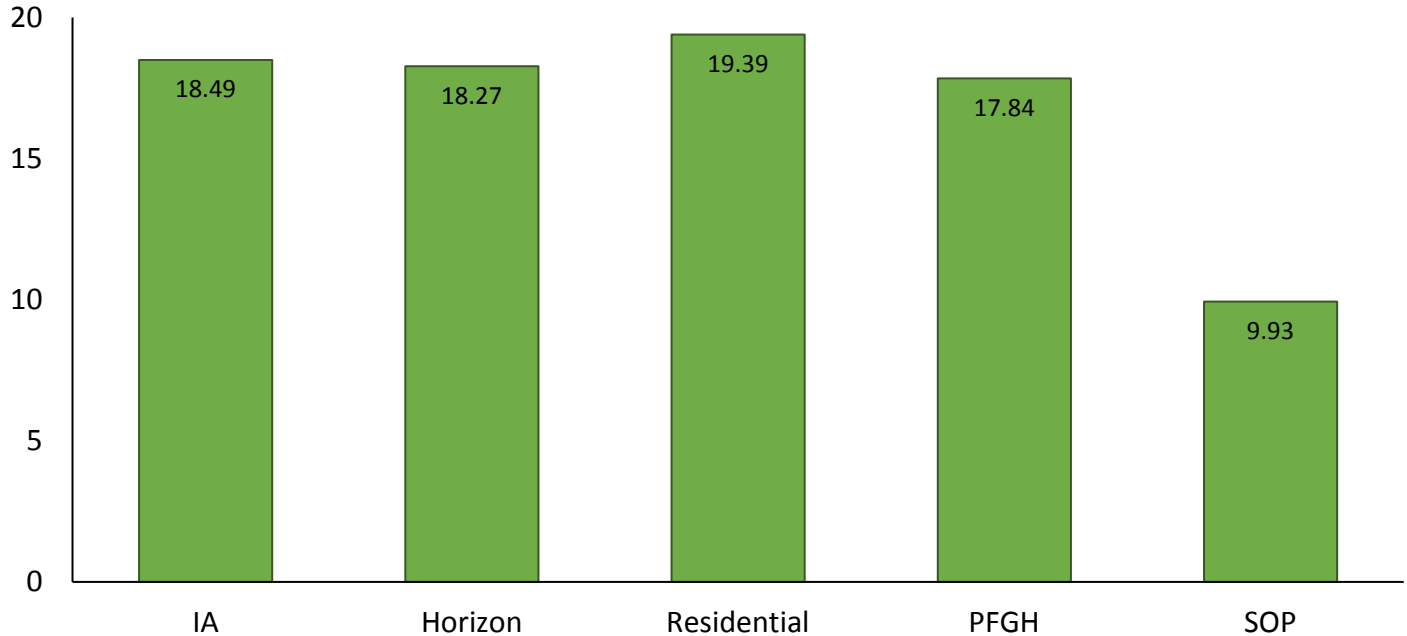
<sup>6</sup> Demographic and program data for Residential Placement programs includes youth enrolled in Muncie Reception and Diagnostic Center. However, recidivism data for Residential Placement does not include youth enrolled in Muncie, due to the general use of Muncie as a short-term detention facility rather than as a treatment program.



following their program exit date, and Two-Year indicates those who received an additional petition between the first and second years following their program exit date. Total is the sum of the One- and Two-Year rates.

### Non-Exclusive Program Criminogenic Risk Scores

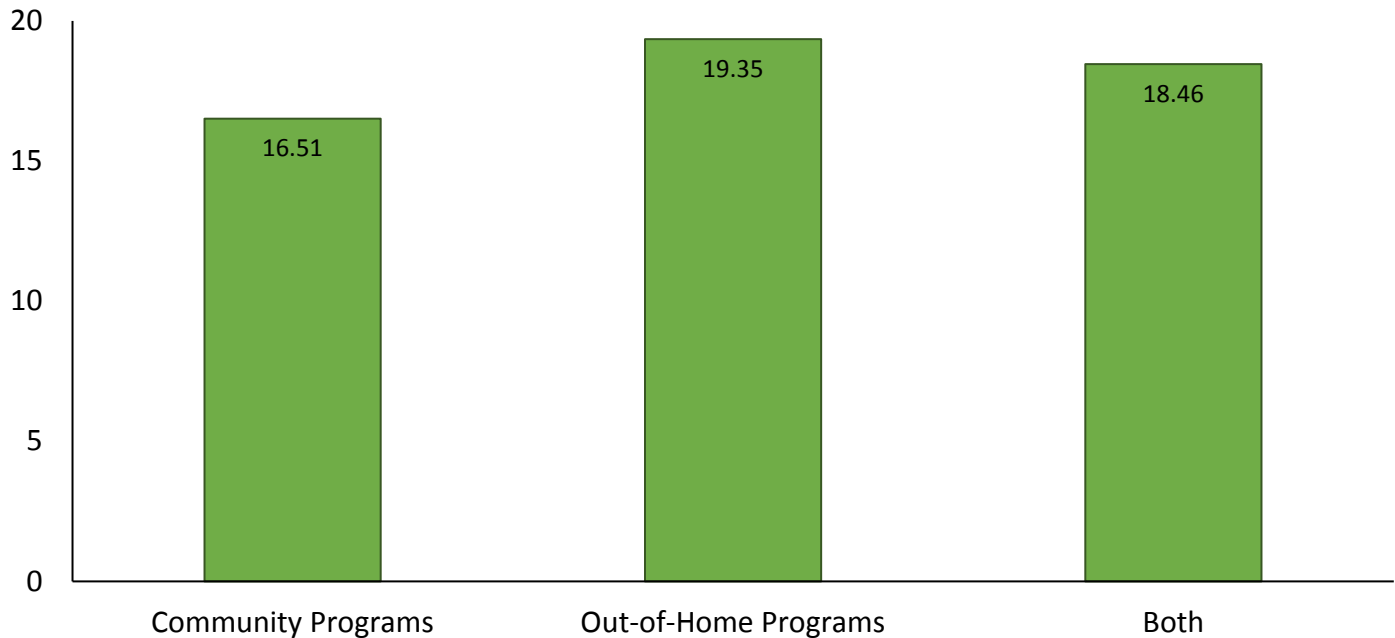
This data presents the average risk scores of youth enrolled in each program as reported by the youth's YLS 365. The data is non-mutually exclusive and a youth's risk score may be represented in more than one category.



Youth in the Sex Offender Program exhibit less general criminogenic risk, as measured by the YLS 365, than youth enrolled in other programs. However, within this population, risk for sexual recidivism is assessed by the Juvenile Sex Offender Assessment Protocol (JSOAP), which is not represented in this report. Youth in the Sex Offender Program have statistically significantly lower YLS 365 criminogenic risk scores than youth in Ingham Academy, Horizon, Residential Placement, and Peckham Footprints Group Home. Youth in the Horizon program also have significantly lower criminogenic risk scores than youth in Residential Placement.

## Community-Based versus Out-of-Home Program Criminogenic Risk Scores

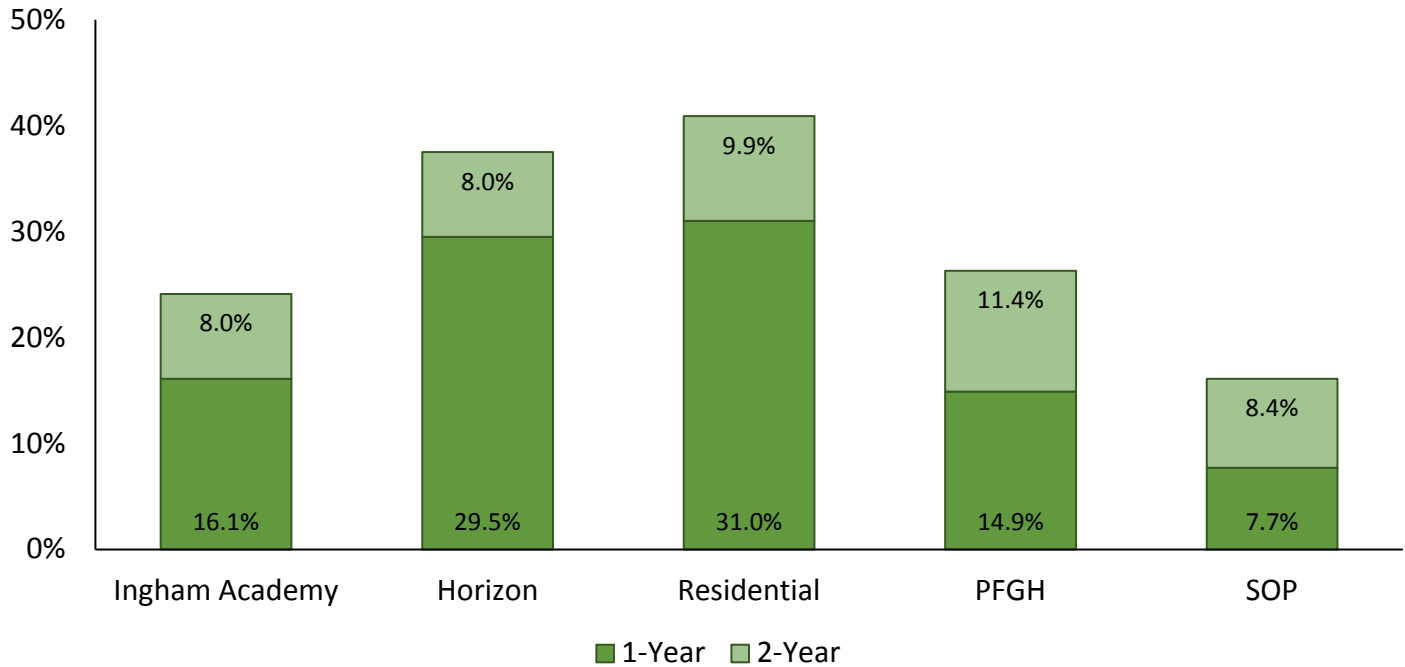
This data presents the average YLS 365 risk score for youth who have been enrolled in only Community-Based programming (Ingham Academy, Horizon, Sex Offender Program), and youth who have been enrolled in only Out-of-Home programming (Residential Placement, Peckham Footprints Group Home). This data is mutually exclusive, meaning that individual youth are represented in only one of the following categories only once: Community Programs ( $N=969$ ), Out-of-Home Programs ( $N=455$ ), or Both ( $N=283$ ).



Youth enrolled exclusively in community-based programming have significantly lower criminogenic risk scores when compared to youth enrolled exclusively in out-of-home programming and youth enrolled in both forms of programming. There are no significant differences in the risk scores of youth enrolled exclusively in out-of-home programming and in both forms of programming. This indicates that youth who are initially assessed as higher risk tend to be placed in more restrictive programming, such as Residential Placement and Peckham Footprints Group Home.

## Non-Exclusive Recidivism by Program

The following data represents the one- and two-year recidivism rates of youth in court programming. These program categories are not mutually exclusive, as the same youth may be enrolled in multiple programs synchronously or asynchronously.



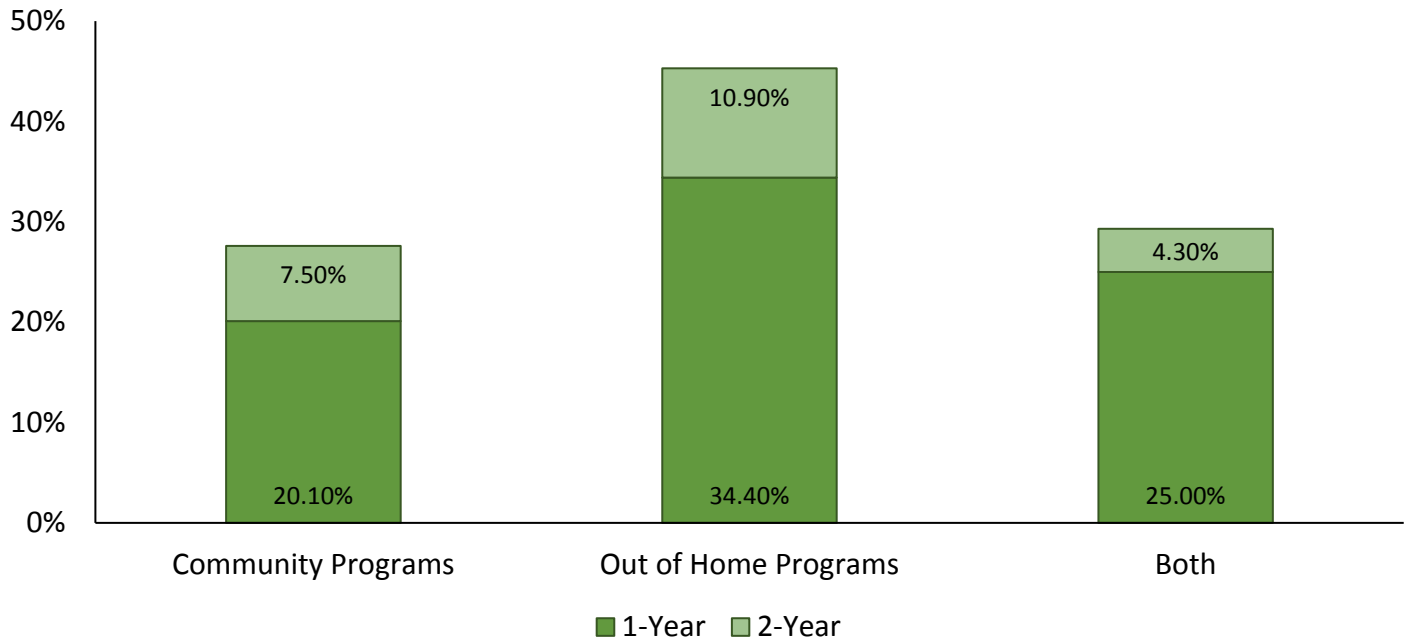
This data suggests that recidivism after program release is least likely for youth enrolled in the Sex Offender Program (16.1%), Ingham Academy (24.1%), and Peckham Footprints Group Home (26.3%). Conversely, recidivism after program release is most likely for youth enrolled in Horizon (37.5%) and Residential placement (40.9%).

Importantly, **program effectiveness cannot be directly evaluated by these recidivism rates**. This is because youth who are enrolled in more restrictive programs (e.g., Residential Placement) demonstrate greater criminogenic risk levels compared to youth enrolled in less restrictive programs. Additionally, **this data does not reflect the degree of fidelity under which programs are operating**.

	One Year Recidivism	Two Year Recidivism	Total Recidivism
<b>Ingham Academy</b>	16.1%	8.0%	24.1%
<b>Horizon</b>	29.5%	8.0%	37.5%
<b>Residential</b>	31.0%	9.9%	40.9%
<b>PFGH</b>	14.9%	11.4%	26.3%
<b>SOP</b>	7.7%	8.4%	16.1%

## Community-Based versus Out-of-Home Program Recidivism

This data presents one- and two-year recidivism for youth who have been enrolled in only Community-Based programming (Ingham Academy, Horizon, Sex Offender Program), and youth who have been enrolled in only Out-of-Home programming (Residential Placement, Peckham Footprints Group Home). This data is mutually exclusive.

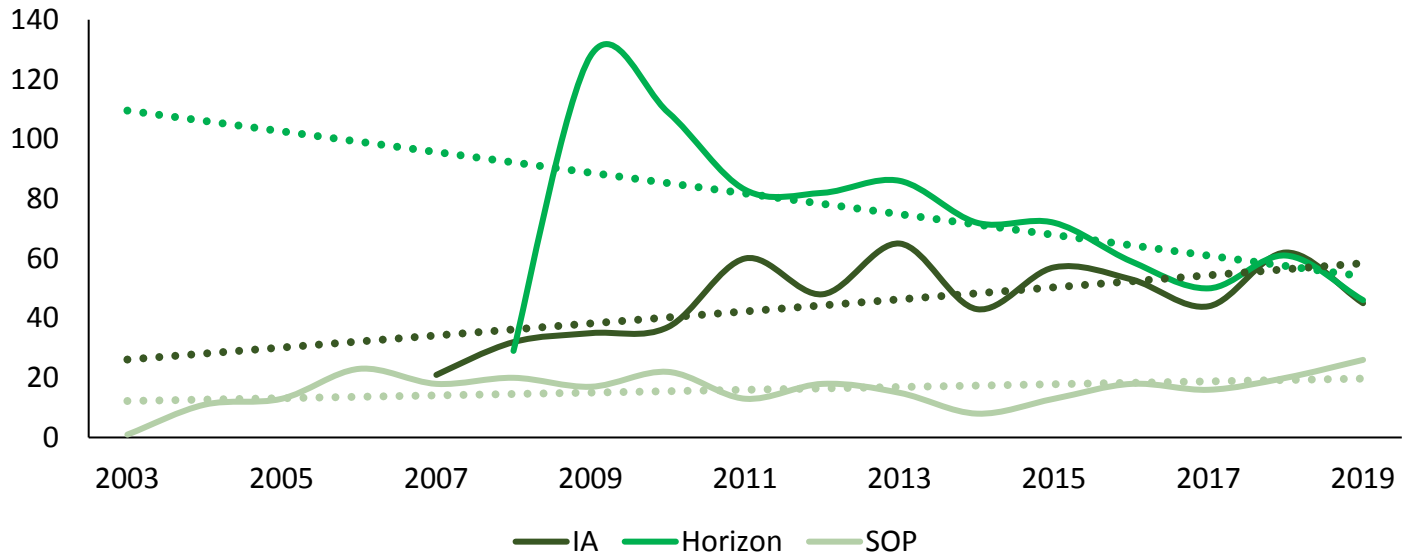


This data suggests that recidivism is least likely for youth who have only been enrolled in community-based programming (27.6%) and most likely for youth who have been enrolled only in out-of-home programs (45.3%). Importantly, youth enrolled only in out-of-home programming are significantly more likely to recidivate than youth who have been enrolled only in community-based program and youth who have been enrolled in both forms of programming (29.3%).

	Unique Youth (N=1,707)	One Year Recidivism	Two Year Recidivism	Total Recidivism
<b>Community-Based</b>	969 (56.9%)	20.1%	7.5%	27.6%
<b>Out-of-Home</b>	455 (26.4%)	34.4%	10.9%	45.3%
<b>Community and Out-of-Home</b>	283 (16.7%)	25.0%	4.3%	29.3%

## LONGITUDINAL DATA: PROGRAMS

Longitudinal data separates all assessments and recidivism by year for each program. Longitudinal data allows for the assessment of how characteristics, such as assessments, risk, and recidivism have changed over time for each program. The following data represents the number of enrollments per year in each community-based program (Ingham Academy, Horizon, Sex Offender Program). Unique youth are represented in this data more than once if they were enrolled in multiple community-based programs, or re-enrolled in the same program multiple times.

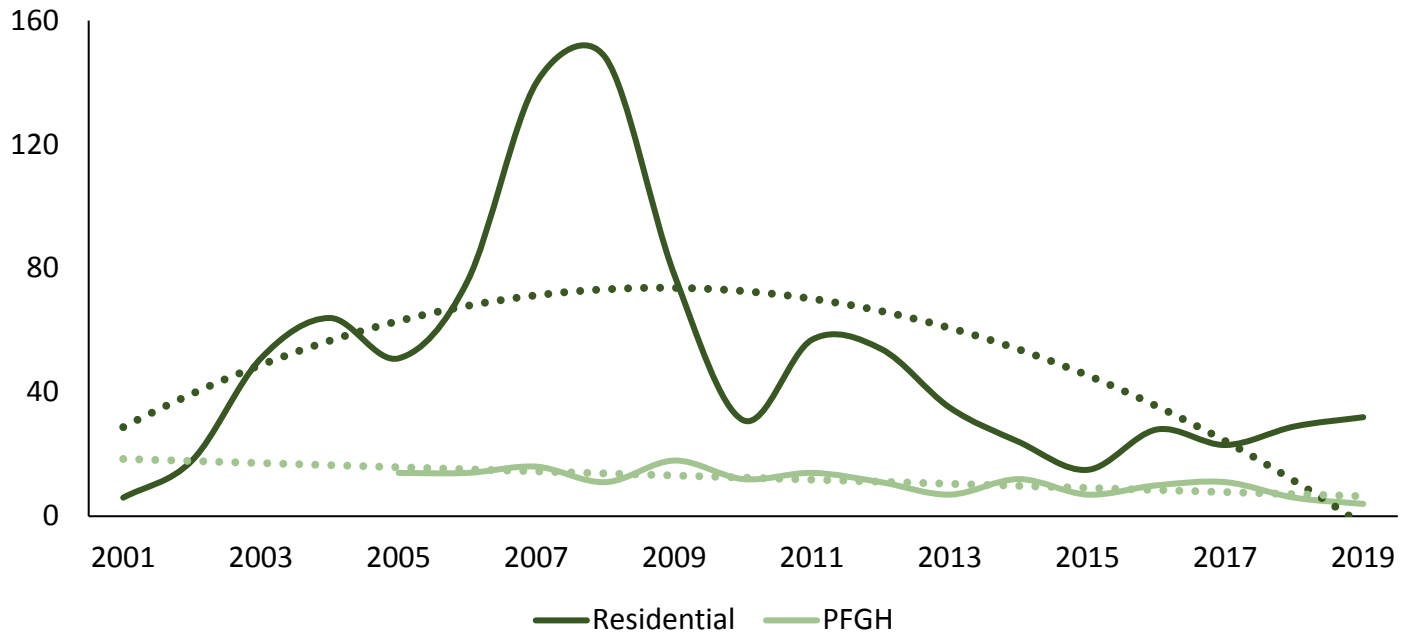


While enrollment has fluctuated from year to year, longitudinal trends (indicated by the dotted lines) suggest that **enrollment in Horizon has declined over time**. Conversely, **enrollment in Ingham Academy has increased over time**, while **enrollment in the Sex Offender Program has remained relatively consistent**.

	Ingham Academy	Horizon	Sex Offender Program
<b>2003</b>			1
<b>2004</b>			11
<b>2005</b>			13
<b>2006</b>			23
<b>2007</b>	21		18
<b>2008</b>	32	29	20
<b>2009</b>	35	128	17
<b>2010</b>	37	109	22
<b>2011</b>	60	83	13
<b>2012</b>	48	82	18
<b>2013</b>	65	86	15
<b>2014</b>	43	72	8
<b>2015</b>	57	72	13
<b>2016</b>	53	59	18
<b>2017</b>	44	50	16
<b>2018</b>	62	61	20
<b>2019</b>	45	46	26

## Non-Exclusive Out-of-Home Program Enrollment

The following data represents the number of enrollments per year in residential programs (Residential Placement, including Muncie, and Peckham Footprints Group Home). Unique youth are represented in this data more than once if they were enrolled in multiple out-of-home programs, or re-enrolled in the same program on multiple occasions.

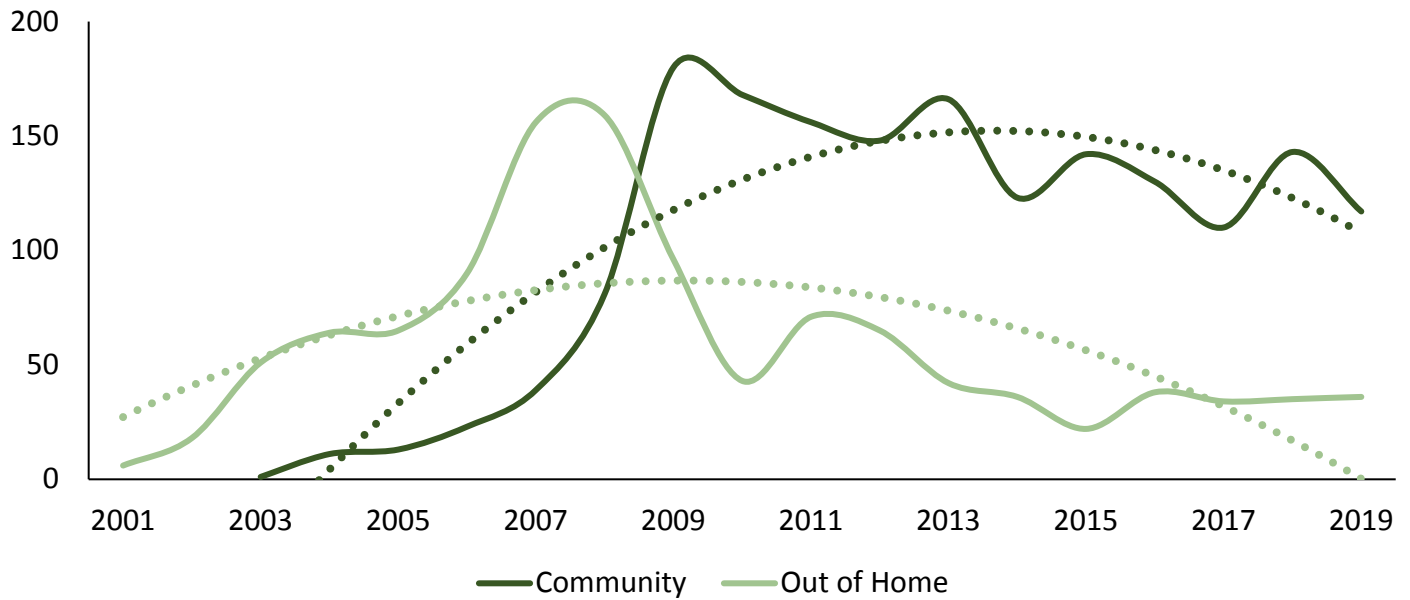


Enrollment in out-of-home programs fluctuates from year to year. However, the trend level data (indicated by the dotted lines) suggests that **enrollment in Residential placement has declined substantially since its peak in 2008. Enrollment in Peckham Footprints Group Home has marginally declined over time.**

	Residential Placement	Peckham Footprints
2001	6	
2002	18	
2003	51	
2004	64	
2005	51	14
2006	76	14
2007	140	16
2008	148	11
2009	78	18
2010	31	12
2011	57	14
2012	54	11
2013	35	7
2014	24	12
2015	15	7
2016	28	10
2017	23	11
2018	29	6
2019	32	4

## Non-Exclusive Community-Based versus Out-of-Home Program Enrollment

The following data represents the number of enrollments per year in community-based programs (Ingham Academy, Horizon, Sex Offender Program) and the number of enrollments per year in out-of-home programs (Residential Placement, Peckham Footprints Group Home). Unique youth are represented in this data if they were enrolled in multiple programs, or re-enrolled in the same program multiple times.

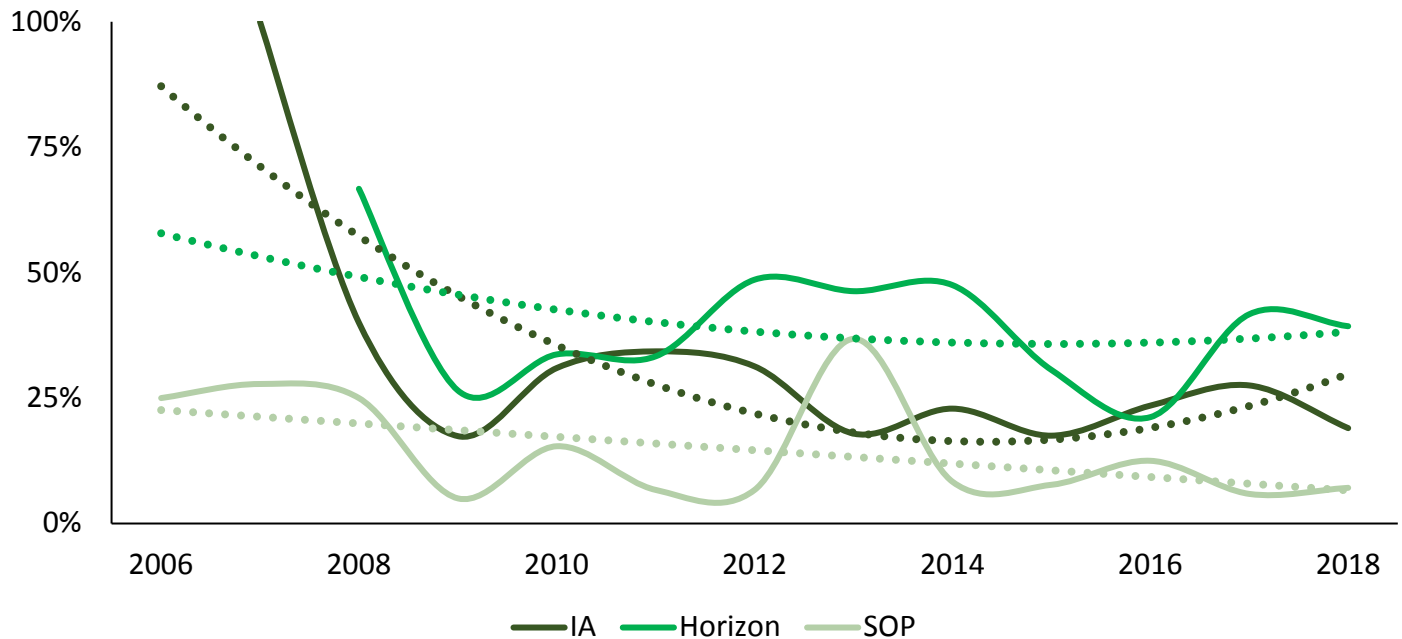


Enrollment in both community-based and out-of-home programs has declined in recent years. Enrollment in community-based programs peaked in 2009, and enrollment in out-of-home programs in 2008. Overtime, enrollment in community-based programs has remained higher than enrollment in out-of-home programs.

	<b>Community-Based Programming</b>	<b>Out-of-Home Programming</b>
<b>2001</b>		6
<b>2002</b>		18
<b>2003</b>	1	51
<b>2004</b>	11	64
<b>2005</b>	13	65
<b>2006</b>	23	90
<b>2007</b>	39	156
<b>2008</b>	81	159
<b>2009</b>	180	96
<b>2010</b>	168	43
<b>2011</b>	156	71
<b>2012</b>	148	65
<b>2013</b>	166	42
<b>2014</b>	123	36
<b>2015</b>	142	22
<b>2016</b>	130	38
<b>2017</b>	110	34
<b>2018</b>	143	35
<b>2019</b>	117	36

## Non-Exclusive Community-Based Program Recidivism Over Time

The following data represents the two-year recidivism rate in each community-based program over time, measured two years out from each youth's most recent exit from the program. Unique youth are represented in this data more than once only if they were enrolled in multiple community-based programs.



While program recidivism has fluctuated over time, **recidivism two years out from program completion has generally decreased across all three community-based programs**. As expected, youth enrolled in the Sex Offender Program have consistently exhibited lower recidivism rates over time compared to Ingham Academy and Horizon.

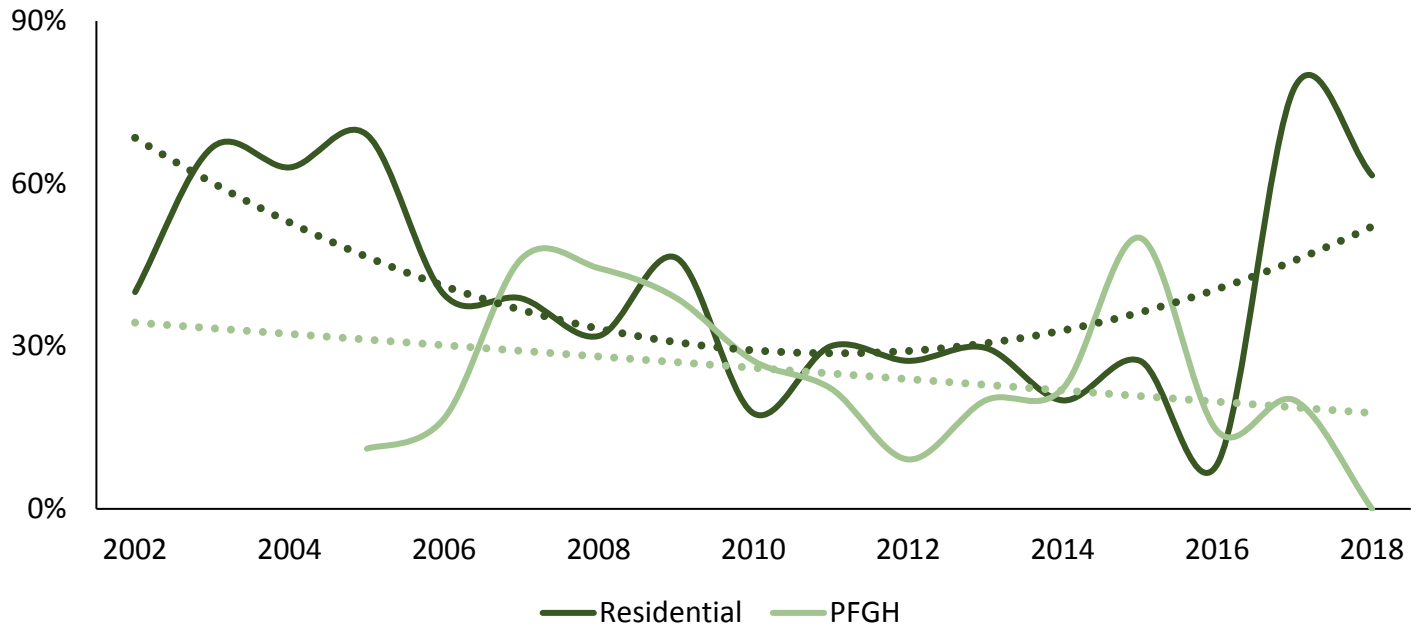
As noted previously, program effectiveness cannot be directly evaluated by these recidivism rates. This is because youth who are enrolled in more restrictive programs (e.g., Horizon's high-risk group) demonstrate greater criminogenic risk levels compared to youth enrolled in less restrictive programs. Additionally, this data does not reflect the degree of fidelity under which programs are operating.

	Ingham Academy	Horizon	SOP
<b>2006</b>			25.0%
<b>2007</b>	100.0%		27.8%
<b>2008</b>	40.0%	66.7%	25.0%
<b>2009</b>	17.4%	26.5%	5.0%
<b>2010</b>	31.0%	33.7%	15.4%
<b>2011</b>	34.3%	33.3%	6.7%
<b>2012</b>	31.3%	48.6%	6.7%
<b>2013</b>	17.9%	46.3%	36.8%
<b>2014</b>	22.9%	47.5%	8.3%
<b>2015</b>	17.5%	30.6%	7.7%
<b>2016</b>	23.5%	21.2%	12.5%
<b>2017</b>	27.5%	41.7%	5.9%
<b>2018</b>	19.0%	39.3%	7.1%



## Non-Exclusive Out-of-Home Program Recidivism Over Time

The following data represents the two-year recidivism rate in each out-of-home program over time, measured two years out from each youth's most recent exit from the program. Unique youth are represented in this data more than once only if they were enrolled in multiple community-based programs.



Out-of-home program recidivism has fluctuated highly over the years. Recidivism two years following their exit from Peckham Footprints Group Home has declined steadily over the years, peaking in 2015 (50%). Residential Placement recidivism, however, declined steadily until peaking in 2017 (77.8%).

As noted previously, program effectiveness cannot be directly evaluated by these recidivism rates, particularly because this data does not reflect the degree of fidelity under which programs are operating.

	<b>Residential Placement</b>	<b>Peckham Footprints</b>
<b>2002</b>	40.0%	
<b>2003</b>	66.7%	
<b>2004</b>	63.0%	
<b>2005</b>	69.0%	11.1%
<b>2006</b>	39.5%	16.7%
<b>2007</b>	38.8%	46.2%
<b>2008</b>	31.9%	44.4%
<b>2009</b>	46.3%	38.9%
<b>2010</b>	17.6%	27.3%
<b>2011</b>	30.0%	22.2%
<b>2012</b>	27.3%	9.1%
<b>2013</b>	29.7%	20.0%
<b>2014</b>	20.0%	22.2%
<b>2015</b>	27.3%	50.0%
<b>2016</b>	8.3%	14.3%
<b>2017</b>	77.8%	20.0%
<b>2018</b>	61.5%	0.0%

## Agenda Item 5a

**TO:** Law & Courts and Finance Committees  
**FROM:** Scott LeRoy, Deputy Court Administrator  
**DATE:** March 22, 2022  
**SUBJECT:** Resolution to Renew Contract with Michigan State University for Juvenile Risk Assessment Project and Quarterly Program Evaluation  
For the Meeting Agendas of March 31 and April 6, 2022

### **BACKGROUND**

The Juvenile Division has been a leader in juvenile justice by developing progressive and evidence-based programming for youth and families. As part of this best practice, in 2018, the Juvenile Division began conducting quarterly program evaluations of all evidence-based curriculums supported by Juvenile Justice Millage funds. The idea behind these quarterly assessments is simple; assess the program, provide coaching and return to see progress. The addition of these assessments has strengthened the Juvenile Division's continuous quality improvement plan and allowed for more direct feedback to vendors in an effort to improve the overall quality of juvenile justice programming.

For over 16 years, Michigan State University (MSU) has provided risk assessment support to the Juvenile Division. Beginning in 2020, MSU School of Criminal Justice began contracting with the Juvenile Division for risk assessment support and added third-party program evaluation. Contracting with an institution like Michigan State University has provided an objective measure of success while strengthening the continuity of service.

If approved, the contract will continue from April 1, 2022 through September 30, 2023 and would be considered for renewal annually on the state's fiscal year.

### **ALTERNATIVES**

Should the Juvenile Division not contract with Michigan State University, research and statistical data analysis would have to be done in-house; therefore reducing the reliability of the data. The Juvenile Division could also contract with a different university to provide this support.

### **FINANCIAL IMPACT**

Funds for this contract have been approved in the Juvenile Division's 2022 budget. The Juvenile Division already pays a significantly reduced rate for risk assessment support given Michigan State University mutually benefits from the agreement. This contract is Child Care Fund reimbursable.

### **STRATEGIC PLANNING IMPACT**

This supports the overarching long-term objective of providing appropriate evidence-based treatment and sanctions for at-risk youth and juveniles.

### **OTHER CONSIDERATIONS**

None

### **RECOMMENDATION**

Enter into a contract

Introduced by the Law & Courts and Finance Committees of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION RENEWING CONTRACT WITH MICHIGAN STATE UNIVERSITY FOR THE JUVENILE RISK ASSESSMENT PROJECT AND QUARTERLY PROGRAM EVALUATION**

WHEREAS, the Circuit Court Juvenile Division has worked collaboratively with Michigan State University for over 16 years on the Juvenile Risk Assessment Project; and

WHEREAS, the Circuit Court Juvenile Division, relies on Michigan State University to analyze and evaluate risk and recidivism data collected by the Juvenile Division; and

WHEREAS, Dr. Caitlyn Cavanagh, formerly Dr. William Davidson, oversees a team of researchers from Michigan State University assigned to the Juvenile Risk Assessment Project; and

WHEREAS, the Circuit Court Juvenile Division would like to renew a contract for Juvenile Risk Assessment support and quarterly third-party evaluations of all evidence-based programming; and

WHEREAS, funds to support the Juvenile Risk Assessment Project were allocated in the Juvenile Division's 2022 budget; and

WHEREAS, the Juvenile Risk Assessment Project is Child Care Fund eligible.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners is hereby authorized to enter into a contract with Michigan State University for purposes of providing the Juvenile Risk Assessment Project and quarterly program evaluation at a rate of \$10,309.72 quarterly, not to exceed \$61,858.32 during the term of the contract which is in effect April 1, 2022 through September 30, 2023.

BE IT FURTHER RESOLVED, that the Chairperson of the Ingham County Board of Commissioners is hereby authorized to sign any necessary contract documents on behalf of the County after approval as to form by the County Attorney.

**Agenda Item 5b**

**TO:** Law & Courts and Finance Committees  
**FROM:** Scott LeRoy, Deputy Court Administrator  
**DATE:** March 22, 2022  
**SUBJECT:** Resolution Honoring Juvenile Detention Development Specialist Bradley Prehn

**BACKGROUND**

The attached resolution honors Juvenile Detention Development Specialist Bradley Prehn for 28 years of service to the 30<sup>th</sup> Judicial Circuit Court Juvenile Division and the citizens of Ingham County. Mr. Prehn exemplifies the best in public service through his caring commitment to his responsibilities and duties, and through his desire to improve the processes, programs, and people involved in the juvenile justice system.

**ALTERNATIVES**

N/A

**FINANCIAL IMPACT**

N/A

**STRATEGIC PLANNING IMPACT**

N/A

**OTHER CONSIDERATIONS**

None

**RECOMMENDATION**

N/A

Introduced by the Law & Courts Committee of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION HONORING BRADLEY PREHN**

WHEREAS, Bradley Prehn received a Business Administration degree from Rhode Island University as well as additional education from Michigan State University in Criminal Justice; and

WHEREAS, Bradley Prehn was hired by the 30<sup>th</sup> Judicial Circuit Court Juvenile Division as a Substitute Juvenile Detention Development Specialist at the Ingham County Youth Center in 1993; and

WHEREAS, Bradley Prehn was promoted in 1994 to full-time Juvenile Detention Development Specialist; and

WHEREAS, Bradley Prehn participated with Youth Center Committees for the implementation of the Rational Behavior Training program and Cognitive Behavior Training Curriculum 2.0; and

WHEREAS, Bradley Prehn was recognized as Ingham County Child Care worker of the year by the Michigan Juvenile Detention Association; and

WHEREAS, Bradley Prehn represented the UAW Union for Ingham County employees as Union Steward for two years; and

WHEREAS, Bradley Prehn was a member of UAW Negotiation Committees on three different contract cycles; and

WHEREAS, Bradley Prehn represented the UAW Union for Ingham County employees as a Chair Member for four years; and

WHEREAS, Bradley Prehn has also been an involved community member by coaching and running summer training programs with St Johns Youth and High School Soccer Programs over the past seven years; and

WHEREAS, Bradley Prehn exemplifies the best in public service through his caring commitment to his responsibilities and duties and through his desire to improve the processes, programs, and people involved in the juvenile justice system and within his community; and

WHEREAS, Bradley Prehn has given the 30<sup>th</sup> Judicial Circuit Court Juvenile Division, Ingham County Youth Center and the residents of Ingham County over 29 years of quality service.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby honors Bradley Prehn for his many years of dedicated service to the County of Ingham and for the contributions he has made to the 30<sup>th</sup> Judicial Circuit Court Juvenile Division.

BE IT FURTHER RESOLVED, that the Board wishes him continued success in all of his future endeavors.

**TO:** Law & Courts Committee  
**FROM:** Scott LeRoy, Deputy Court Administrator  
**DATE:** March 22, 2022  
**SUBJECT:** Resolution Honoring Juvenile Detention Development Specialist Brian Snyder

**BACKGROUND**

The attached resolution honors Juvenile Detention Development Specialist Brian Snyder for years of service to the 30<sup>th</sup> Judicial Circuit Court Juvenile Division and the citizens of Ingham County. Mr. Snyder exemplifies the best in public service through his caring commitment to his responsibilities and duties, and through his desire to improve the processes, programs, and people involved in the juvenile justice system.

**ALTERNATIVES**

N/A

**FINANCIAL IMPACT**

N/A

**STRATEGIC PLANNING IMPACT**

N/A

**OTHER CONSIDERATIONS**

None

**RECOMMENDATION**

N/A

Introduced by the Law & Courts Committee of the:

**INGHAM COUNTY BOARD OF COMMISSIONERS**

**RESOLUTION HONORING BRIAN SNYDER**

WHEREAS, Brian Snyder received a Bachelor's and Master's Degree from Spring Arbor University; and

WHEREAS, Brian Snyder was also a member of the United States Armed Forces Marine Division; and

WHEREAS, Brian Snyder pursued his dreams in International Basketball with Brighton Cougars and Swindon Sonics of England 1999-2003; and

WHEREAS, Brian Snyder returned to the Ingham County Youth Center in 2003 and joined Youth Center committees for the implementation of the Rational Behavior Training program and Cognitive Behavior Training curriculum 2.0; and

WHEREAS, Brian Snyder was awarded Ingham County Juvenile Detention Worker of the Year 2001, 2004, 2007; and

WHEREAS, Brian Snyder was awarded Michigan Juvenile Detention Association State of Michigan Detention Worker of the Year; and

WHEREAS, Brian Snyder created an art club that met weekly for the Youth Center residents; and

WHEREAS, Brian Snyder in 2008 brought parts of the Westside Mural Community Project to the Youth Center for the residents to participate in the project; and

WHEREAS, Brian Snyder created multiple basketball camps and morning workout clubs for the Youth Center residents; and

WHEREAS, Brian Snyder has been and continues to be an involved community member through coaching and working summer basketball programs with local College/Universities such as Spring Arbor, Lansing Community College, Great Lakes Christian Colleges, and Olivet College; and

WHEREAS, Brian Snyder exemplifies the best in public service through his caring commitment to his responsibilities and duties and people involved in the juvenile justice system and within his community; and

WHEREAS, Brian Snyder has given the 30<sup>th</sup> Judicial Circuit Court Juvenile Division, Ingham County Youth Center and the residents of Ingham County over 20 years of quality service.

THEREFORE BE IT RESOLVED, that the Ingham County Board of Commissioners hereby honors Brian Snyder for his many years of dedicated service to the County of Ingham and for the contributions he has made to the 30<sup>th</sup> Judicial Circuit Court Juvenile Division.

BE IT FURTHER RESOLVED, that the Board wishes him continued success in all of his future endeavors.