MICHIGAN JUSTICE STATISTICS CENTER
SCHOOL OF CRIMINAL JUSTICE
MICHIGAN STATE UNIVERSITY

MAY
2016

DEVELOPING PERFORMANCE METRICS FOR DRUG ENFORCEMENT: EVALUATING THE EFFICACY OF THE MJTF TEAMS USING A TIERED AND PRIORITY SCORING SYSTEM

MICHIGAN STATE
UNIVERSITY

MICHIGAN JUSTICE STATISTICS CENTER
SCHOOL OF CRIMINAL JUSTICE
MICHIGAN STATE UNIVERSITY

MAY 2016

DEVELOPING PERFORMANCE METRICS FOR DRUG ENFORCEMENT: EVALUATING THE EFFICACY OF THE MJTF TEAMS USING A TIERED AND PRIORITY SCORING SYSTEM

(From FY 2014: October 1, 2013 – September 30, 2014 to
FY 2015: October 1, 2014 – September 30, 2015)

Amanda Nguyen, M.S.

Edmund F. McGarrell, Ph. D.

Michigan Justice Statistics Center
Michigan State University
In cooperation with the Michigan State Police,
Grants and Community Services Division

May 2016

This project was supported by Grant Number 2014-MU-CX-K037 and 2015-BJ-CX-K022 awarded by the Bureau of Justice Statistics. The Bureau of Justice Statistics is a component of the Office of Justice Programs, which also includes the Bureau of Justice Assistance, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, the Community Capacity Development Office, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

MICHIGAN STATE
UNIVERSITY

Michigan Justice Statistics Center

The School of Criminal Justice at Michigan State University, through the Michigan Justice Statistics Center, serves as the Statistical Analysis Center (MI-SAC) for the State of Michigan. The mission of the Center is to advance knowledge about crime and justice issues in the state of Michigan while also informing policy and practice. The Center works in partnership with the Michigan State Police, Michigan's State Administering Agency (SAA), as well as with law enforcement and criminal justice agencies serving the citizens of Michigan.

For further information see: http://cj.msu.edu/programs/michigan-justice-statistics-center/

About the Authors

Amanda Nguyen received her MS degree from the School of Criminal Justice at Michigan State University. During her graduate studies she served as a research assistant at the Michigan Justice Statistics Center where she worked on policy research in collaboration with the Michigan State Police. She received her BA in Criminology, Law and Society in 2013 from the University of California at Irvine.

Edmund F. McGarrell is Director and Professor in the School of Criminal Justice at Michigan State University. He also is Director of the Michigan Justice Statistics Center that serves as the Statistical Analysis Center for the state of Michigan. McGarrell's research focuses on communities and crime with a specific focus on violence prevention and control. Recent articles appear in Crime and Delinquency, Criminology and Public Policy, Journal of Criminal Justice and Journal of Experimental Criminology.

Overview

Introduction

The Michigan State Police (MSP) strategic plan recognizes the role that illegal drug production, abuse, and trafficking plays in violent and property crime, accidental deaths, and drugged driving. Consequently, MSP has placed an emphasis on developing a statewide drug enforcement strategy that includes new metrics used to measure enforcement activities and to track progress toward reducing the level of illegal drug production, abuse, and trafficking and the associated public safety and health problems associated with illegal drugs.

A key element of MSP's drug enforcement strategy is a series of multijurisdictional task forces (MJTF). Michigan's MJTFs are comprised of 22 teams that focus on drug-related crimes within specific regions of the state. Each team investigates drug crimes within their jurisdiction which comprises one or more surrounding counties. The MJTFs are based on the principles of bringing additional resources from multiple agencies, improving the coordination and communication across agencies, and being able to follow illegal drug activities across jurisdictional boundaries.

As noted above, MSP's strategic plan has prioritized developing meaningful performance metrics for the MJTFs. A key element of the performance measures is to prioritize "harm" associated with illegal substances. Prior to the implementation of a new arrest scoring system based on "**tiers**," the previous scale of measurement for drug arrests was based on a **level** system that categorized offenders and drug quantities ranging from Level 1 (least harm) to Level III (most harm). In 2014, a new tier system with redefined categories was employed along with a scoring guide to transform raw arrest numbers into a point system. (Refer to Appendix A for Drug Trafficking Tier Definitions). The scoring guide used to accompany the new tier definitions was created based on a drug's amount of harm caused. Each drug category is assigned a priority value along with each trafficker tier also being assigned a point value. This new system allows for high priority drugs and higher tier arrests to be given more value than low priority drugs and lower tier arrests. The scoring guide is used to measure MJTF performance based on these arrest scores.

Key Findings

The results of these analyses suggest that MSP's prioritization has affected MJTF performance in the desired direction. Although marijuana arrests remain the most common, they have tended to decline with increases in heroin, cocaine, methamphetamine, and RX opiates increasing. This is reflected particularly in the scoring based on the Tier system (see Section 1). The results suggest that the goal of prioritizing arrests by harm is occurring consistent with the MSP strategic plan and the Byrne JAG Strategic Plan. This is also reflected in the overall pattern of Tier 1 arrests declining, Tier 2 and 3 increasing, with slight increases for Tier 4.

Section 2 presents the trends for the various drug types. NET stands out for the large number of heroin arrests. SANE, NET and WWN similarly stand out for arrests involving prescription opiates. WEMET had a very high level of methamphetamine arrests. NET and SWET had large numbers of marijuana arrests.

BAYANET and FANG stood apart by a large number of cocaine arrests and COMET had a large number of synthetic drug arrests.

Consistent with the increased priority based on harm, although the total number of raw arrests declined from FY 2014 to 2015, the scores increased by nearly 25 percent (see Section 3). This indicates that the 3,004 arrests made by the MJTF's in FY 2015 were much more likely to involve higher priority arrests based on harm (e.g., larger quantities of drugs such as heroin, RX opiates, methamphetamine and cocaine in comparison to marijuana).

The results also reflect variation in productivity across the MJTFs. The analyses included developing rates of arrests and arrest scores based on the number of staff assigned to the MJTF. Several MJTFs demonstrated high productivity whether examined by increases from FY14 to FY15 or in total productivity rates over both years (e.g., SANE, UPSET, STING).

Team Arrest Scores by Quarter

	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	FY14	FY15	% Change	# of Personnel	Score Per Person (FY14)	Score Per Person (FY15)
JNET	67	66	56	75	59	301	660	235	264	1255	375.38%	7	37.7	179.3
TNT	177	564	295	170	316	1450	727	1539	1206	4032	234.33%	15	80.4	**268.8**
RHINO	166	220	140	28	216	237	999	339	554	1791	223.29%	7	79.1	**255.9**
UPSET	200	205	429	616	783	1288	672	873	1450	3616	149.38%	14	103.6	**258.3**
TCM	219	267	536	169	380	353	790	778	1191	2301	93.20%	10	119.1	230.1
STING	171	199	85	188	304	495	222	214	643	1235	92.07%	5	128.6	**247.0**
SANE	545	700	384	355	737	1505	502	843	1984	3587	80.80%	7	283.4	**512.4**
BAYANET	362	435	658	917	1302	911	1006	930	2372	4149	74.92%	27	87.9	153.7
HUNT	228	335	101	146	290	146	372	581	810	1389	71.48%	8	101.3	173.6
TNU	224	113	259	163	751	146	177	118	759	1192	57.05%	6	126.5	198.7
SWET	212	889	737	588	659	698	1018	690	2426	3065	26.34%	23	105.5	133.3
CMET	322	410	165	134	297	317	321	338	1031	1273	23.47%	10	103.1	127.3
WWN	482	289	992	1713	752	1850	958	629	3476	4189	20.51%	19	182.9	220.5
NET	860	1130	2643	1136	1136	1436	2080	1207	5769	5859	1.56%	32	180.3	183.1
FANG	1012	540	1110	914	793	1595	506	655	3576	3549	-0.76%	15	238.4	236.6
SCCENT	332	187	101	66	44	79	233	305	686	661	-3.64%	7	98.0	94.4
LAWNET	456	460	466	688	571	504	286	449	2070	1810	-12.56%	14	147.9	129.3
MAGNET	421	1001	338	413	617	415	312	338	2173	1682	-22.60%	8	271.6	210.3
WEMET	899	1138	1027	882	476	317	866	973	3946	2632	-33.30%	26	151.8	101.2
COMET	457	409	903	673	221	346	375	631	2442	1573	-35.59%	20	122.1	78.7
DRANO	153	299	401	415	328	224	143	50	1268	745	-41.25%	9	140.9	82.8
MET	25	737	456	476	356	176	4	76	1694	612	-63.87%	12	141.2	51.0
									41790	**52197**	**24.90%**			

Highlighted Yellow Teams	=	Highest % Increase in Arrest Scores
Bolded Red Numbers	=	Highest Arrest Score per Team Member
Highlighted Blue Number	=	Overall Percent Increase in Arrest Score

Collectively across all teams, the total arrest score increased by 10,407 points, or 25%, from FY14 to FY15. This suggests a significant increase in the prioritization of arrests targeting increased levels of harm. The top five teams with the highest arrest score per MJTF personnel for FY15 are bolded in red. For FY15, SANE generated by far the highest arrest score per MJTF personnel (512.4). TNT, UPSET, RHINO, and

STING were the next highest performers based on score per personnel. Four additional MJTFs were also relatively high with arrest scores per staff over 200 (TCM, WWN, FANG, MAGNET).

An additional performance metric is provided by considering the average arrest score for every arrest made. Statewide, average arrests scores increased from 10.9 per arrest in FY14 to 17.4 per arrest in FY15. The average arrests scores ranged from a high of 32.5 by TNT to 5.5 by SSCENT. Consistent with the total increase in arrest scores, these average scores suggest a significant increase in higher tier arrests for more harmful drugs.

Average Arrest Score by Team, FY15

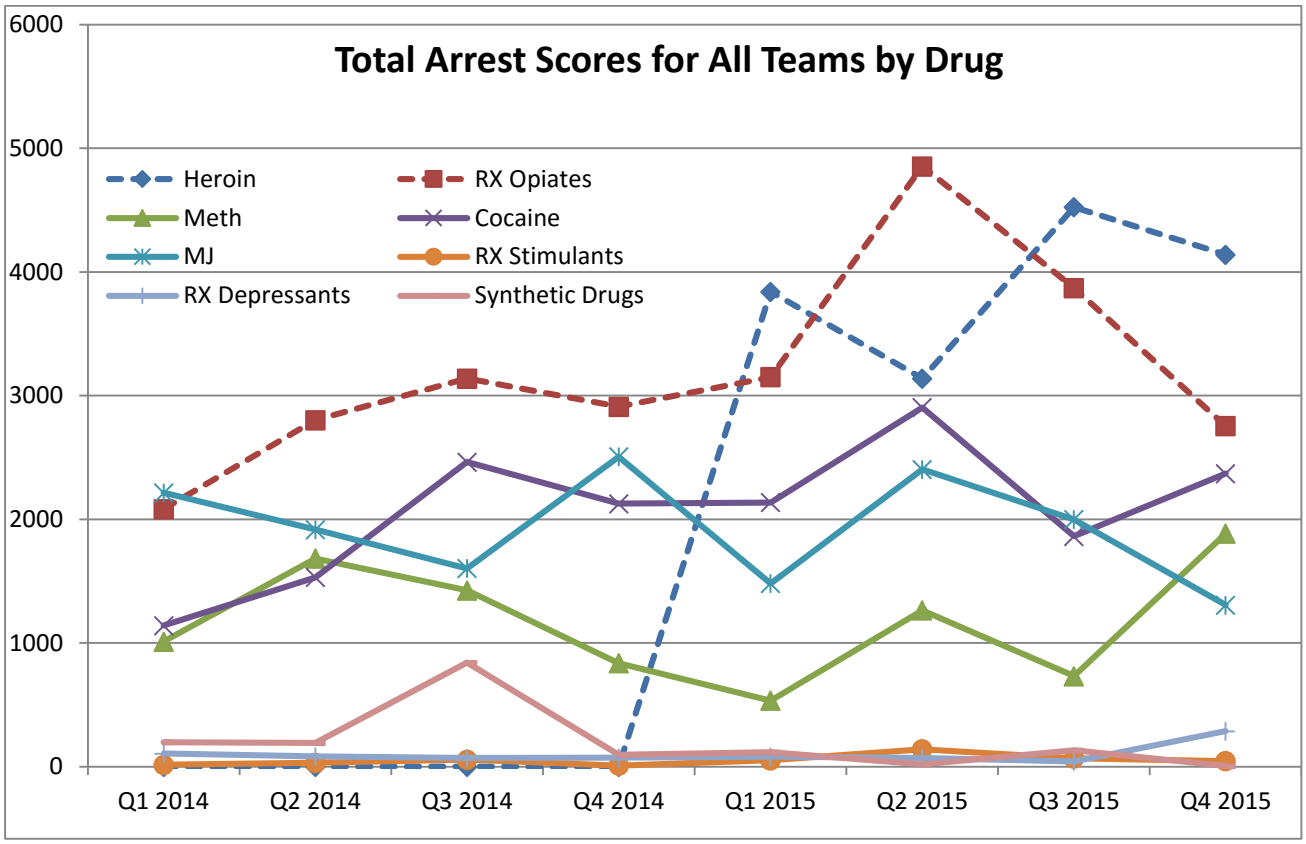
TEAM	FY15 Average Score for Arrests	Total Raw Arrests
TNT	32.5	124
WWN	29.7	141
MET	25.5	24
SANE	23	156
SWET	22.9	134
HUNT	22	63
RHINO	21.1	85
TCM	19.8	116
FANG	18.6	191
NET	18	326
UPSET	17.9	202
JNET	16.1	78
WEMET	15.4	171
BAYANET	15.1	274
STING	14.9	83
COMET	14	112
TNU	13.7	87
DRANO	12.8	58
LAWNET	12.7	143
MAGNET	10.1	166
CMET	8.5	150
SSCENT	5.5	120
TOTALS	**17.4**	**3004**

Overall, the results suggest that the MJTFs have responded to MSP's strategic plan and the Byrne JAG Strategic Plan. Although there was a relatively slight decrease in arrests for smaller quantities of lower priority drugs, e.g. marijuana, there has been a clear trend toward prioritizing more harmful drugs and arrests involving larger amounts of these harm-producing drugs.

I. Overall Patterns

Developing Performance Metrics for Drug Enforcement:
Evaluating the Efficacy of the MJTF Teams Using a Tiered and Priority Scoring System

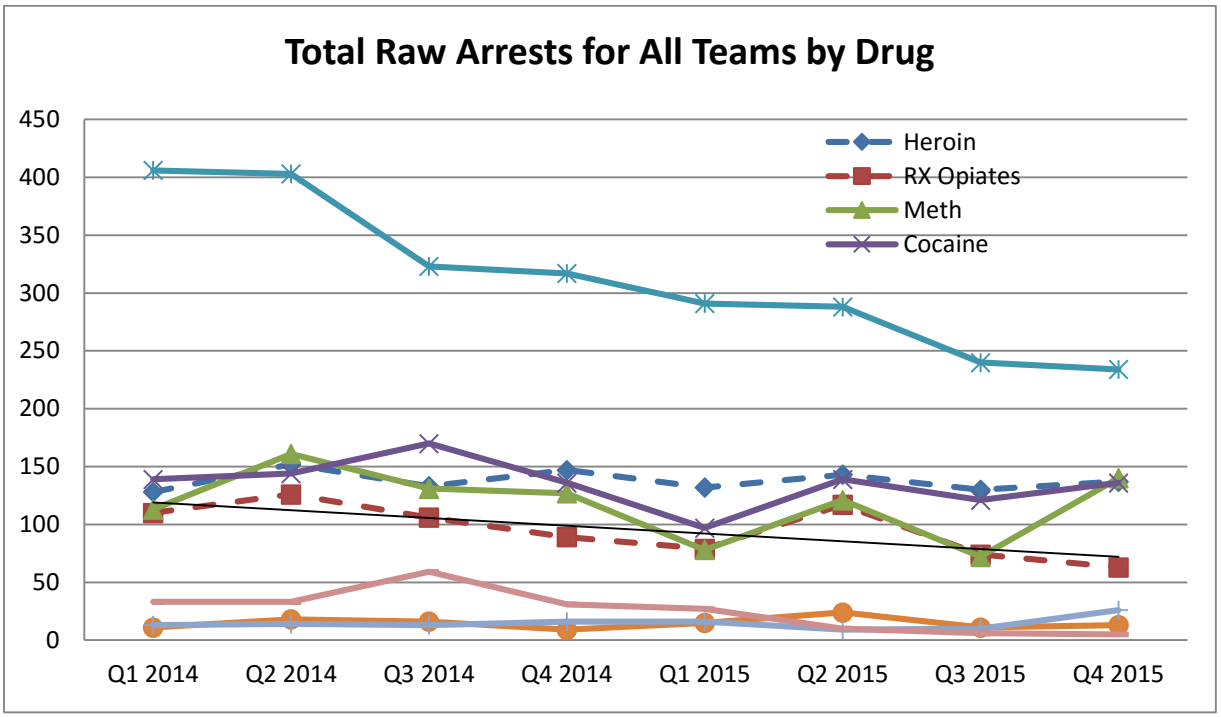
Figure 1



Percent Change in Total Arrest Scores			
Drug Category	**FY14**	**FY15**	**% Change**
Heroin	8640	15642	81%
RX Opiates	10932	14628	34%
Meth	4956	4413	-11%
Cocaine	7260	9273	28%
Marijuana	8239	7189	-13%
RX Stimulants	110	303	175%
RX Depressants	328	478	46%
Synthetic Drugs	1325	271	-80%

The above graph represents the total arrest score across all teams and all tiers catagorized by drug type over a period of two fiscal years (FY14 and FY15). The total arrest score across all teams for Heroin, one of the highest priority drugs, has been increasing over the last eight quarters. The total arrest score for Prescription Opiates has also been steadily increasing. A trendline shows that the total arrest score for Marijuana has slightly decreased. Marijuana is considered a low priority drug with a priority rating of 1, compared to Heroin and Prescription Opiates which both have a priority rating of 6. A trendline shows that the arrest score for Methamphetamine has remained steady over the past eight quarters. Lastly, the total arrest scores for Cocaine have slightly increased.

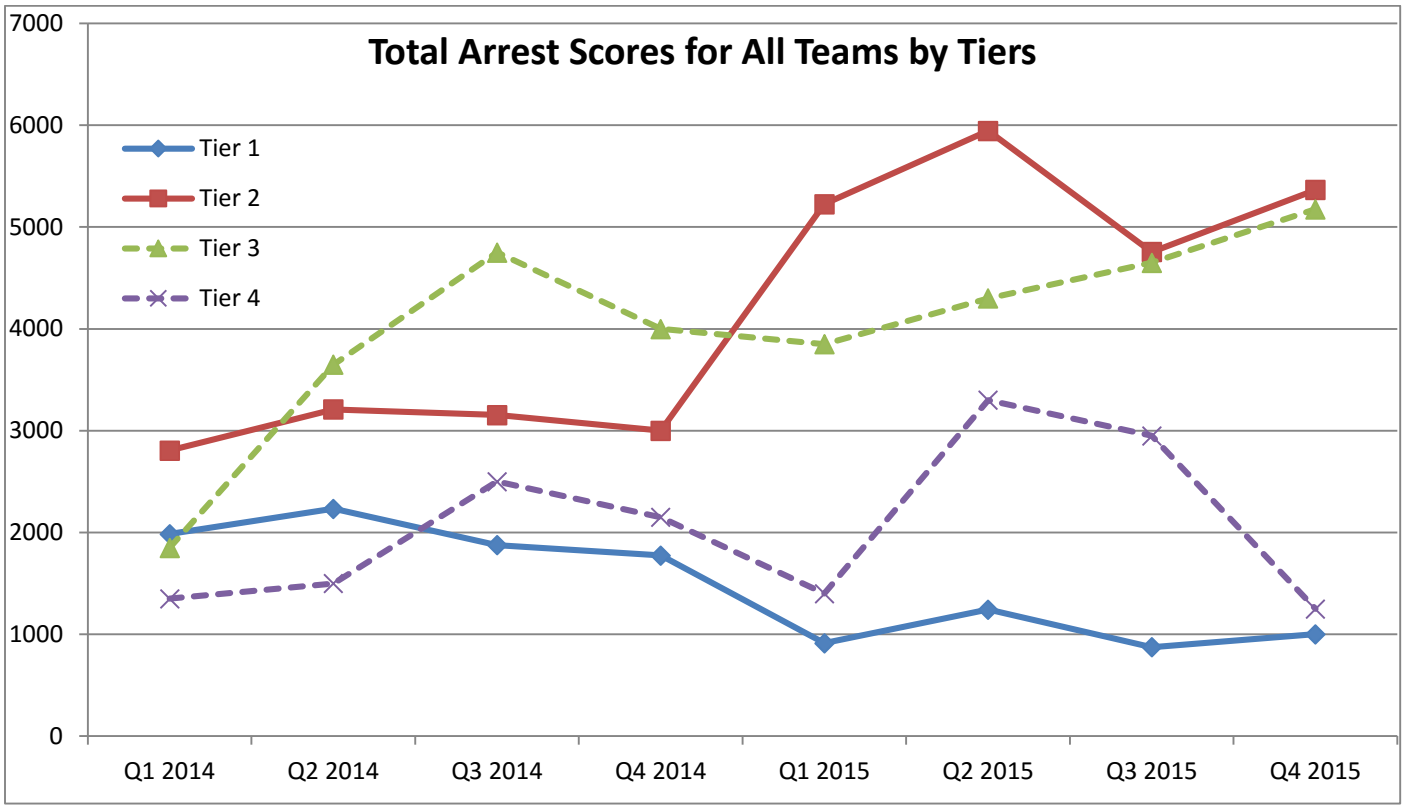
Figure 2



Percent Change in Total Raw Arrests			
Drug Category	**FY14**	**FY15**	**% Change**
Heroin	1120	1084	-3%
RX Opiates	862	666	-23%
Meth	1064	822	-23%
Cocaine	1178	986	-16%
Marijuana	2898	2106	-27%
RX Stimulants	108	126	17%
RX Depressants	112	122	9%
Synthetic Drugs	312	96	-69%

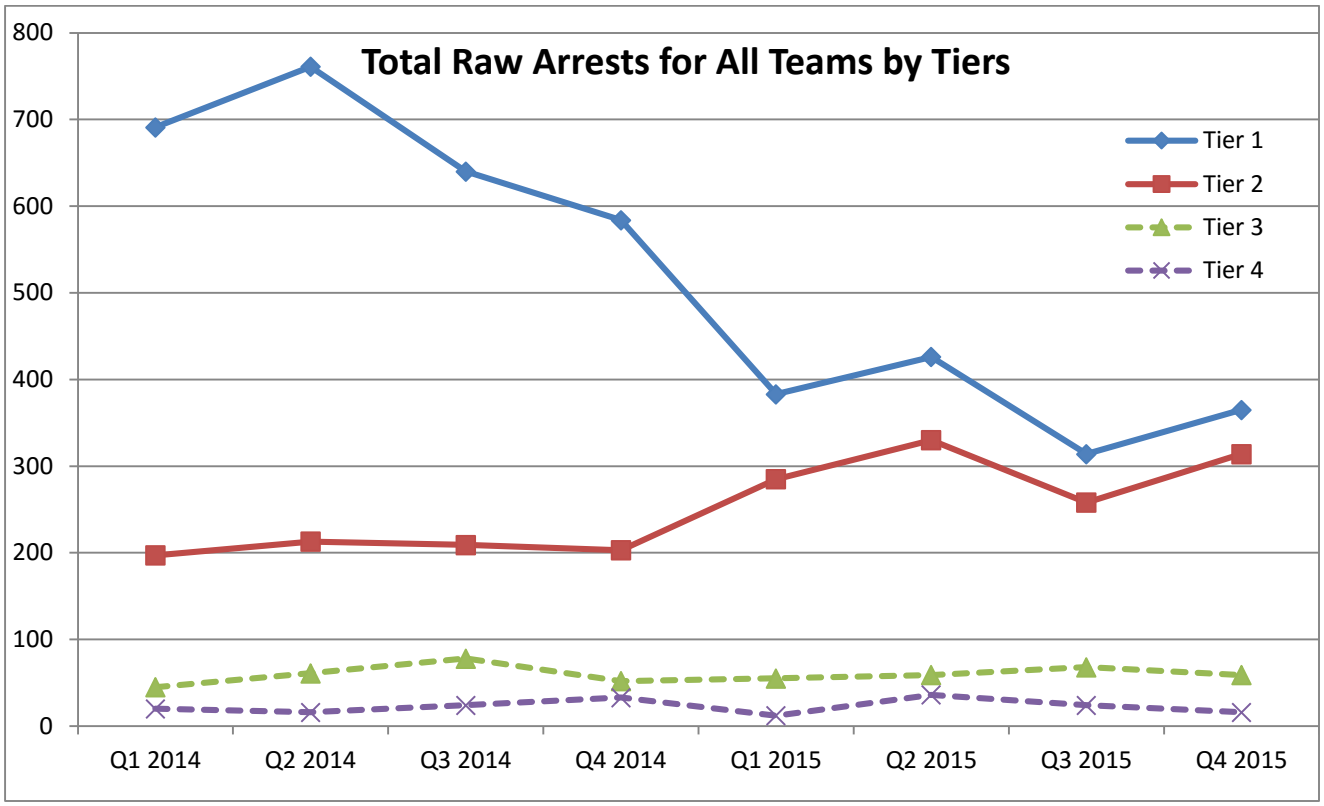
This graph shows the total number of raw arrests across all teams and all tiers catagorized by drug type over a period of two fiscal years. Marijuana contributes the highest number of arrests across all teams for every quarter. The total number of arrests for Marijuana has signifcantly decreased over the past eight quarters beginning with a little over 400 arrests in the first quarter of FY14, and ending with just under 250 arrests in the fourth quarter of FY15. A trendline shows that the total number of arrests for Heroin have remained steady. Although the actual number of arrests for Heroin have remained steady, its total arrest score has been increasing. The implication is that while teams are arresting about the same number of Heroin offenders, they are arresting higher tier (or more harmful) offenders which contributes to the higher arrest score. The total number of arrests for Prescription Opiates have slightly decreased, while its total arrest score has been increasing. Again, teams are arresting higher tier Prescription Opiate offenders which account for the higher total arrest score. This is consistent with the goals of the Byrne JAG Strategic Plan which aim to increase the effectiveness of arrests by targeting the types of drugs deemed to be causing the most harm.

Figure 3



This graph represents the total arrest scores for all teams categorized by tiers over a period of two fiscal years (FY14 and FY15). Across all teams, Tier 1 arrest scores have slightly decreased. Tier 2 and Tier 3 arrest scores have been significantly increasing, while Tier 4 arrest scores have slightly increased.

Figure 4

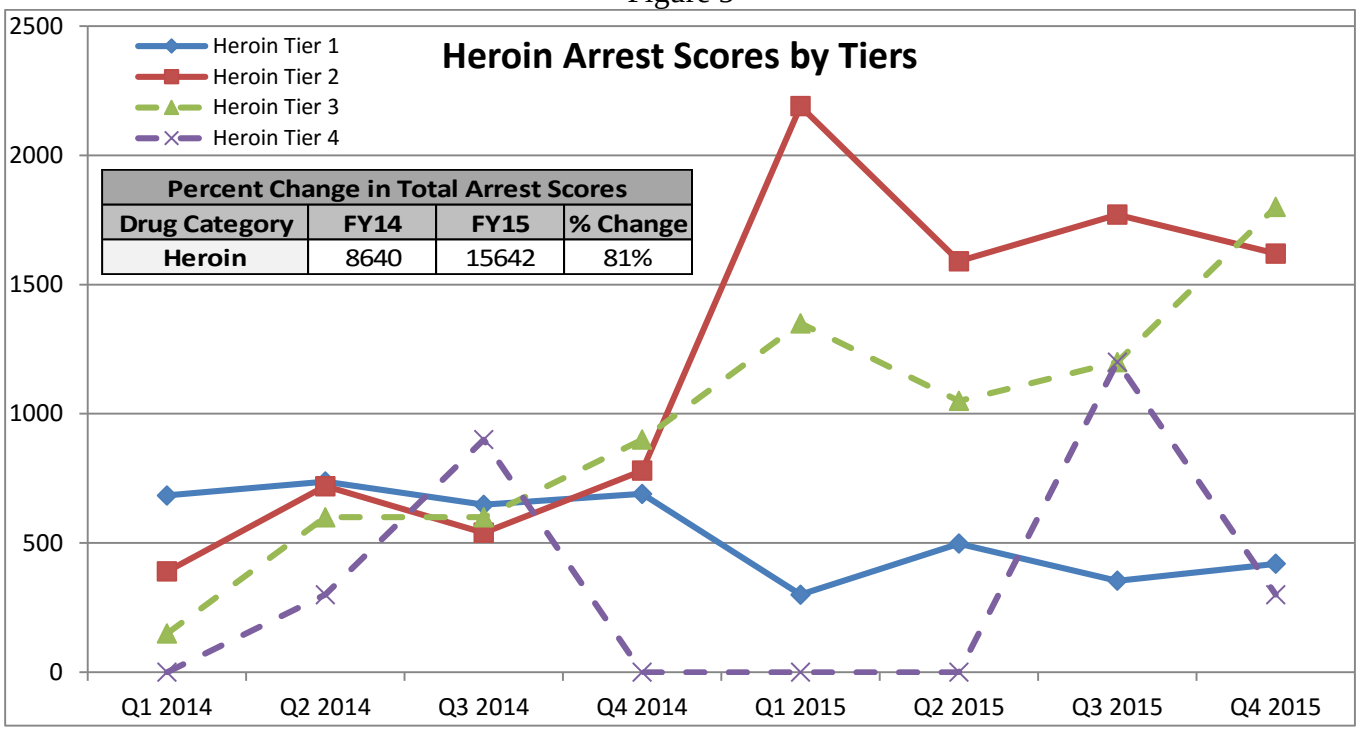


The above graph shows the total number of raw arrests for all teams categorized by tiers over a period of two fiscal years (FY14 and FY15). The total number of Tier 1 arrests has decreased significantly over the past eight quarters. The number of Tier 1 arrests in the first quarter of FY14 was a little under 700 and decreased to fewer than 400 in the fourth quarter of FY15. The total number of arrests for Tier 2 slightly increased while Tier 3 and Tier 4 raw arrests remained steady. While the actual number of arrests for Tiers 3 and 4 have remained steady, their arrest *scores* have increased. This would imply that the teams are targeting higher priority drugs within these two tier categories which contribute to the rising arrest scores.

II. Individual Drug Categories

The following section examines each individual drug category. The first graph shows the total arrest score for all teams for that specific drug categorized by tier for all quarters in FY14 and FY15. This will show which tiers comprise the total arrest score within that drug category, and will help us see if all of the teams are targeting higher tier (more harmful) offenders within that drug category. The second graph shows the total arrest score for that specific drug for both FY14 and FY15 separated by each team. This will help us see which team contributed the most points within that drug category for both FY14 and FY15. The last two graphs show the total arrest score for that specific drug separated by each team for FY14 and FY15, respectively. This will help us see which team contributed the most points within that drug category for FY14 and FY15 separately, and whether each team increased or decreased their arrest score from FY14 to FY15. This was done for all eight drug categories. Please note that the "Other Drugs" category was omitted from all analyses as it was a new addition in FY15, and therefore does not have a comparison for FY14.

Figure 5



Percent Change in Total Arrest Scores			
Drug Category	FY14	FY15	% Change
Heroin	8640	15642	81%

Figure 6

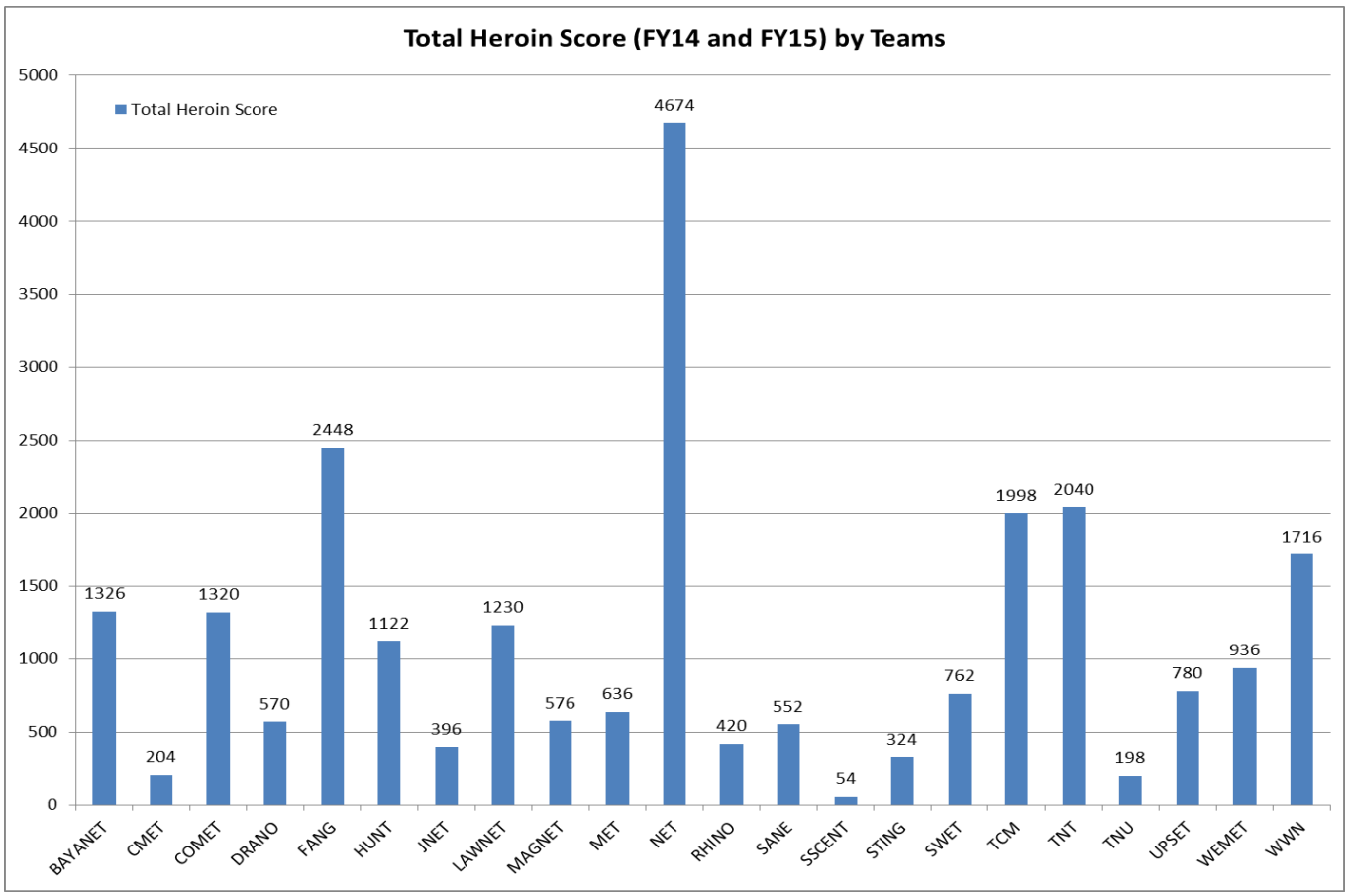


Figure 7

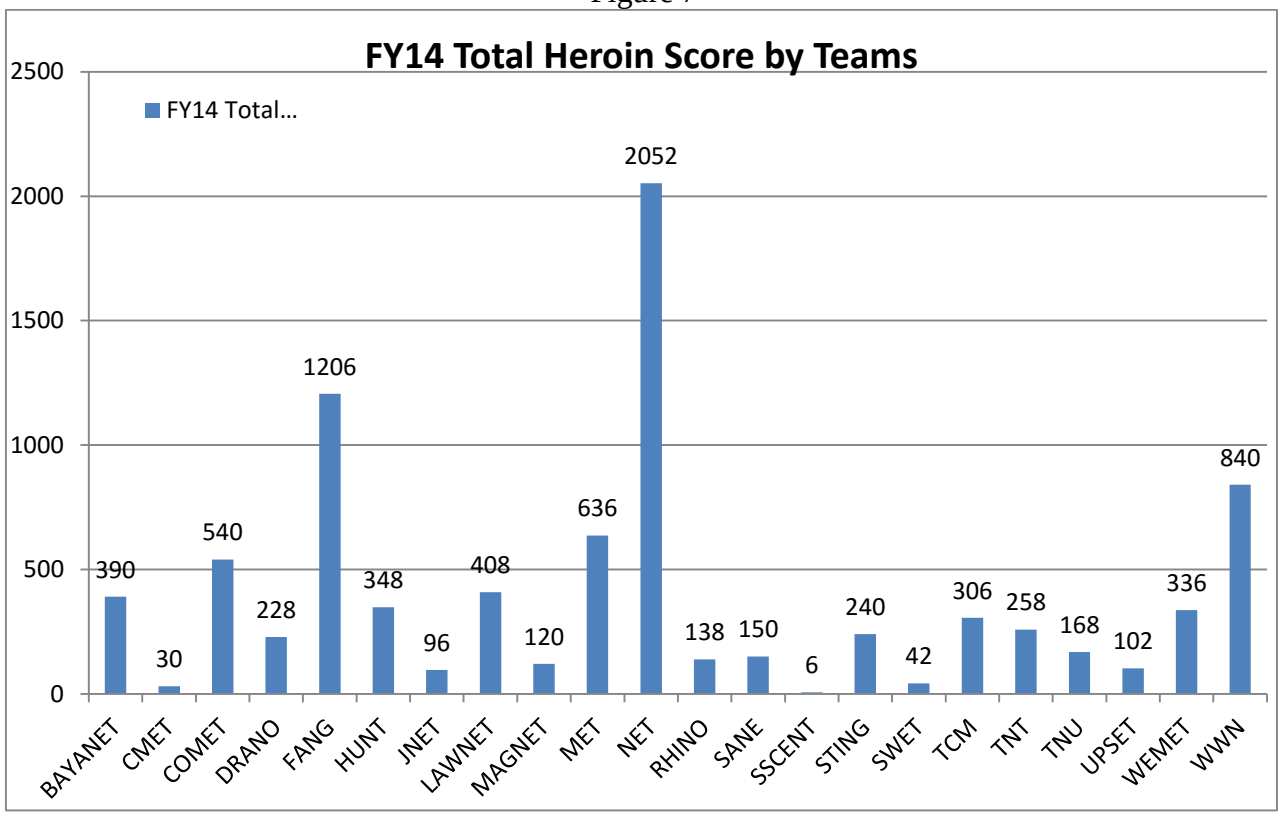


Figure 8

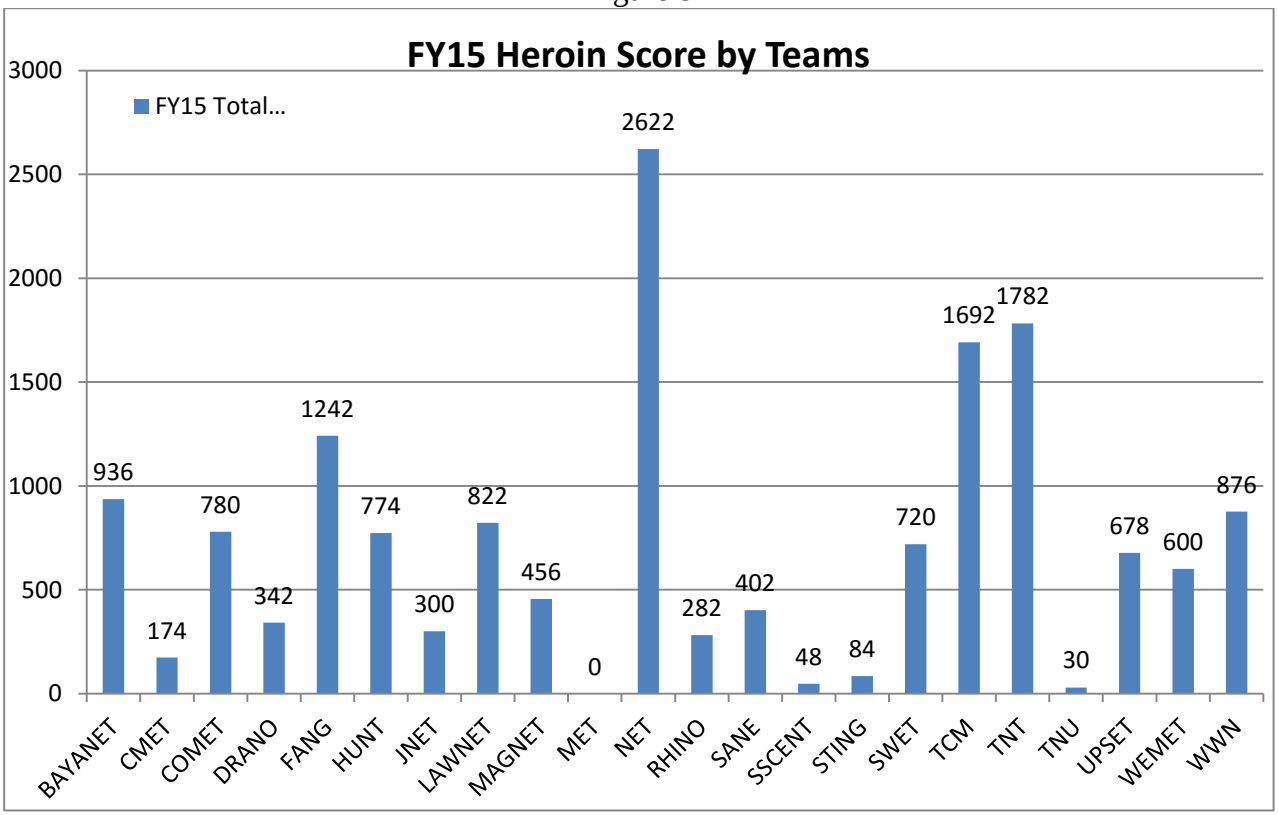


Figure 9

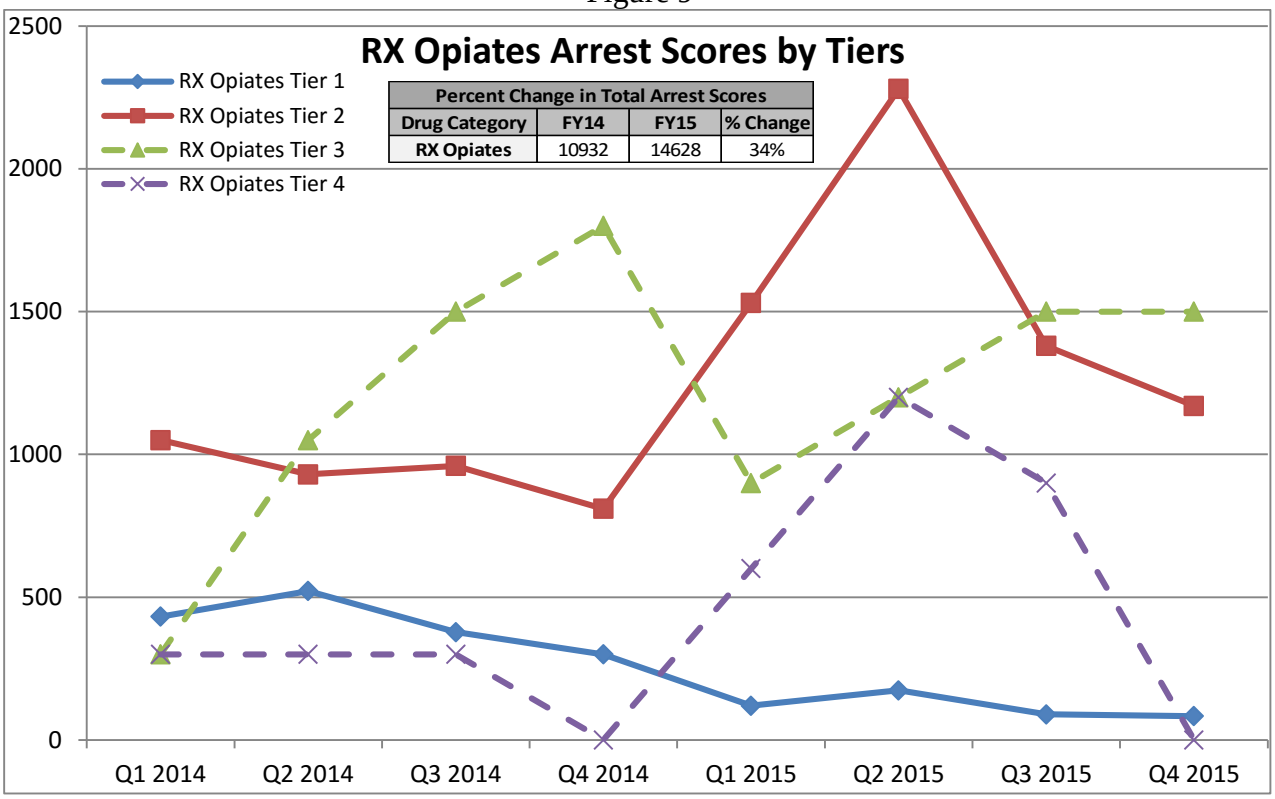


Figure 10

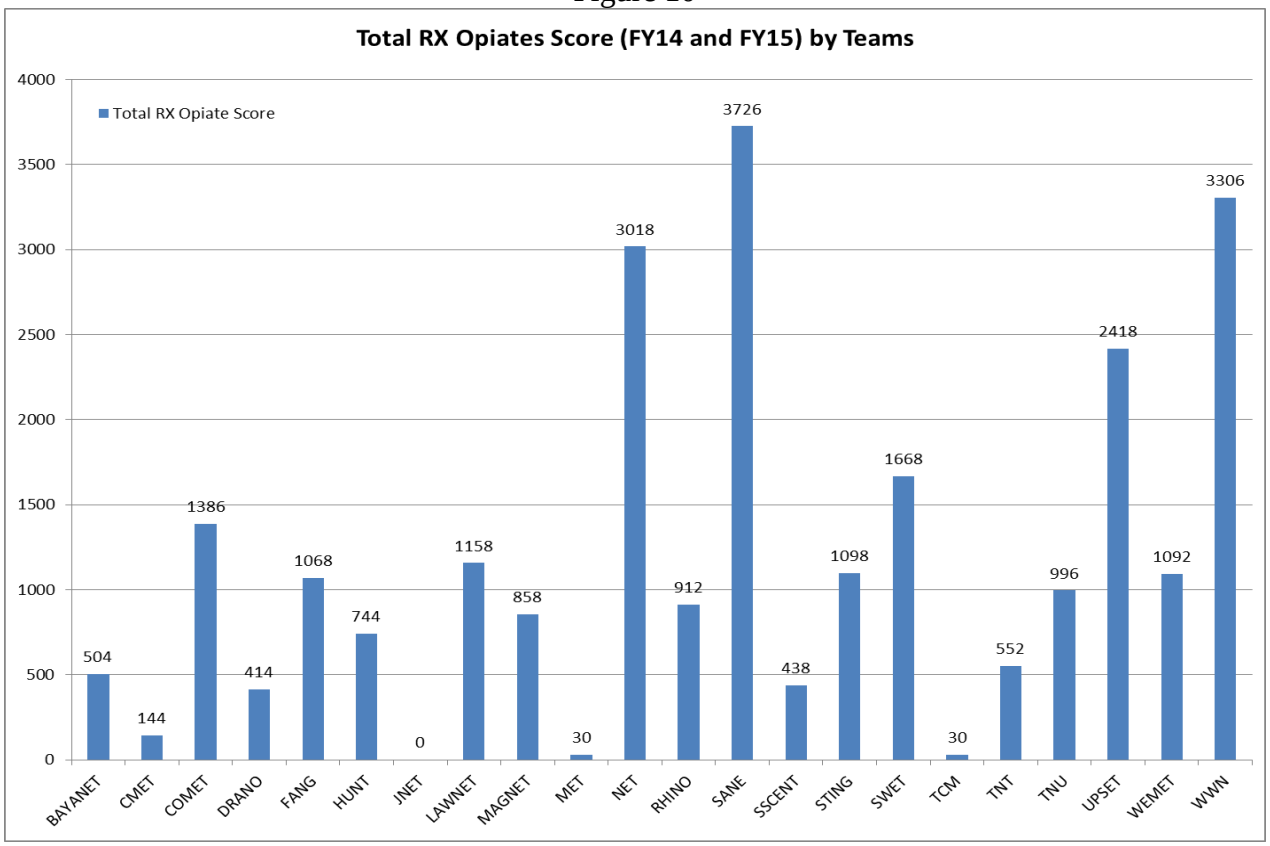


Figure 11

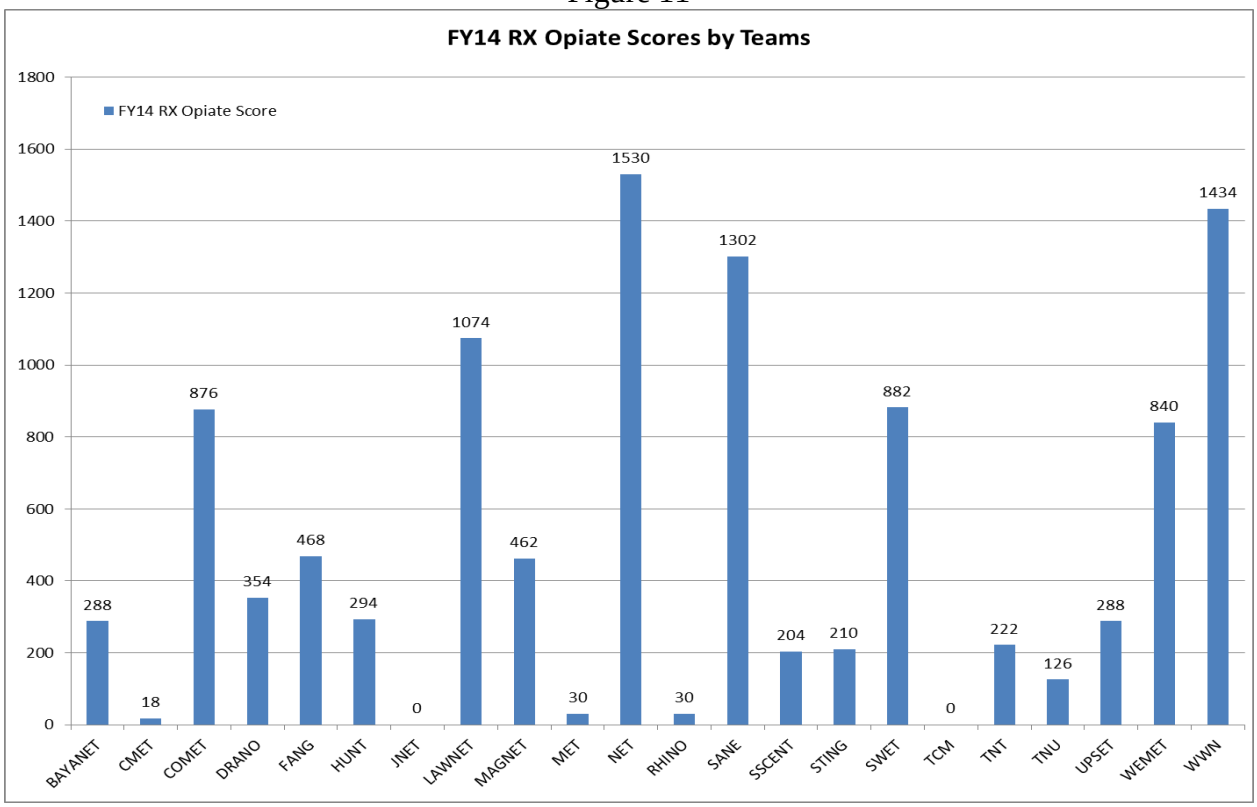


Figure 12

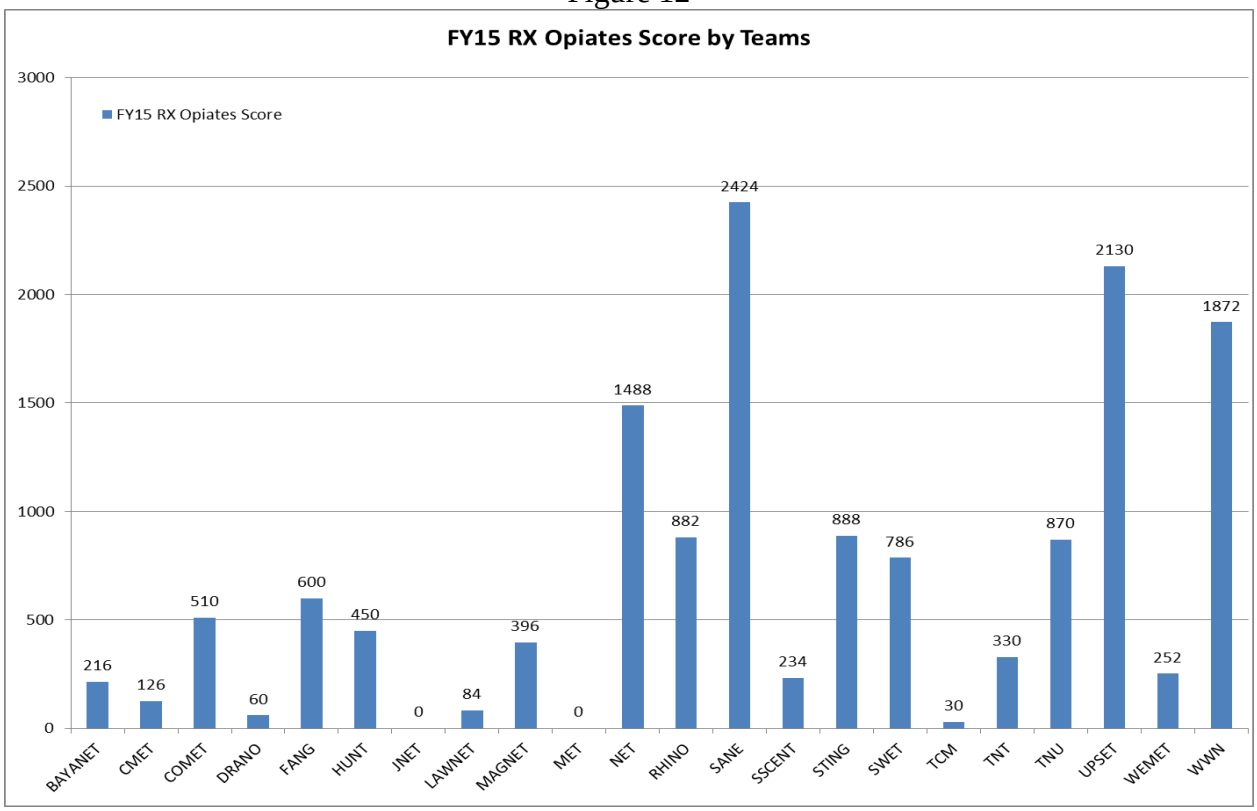


Figure 13

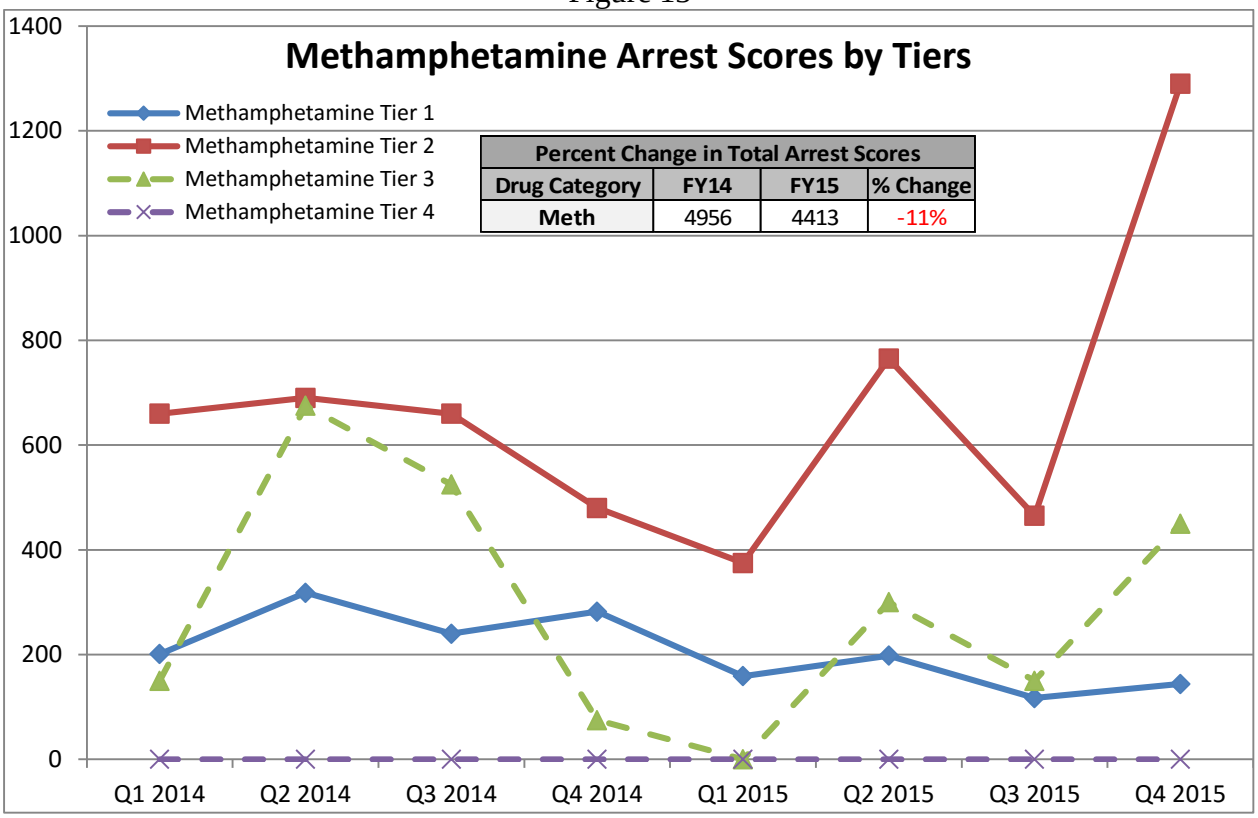


Figure 14

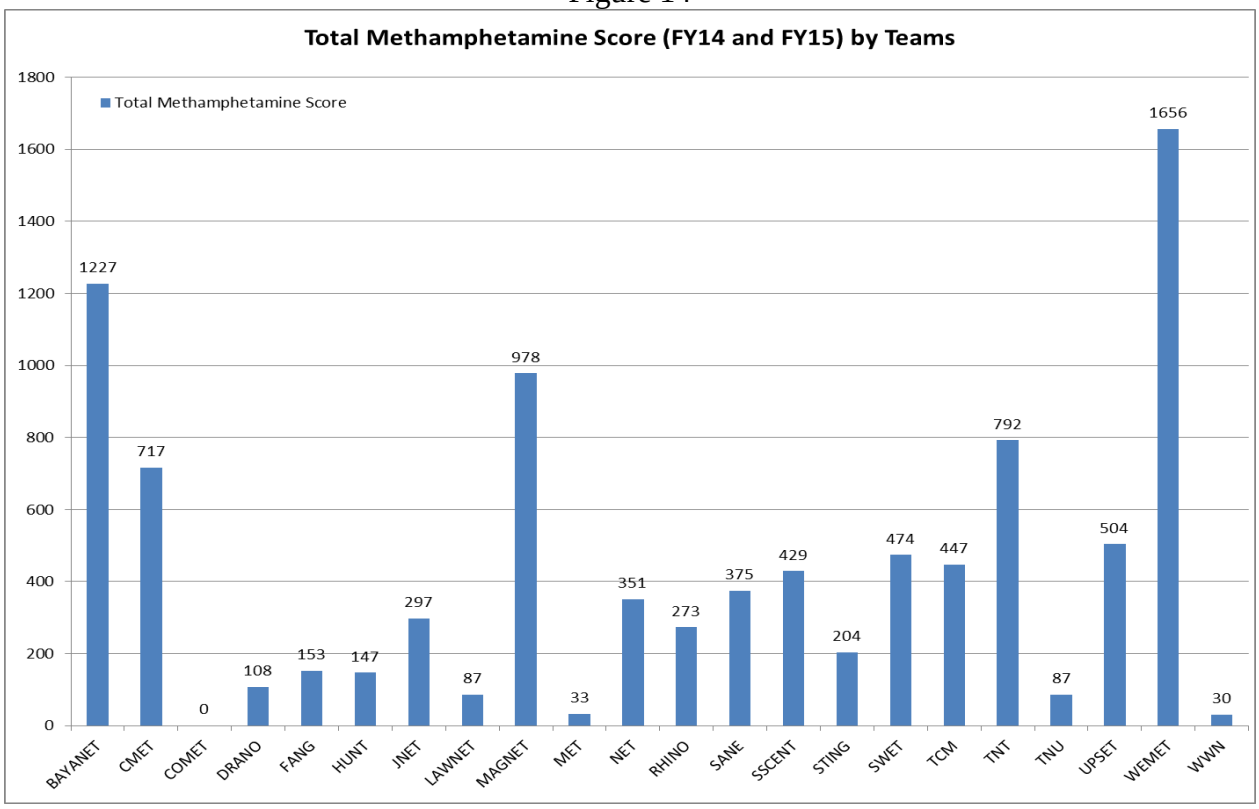


Figure 15

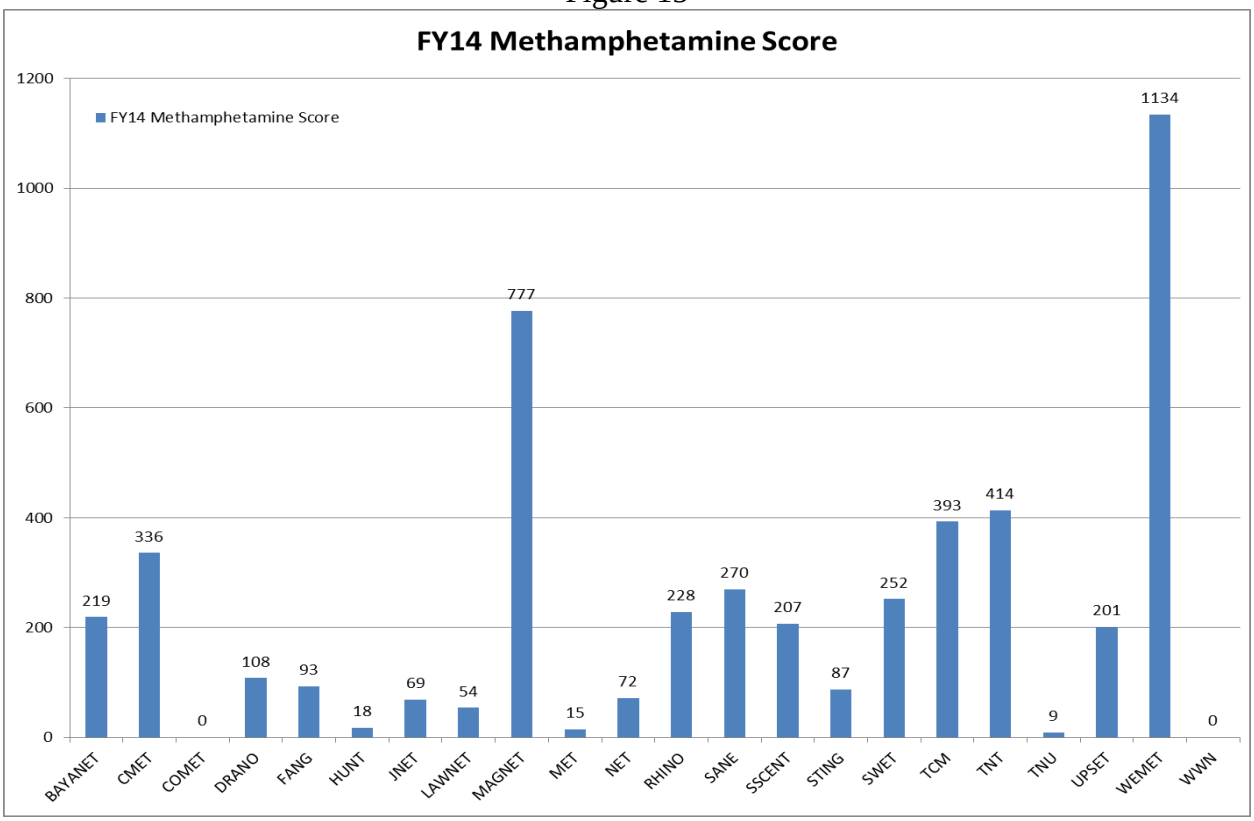


Figure 16

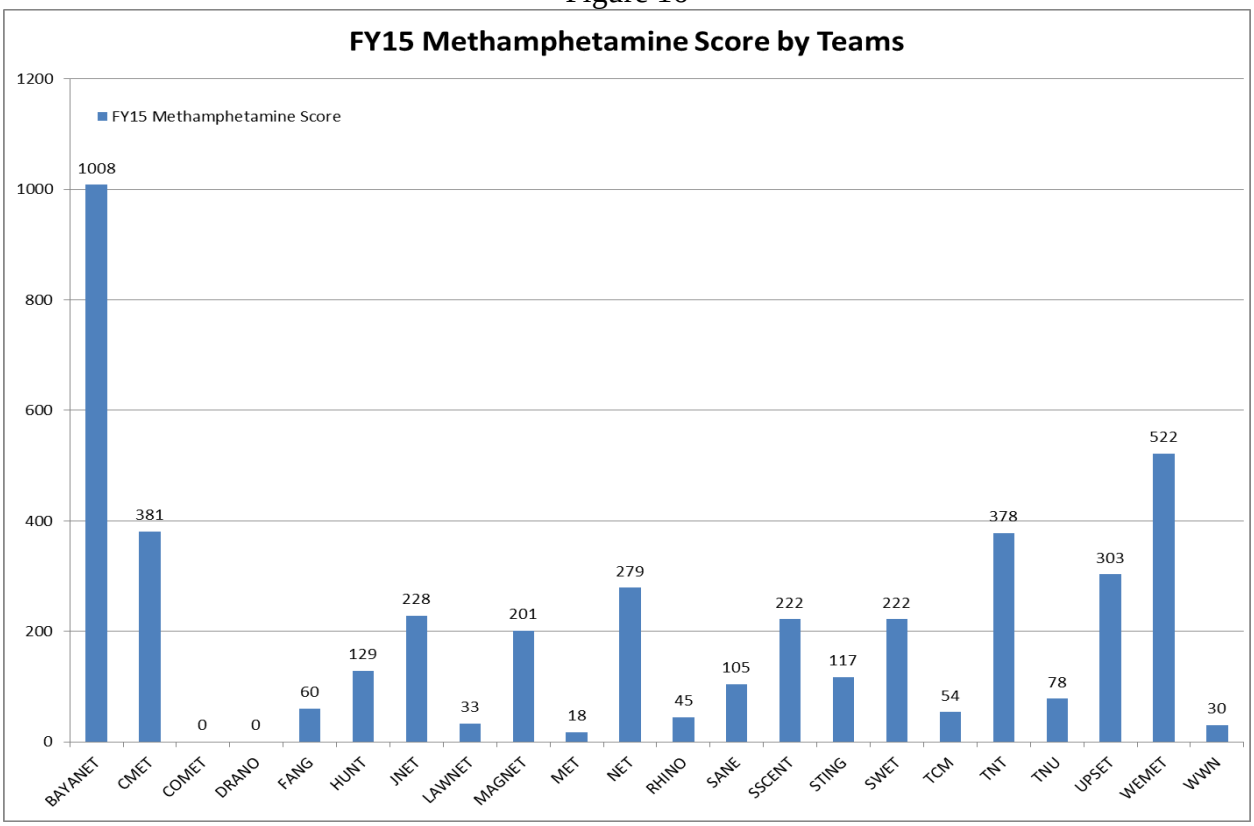
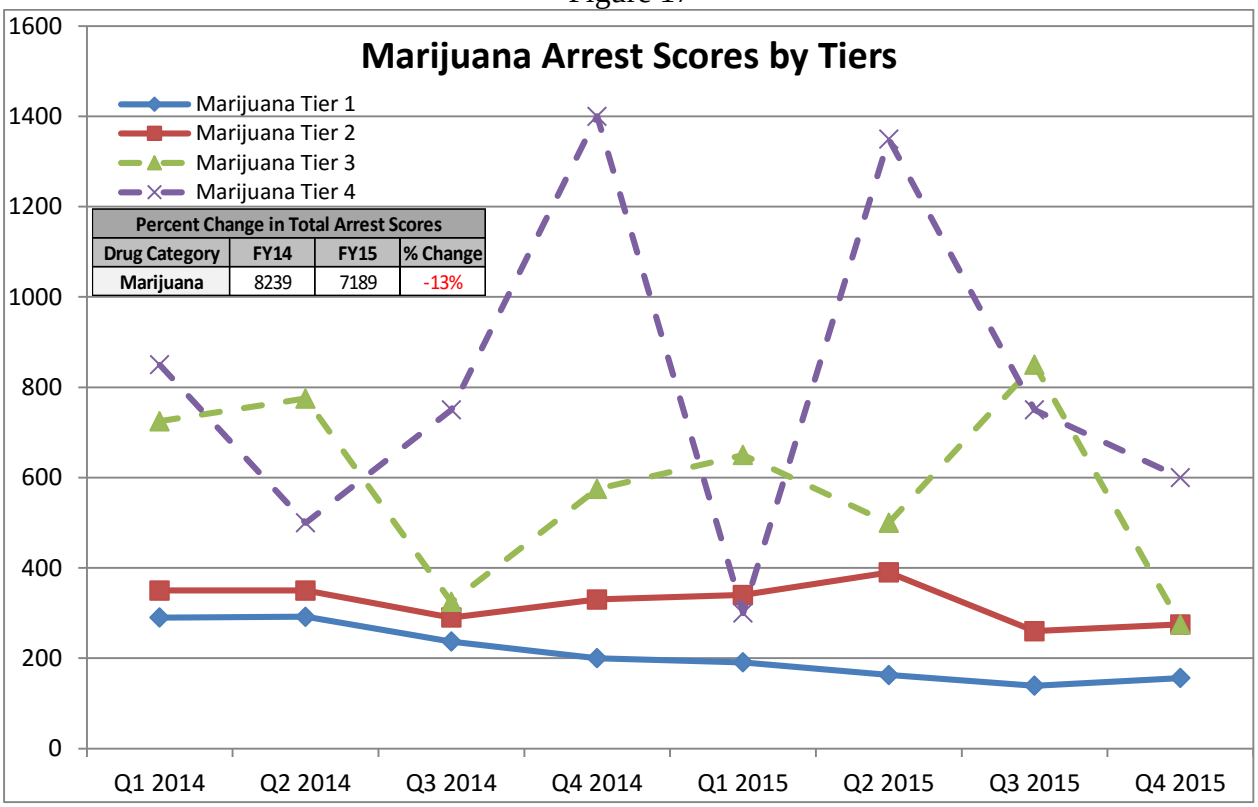


Figure 17



Percent Change in Total Arrest Scores			
Drug Category	FY14	FY15	% Change
Marijuana	8239	7189	-13%

Figure 18

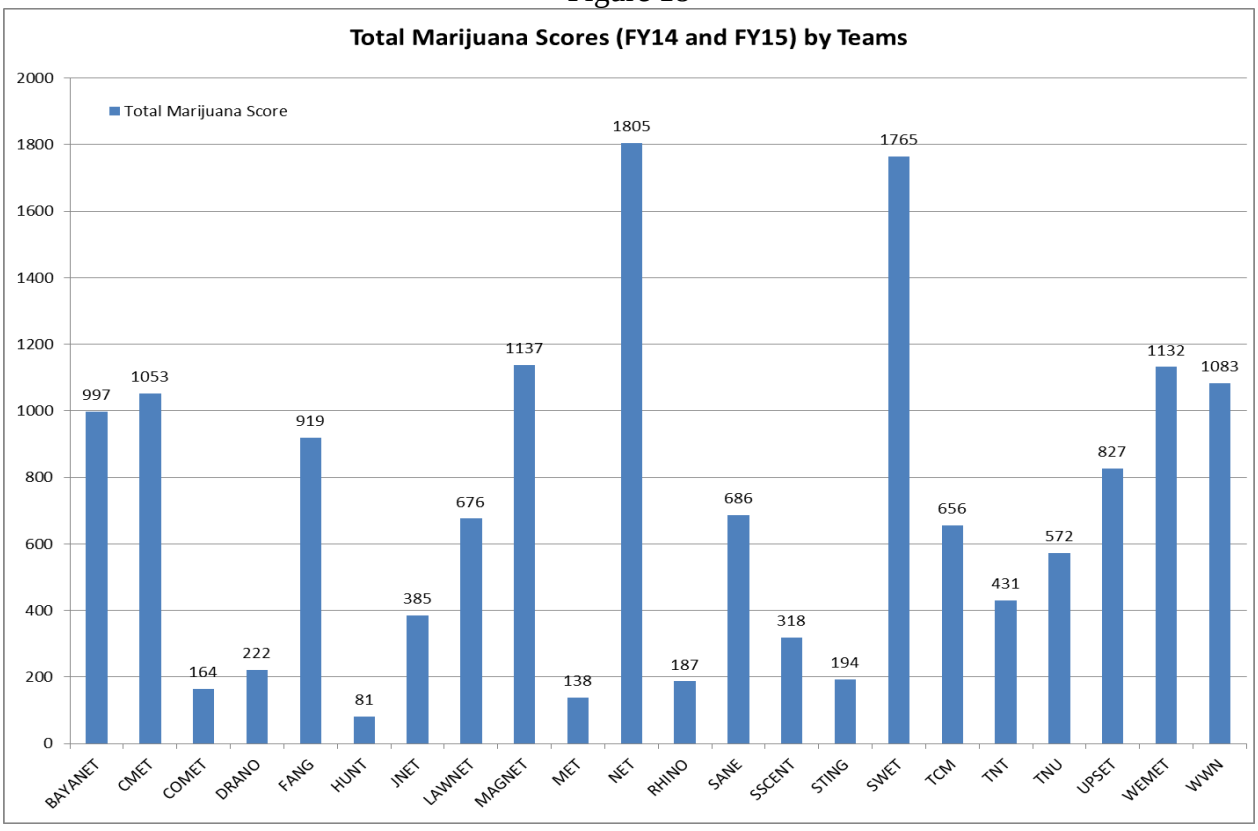


Figure 19

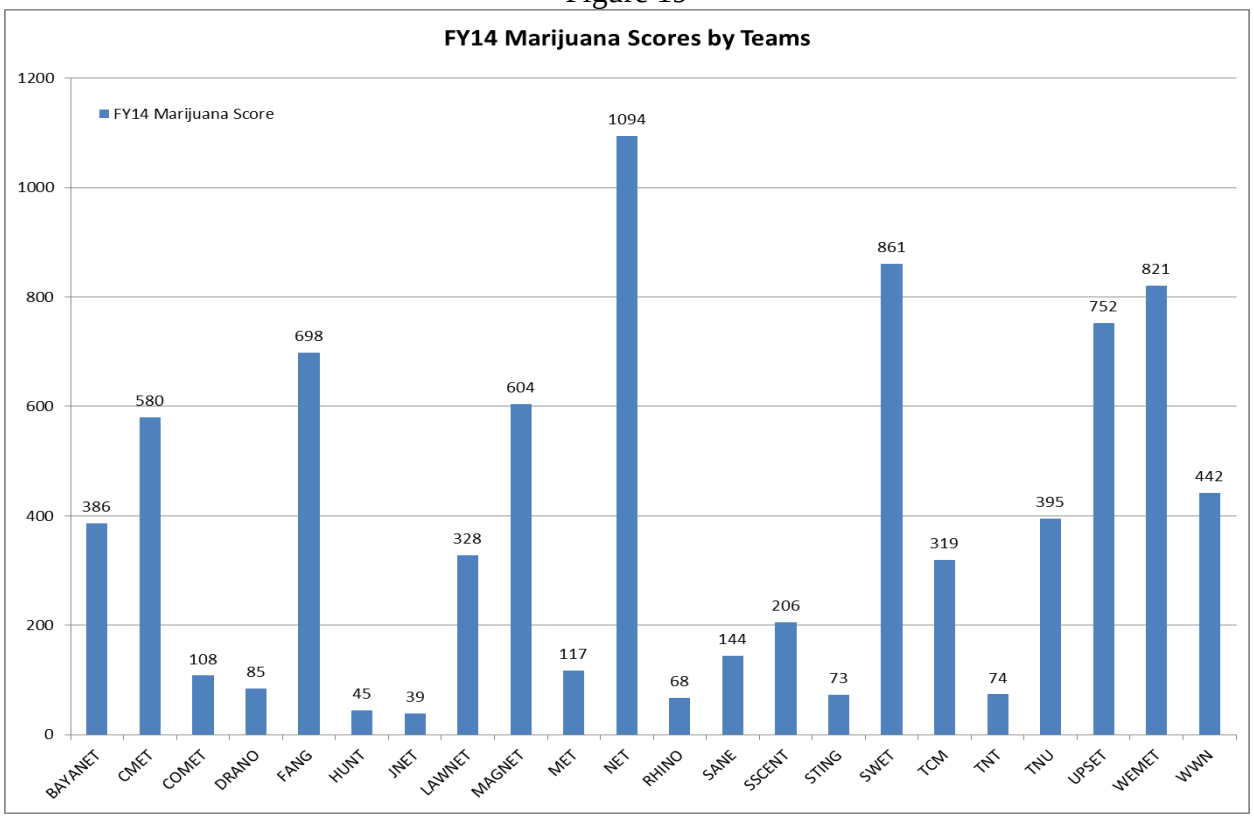


Figure 20

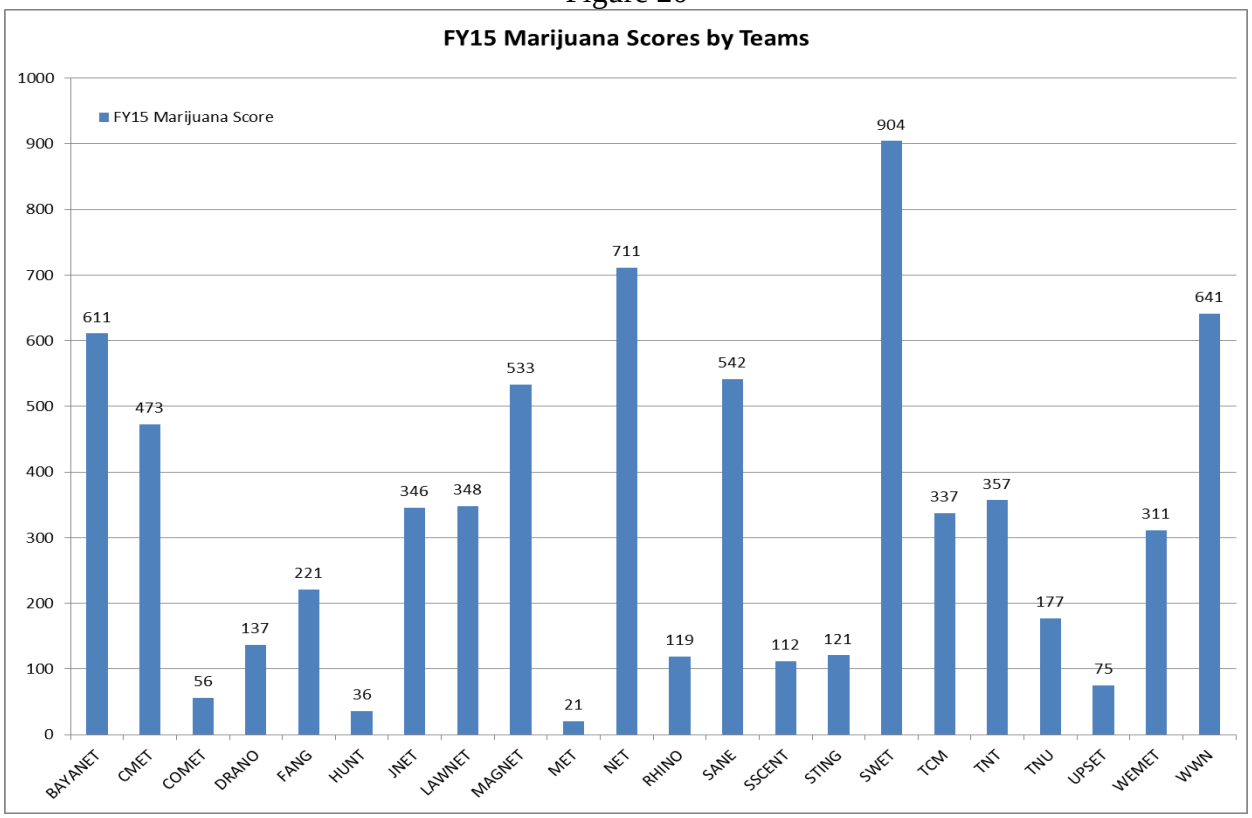
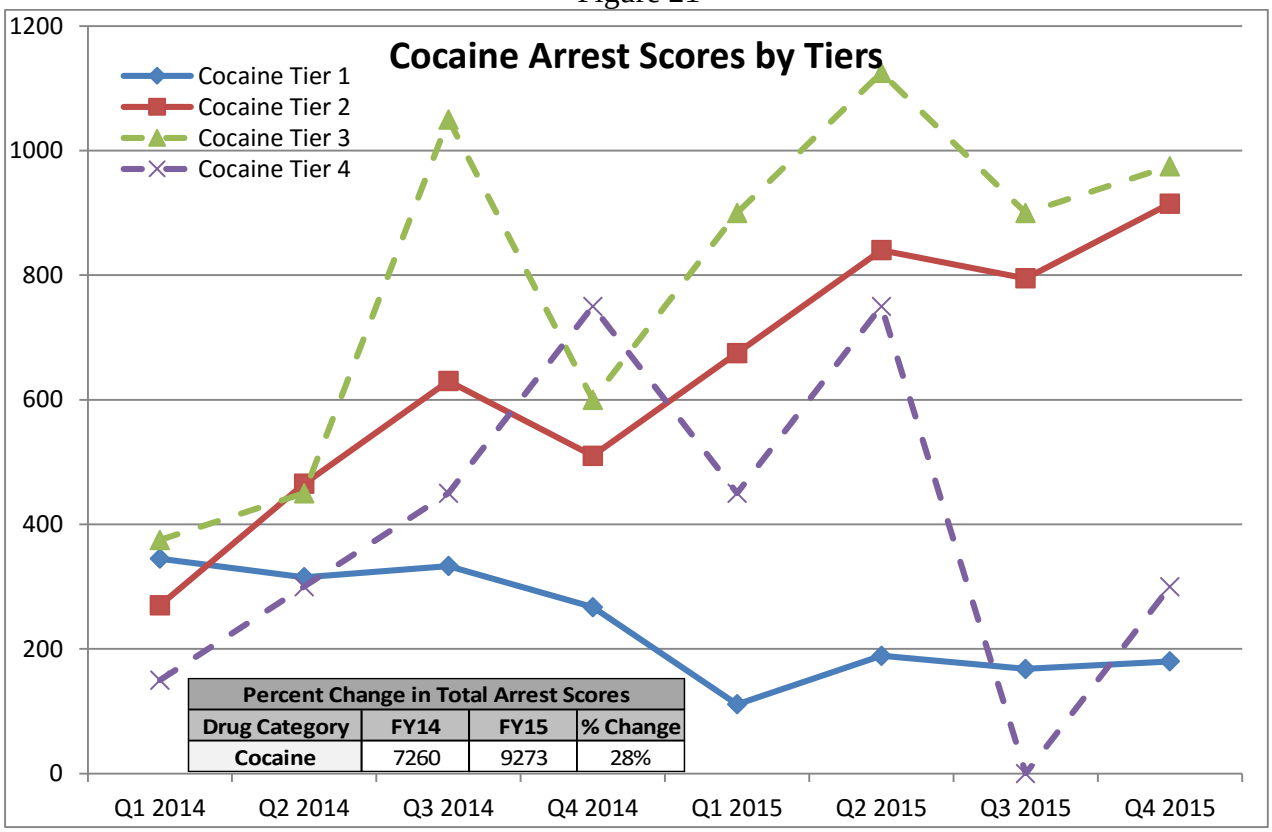


Figure 21



Percent Change in Total Arrest Scores			
Drug Category	FY14	FY15	% Change
Cocaine	7260	9273	28%

Figure 22

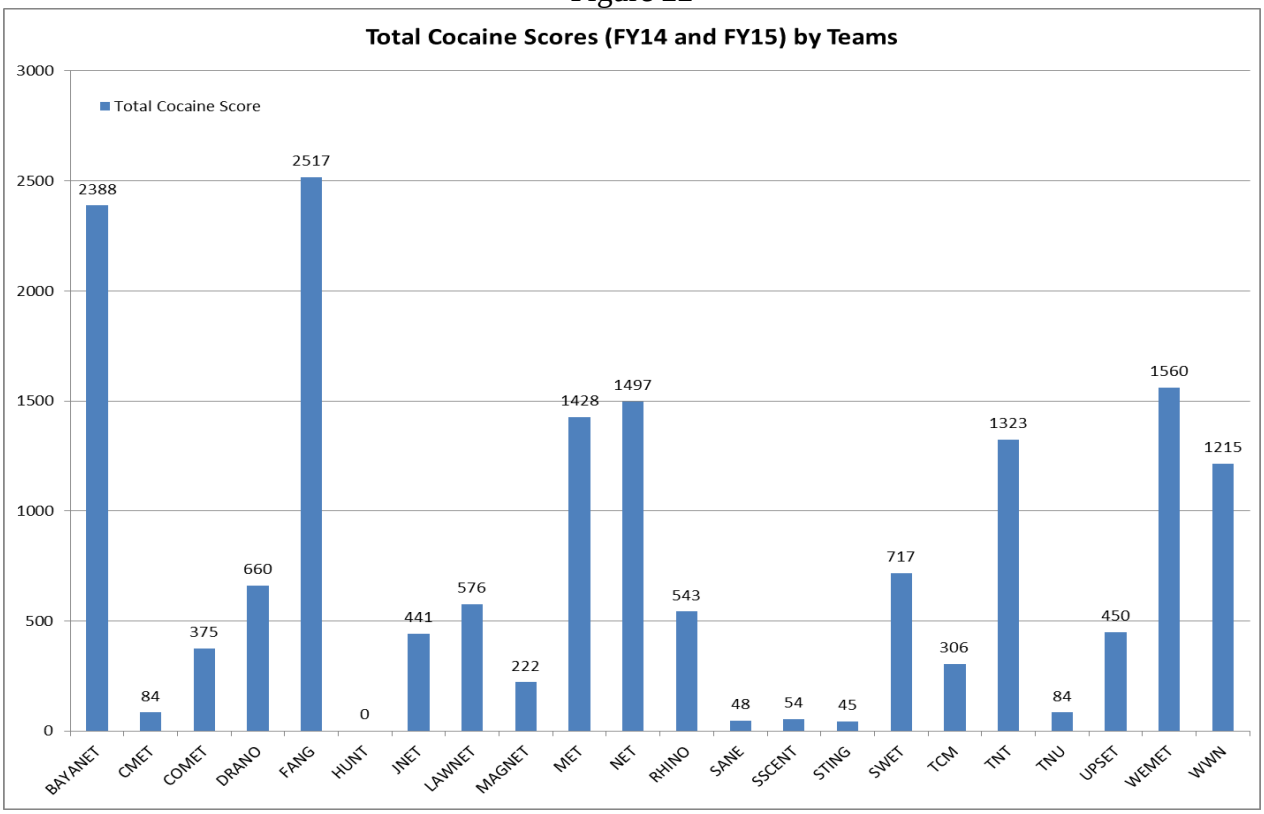


Figure 23

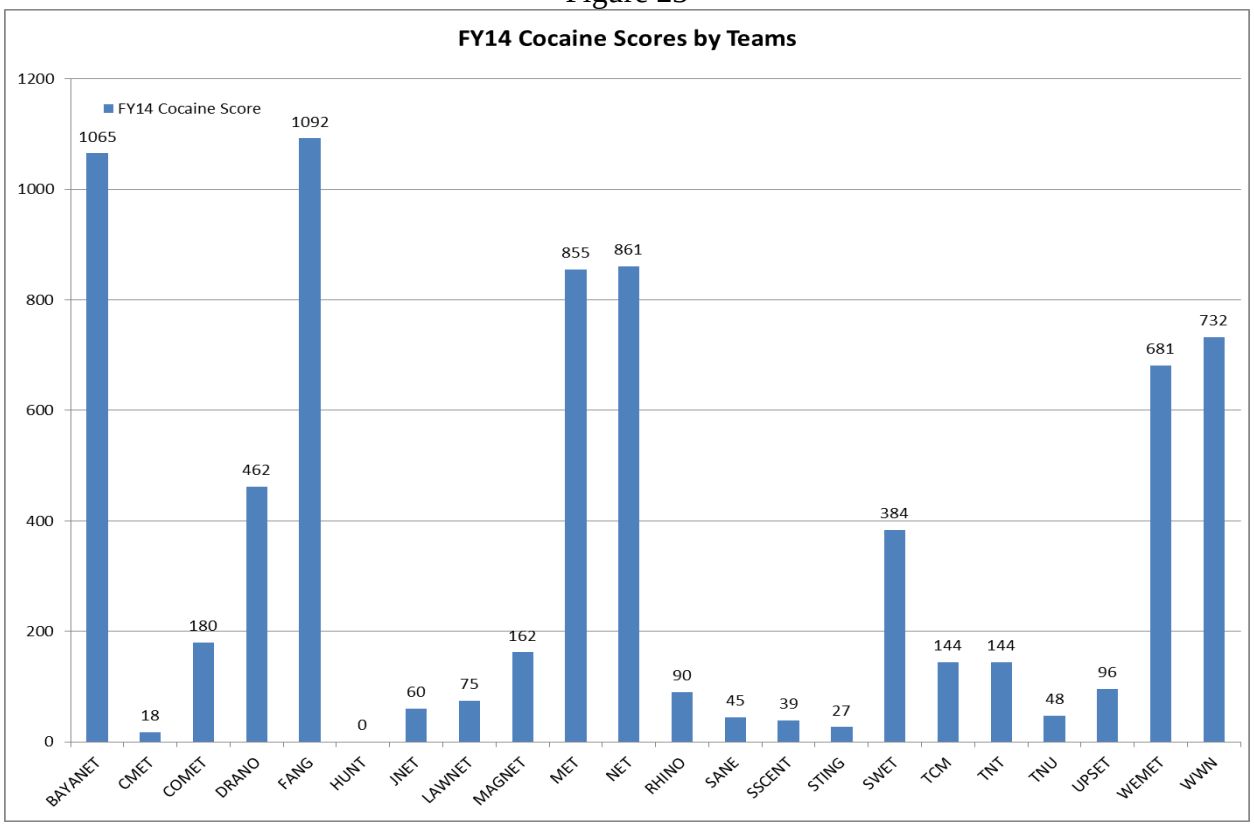


Figure 24

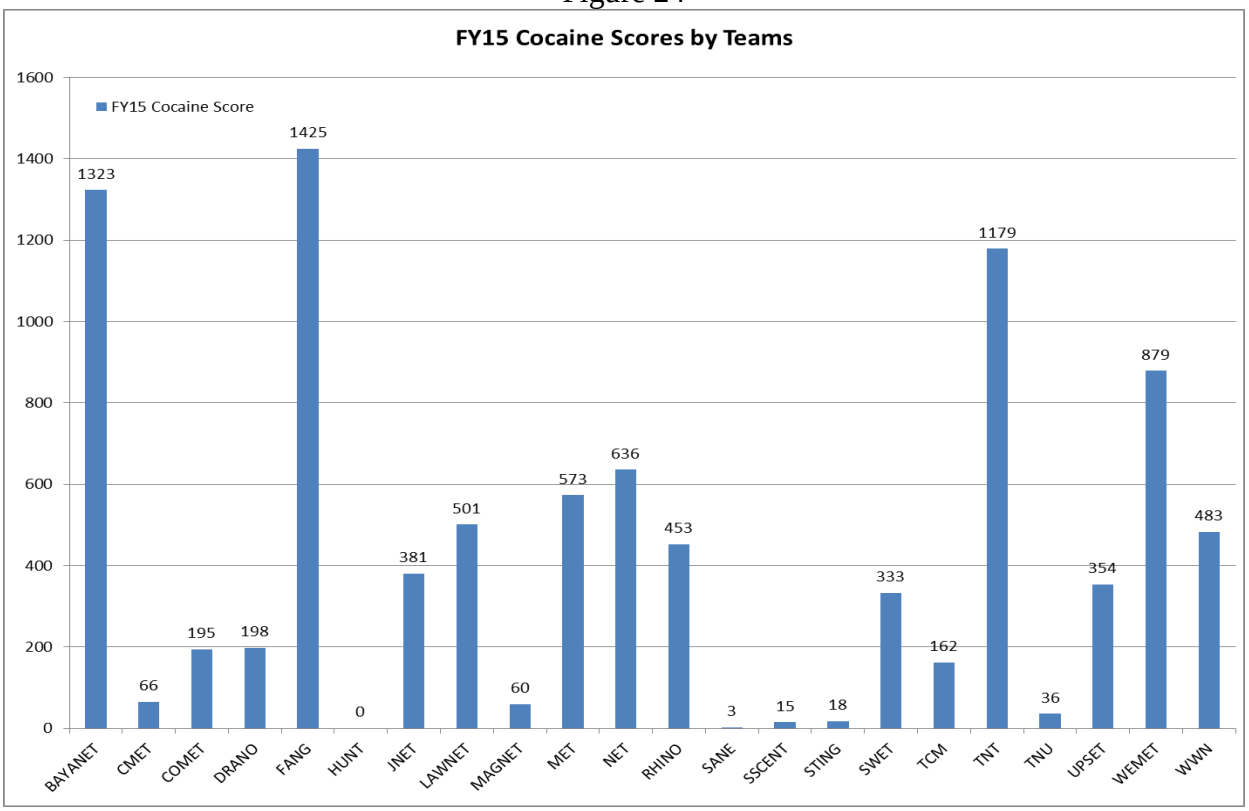


Figure 25

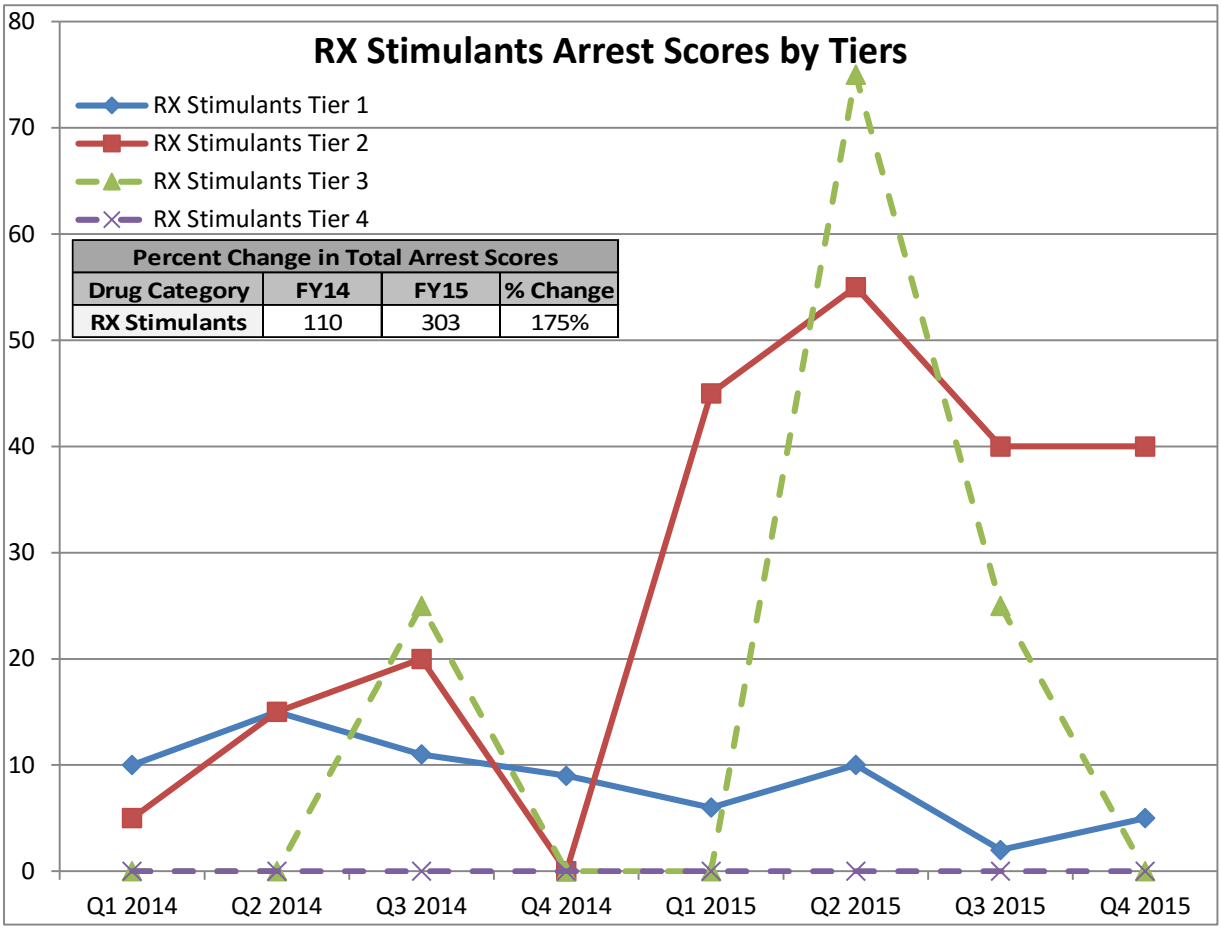


Figure 26

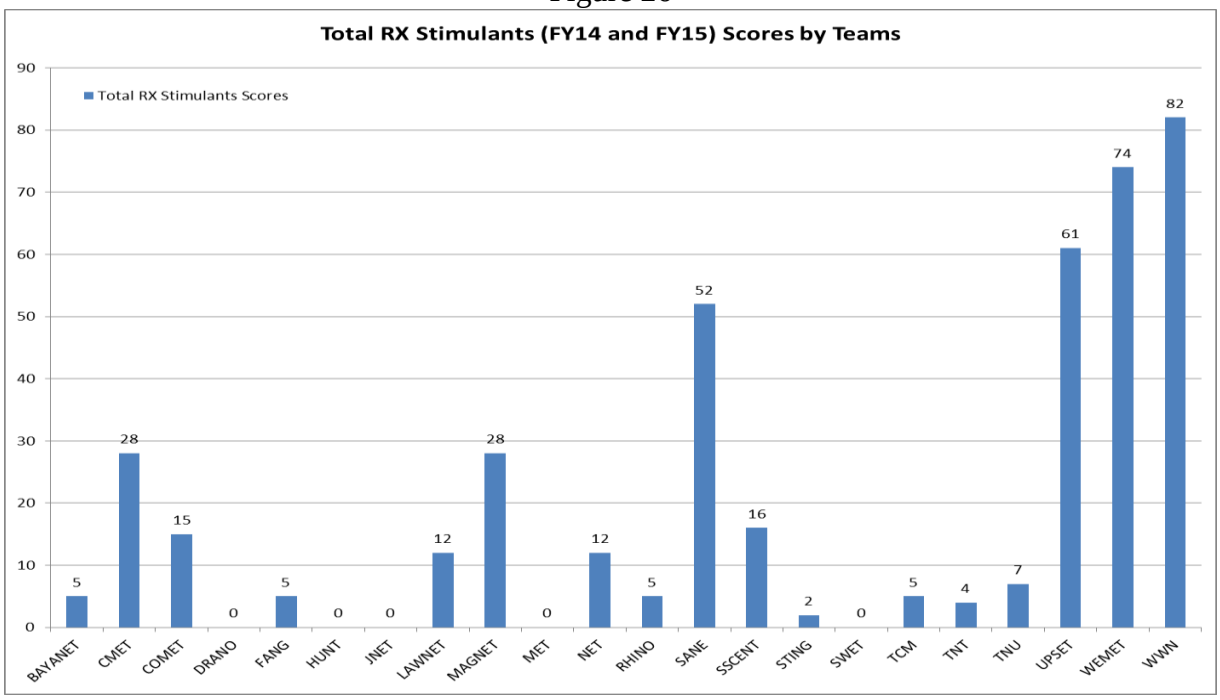


Figure 27

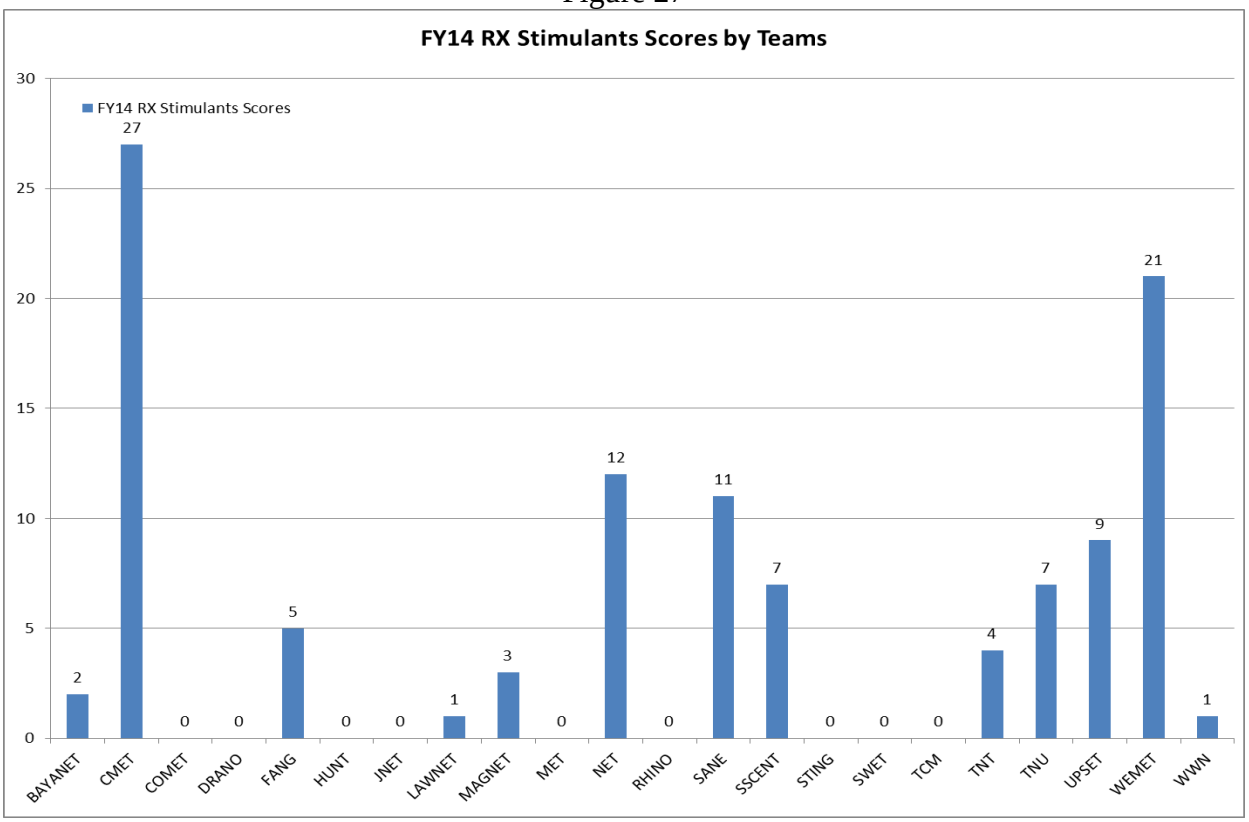


Figure 28

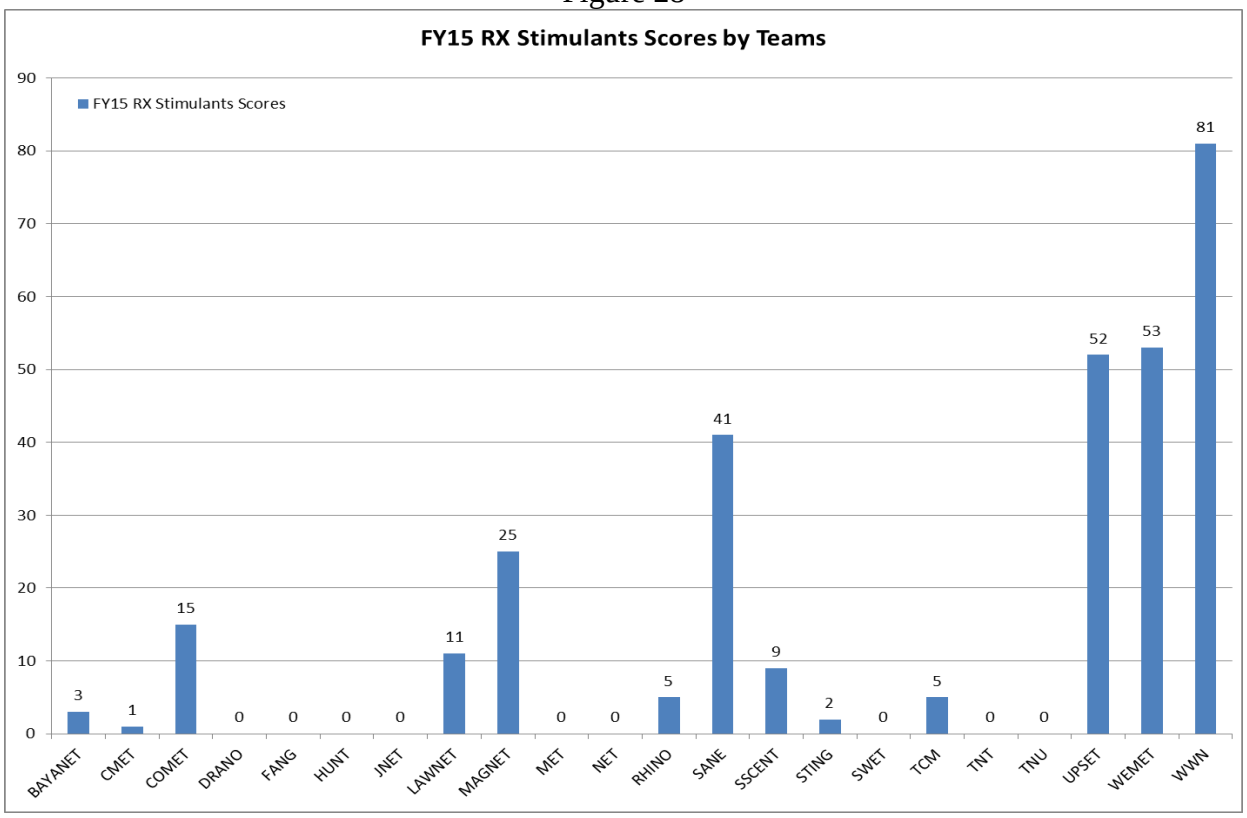
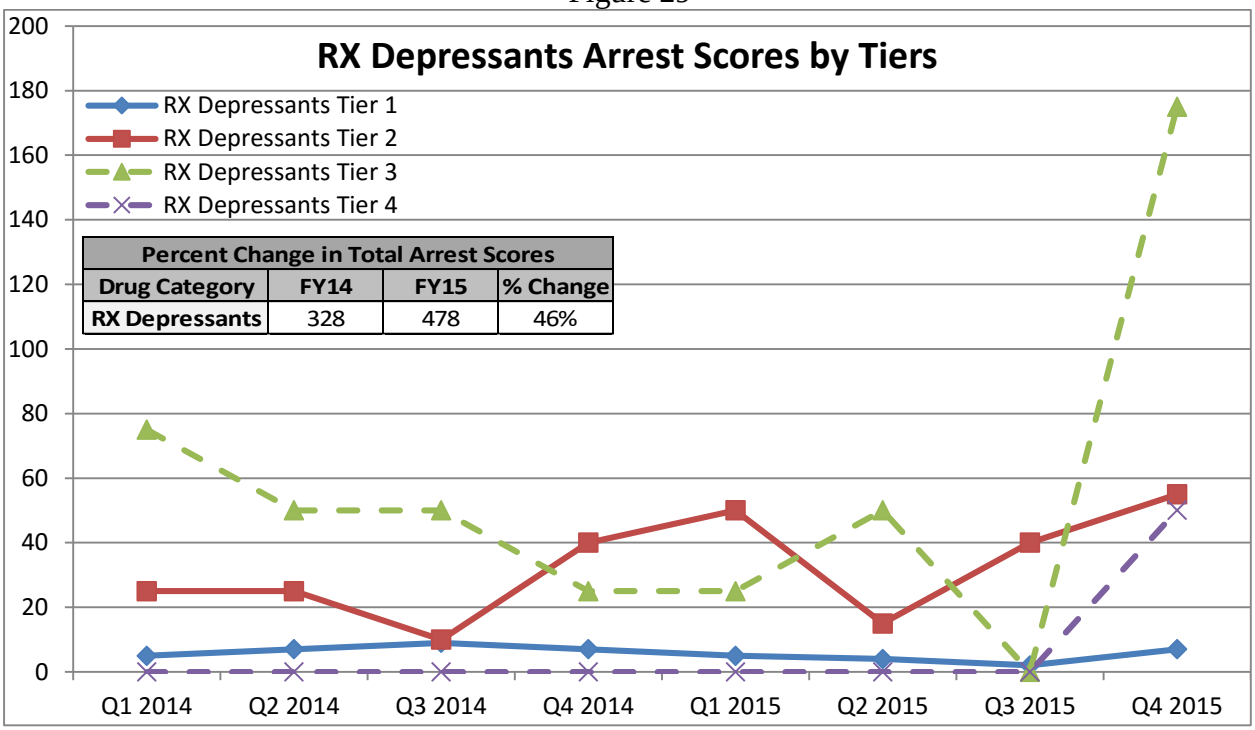


Figure 29



Percent Change in Total Arrest Scores			
Drug Category	FY14	FY15	% Change
RX Depressants	328	478	46%

Figure 30

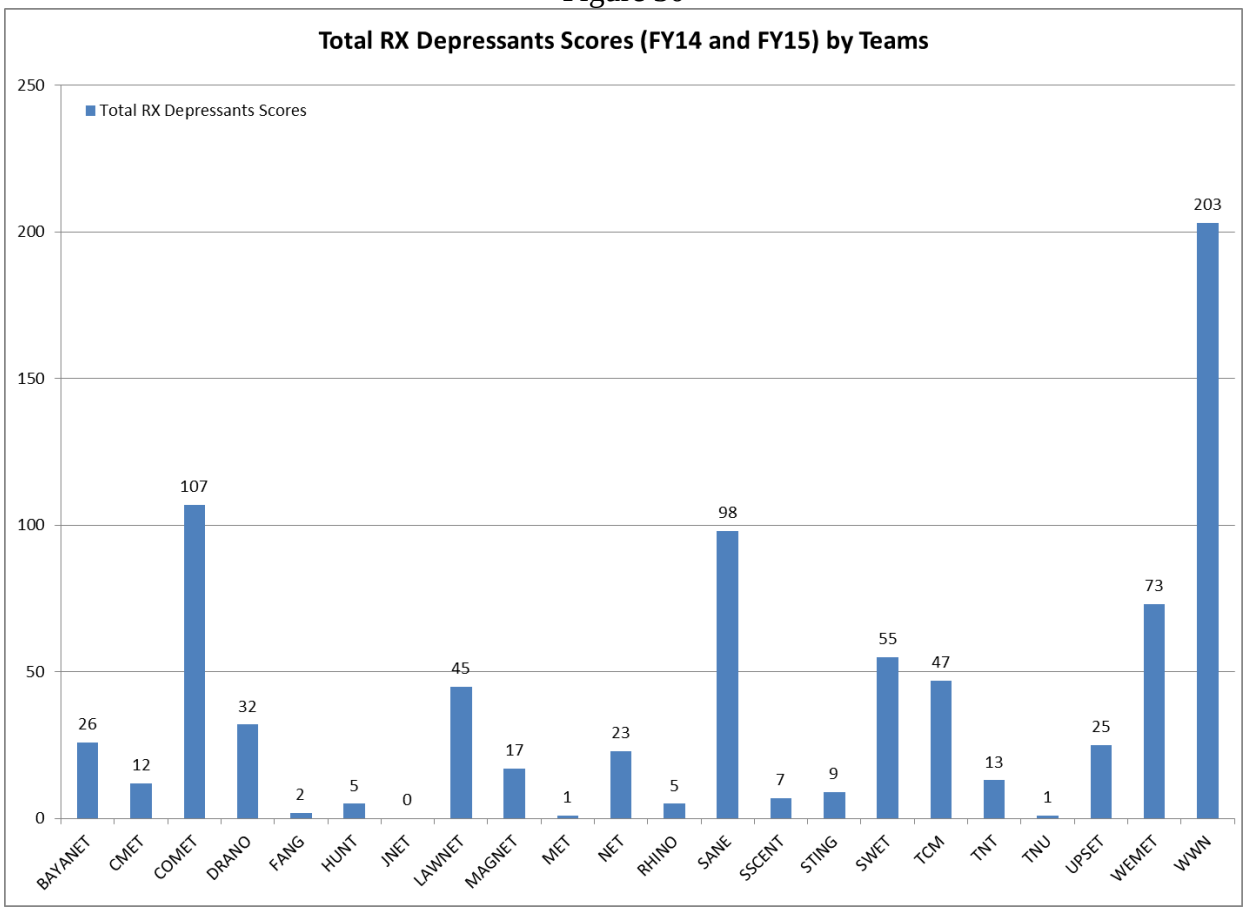


Figure 31

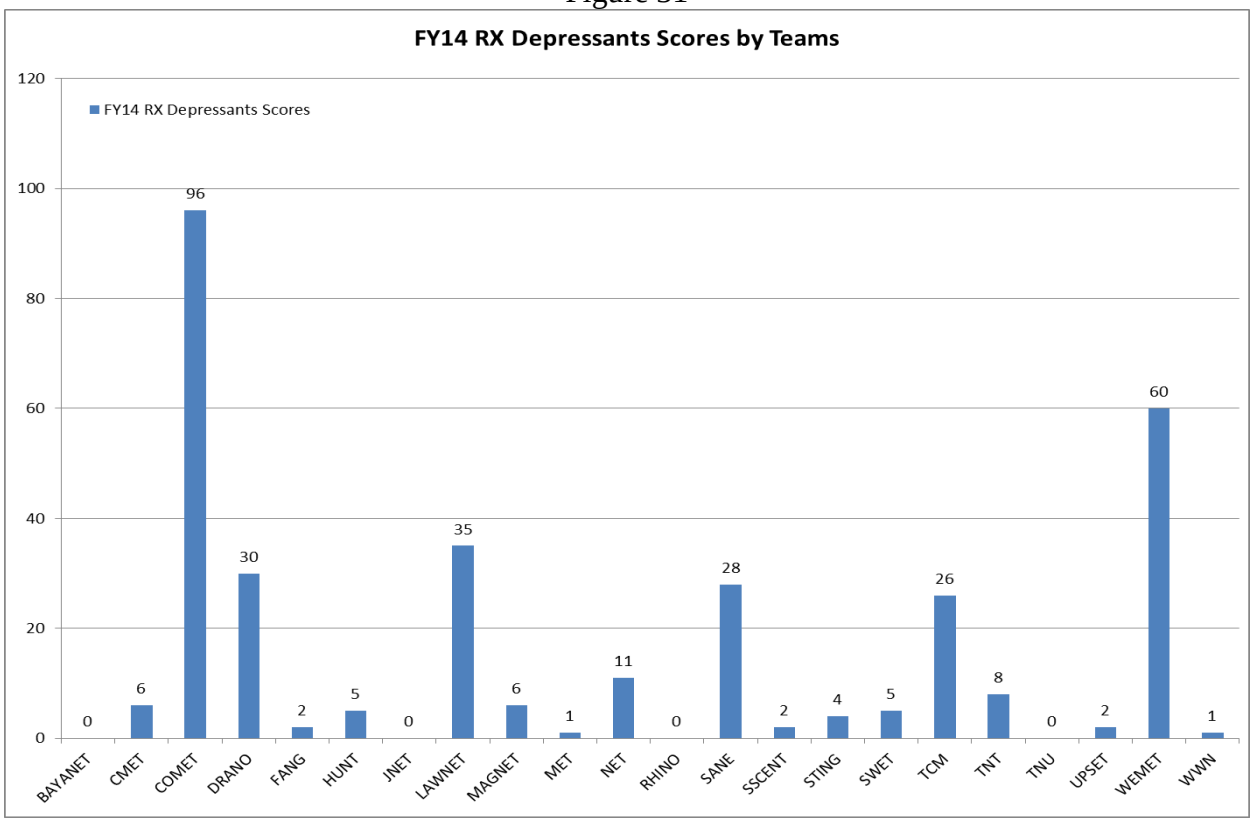


Figure 32

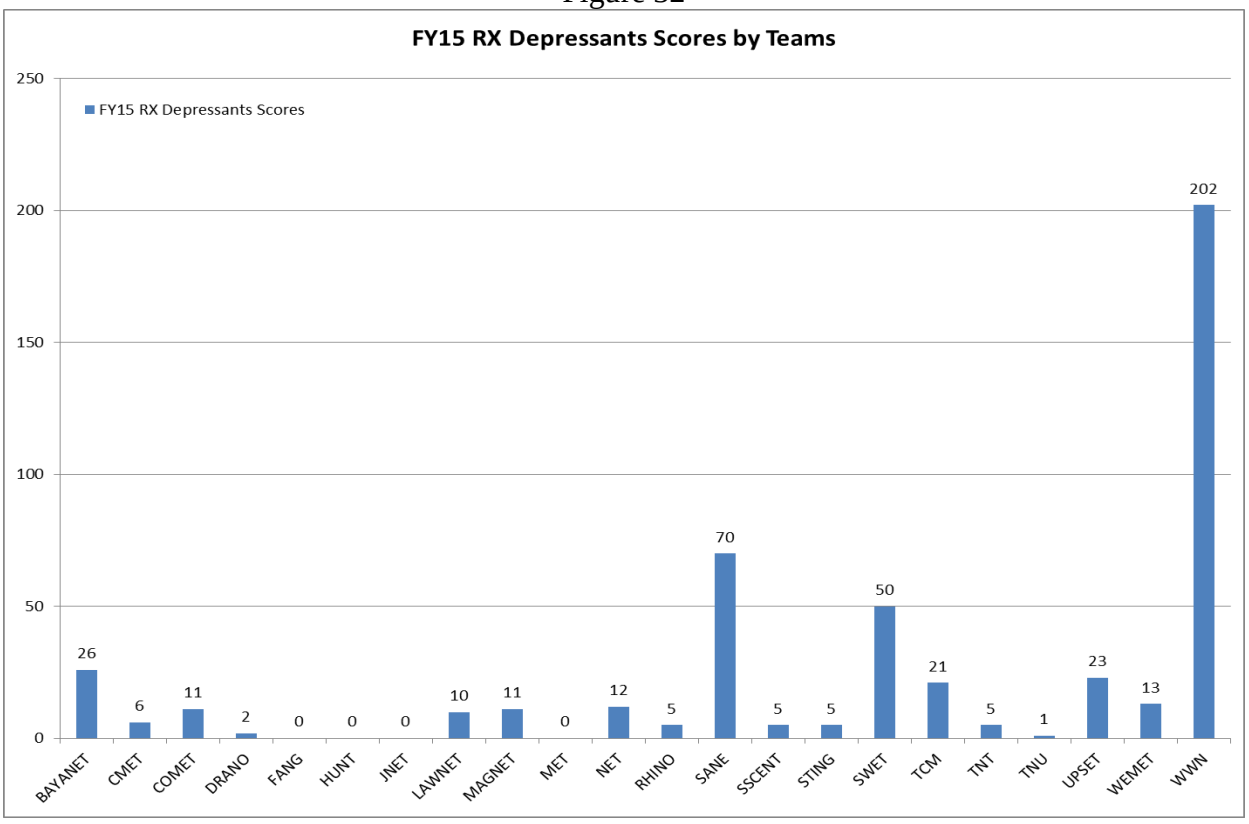
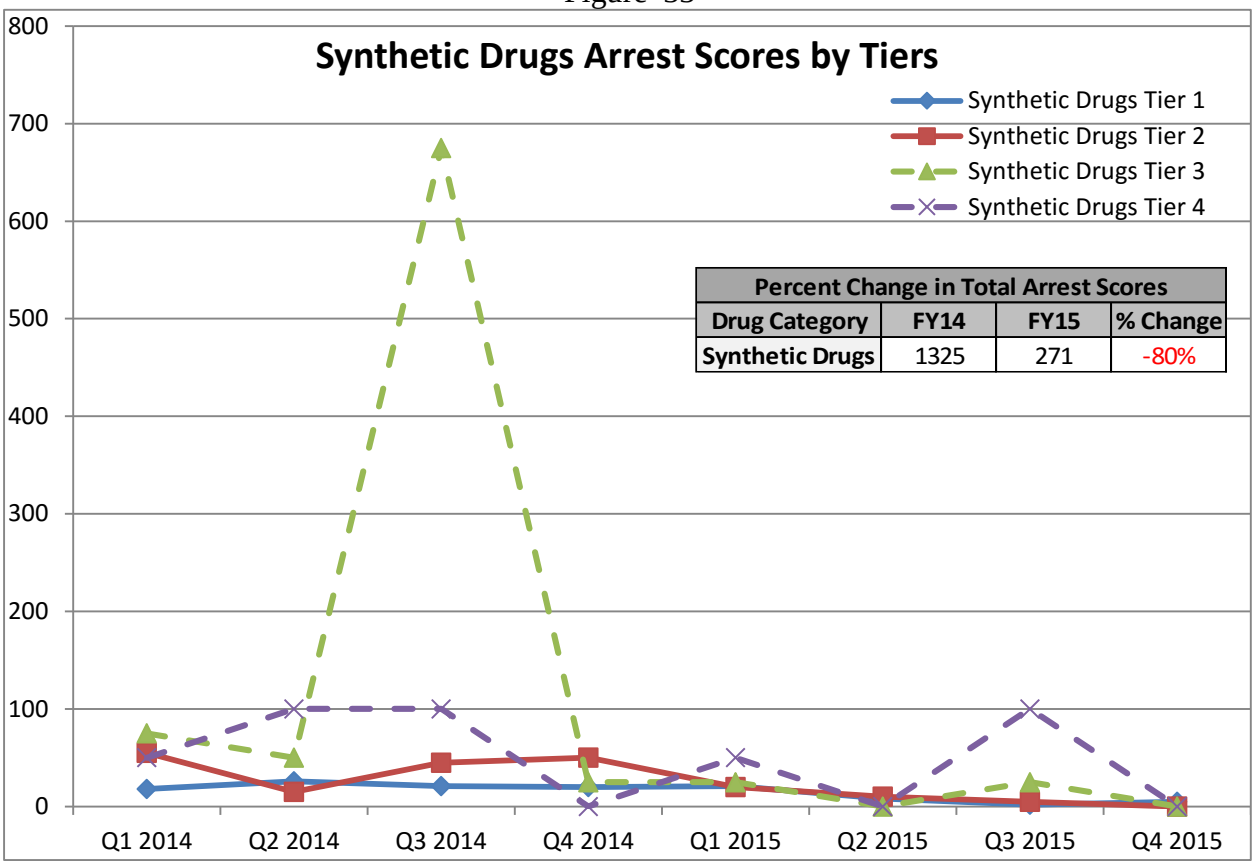


Figure 33



Percent Change in Total Arrest Scores			
Drug Category	FY14	FY15	% Change
Synthetic Drugs	1325	271	-80%

Figure 34

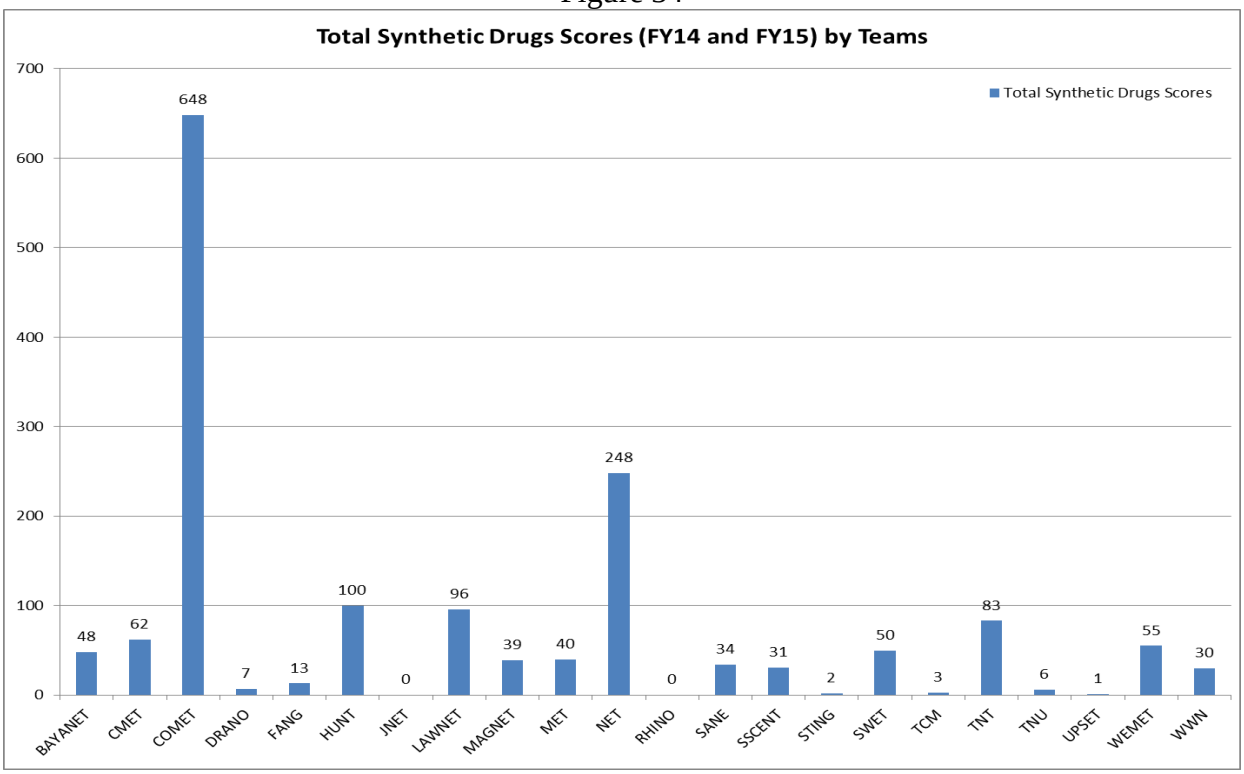


Figure 35

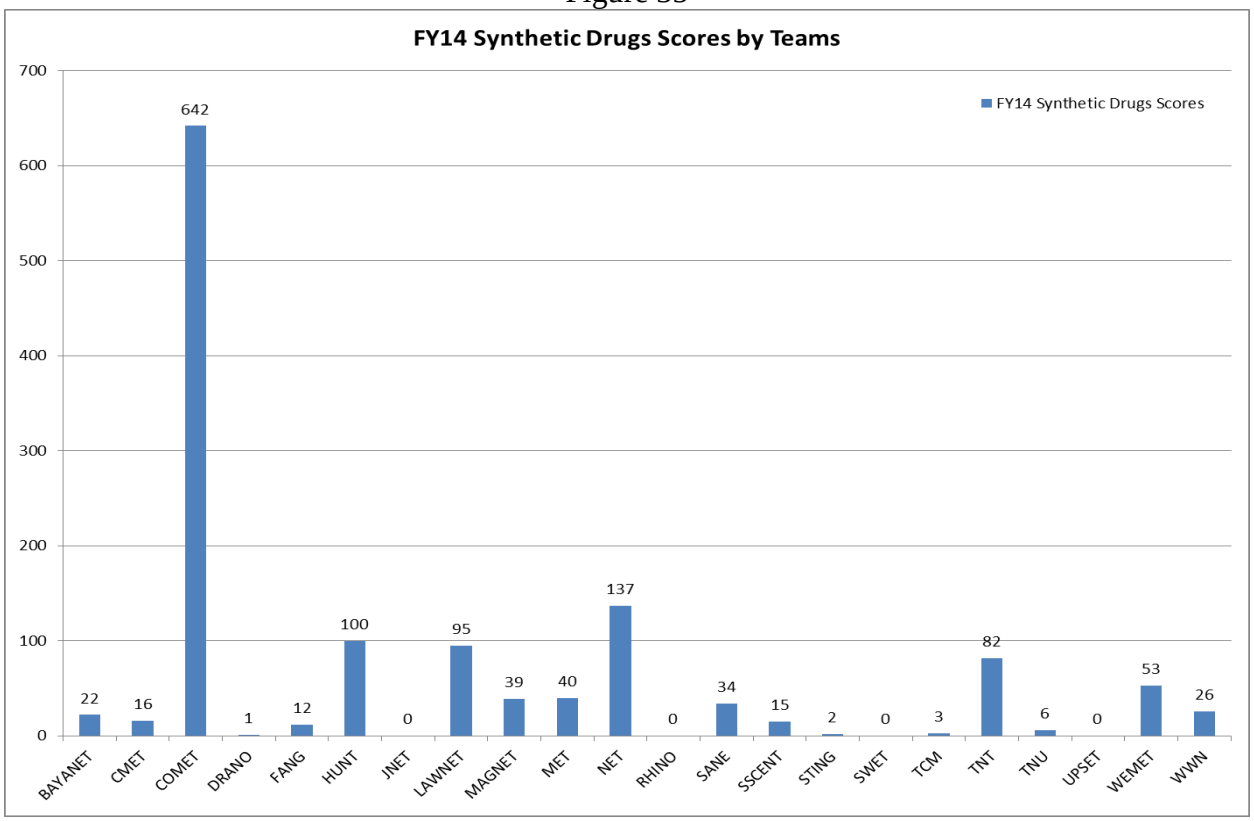
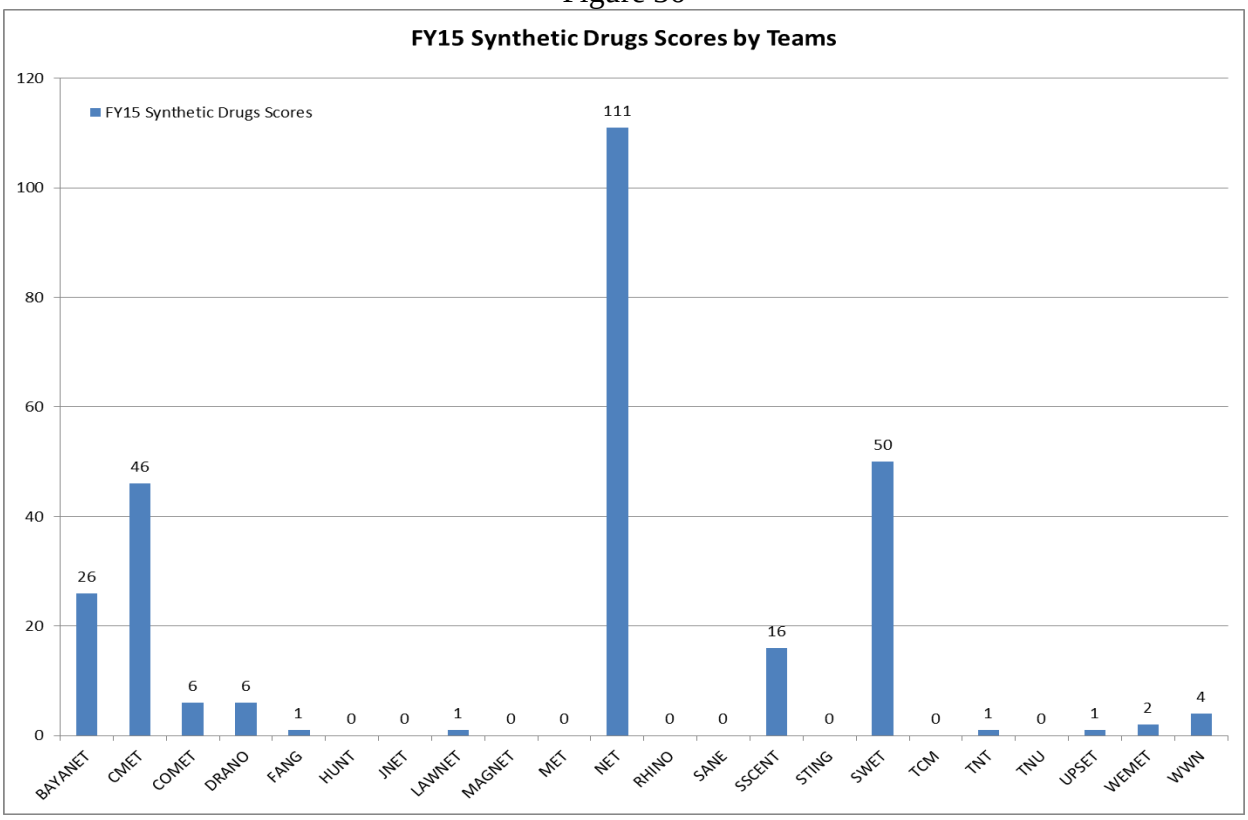


Figure 36



III. Overview of Team Productivity

Developing Performance Metrics for Drug Enforcement:
Evaluating the Efficacy of the MJTF Teams Using a Tiered and Priority Scoring System

Table 1

Team Arrest Scores by Quarter

	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	FY14	FY15	% Change	# of Personnel	Score Per Person (FY14)	Score Per Person (FY15)
JNET	67	66	56	75	59	301	660	235	264	1255	375.38%	7	37.7	179.3
TNT	177	564	295	170	316	1450	727	1539	1206	4032	234.33%	15	80.4	**268.8**
RHINO	166	220	140	28	216	237	999	339	554	1791	223.29%	7	79.1	**255.9**
UPSET	200	205	429	616	783	1288	672	873	1450	3616	149.38%	14	103.6	**258.3**
TCM	219	267	536	169	380	353	790	778	1191	2301	93.20%	10	119.1	230.1
STING	171	199	85	188	304	495	222	214	643	1235	92.07%	5	128.6	**247.0**
SANE	545	700	384	355	737	1505	502	843	1984	3587	80.80%	7	283.4	**512.4**
BAYANET	362	435	658	917	1302	911	1006	930	2372	4149	74.92%	27	87.9	153.7
HUNT	228	335	101	146	290	146	372	581	810	1389	71.48%	8	101.3	173.6
TNU	224	113	259	163	751	146	177	118	759	1192	57.05%	6	126.5	198.7
SWET	212	889	737	588	659	698	1018	690	2426	3065	26.34%	23	105.5	133.3
CMET	322	410	165	134	297	317	321	338	1031	1273	23.47%	10	103.1	127.3
WWN	482	289	992	1713	752	1850	958	629	3476	4189	20.51%	19	182.9	220.5
NET	860	1130	2643	1136	1136	1436	2080	1207	5769	5859	1.56%	32	180.3	183.1
FANG	1012	540	1110	914	793	1595	506	655	3576	3549	-0.76%	15	238.4	236.6
SCCENT	332	187	101	66	44	79	233	305	686	661	-3.64%	7	98.0	94.4
LAWNET	456	460	466	688	571	504	286	449	2070	1810	-12.56%	14	147.9	129.3
MAGNET	421	1001	338	413	617	415	312	338	2173	1682	-22.60%	8	271.6	210.3
WEMET	899	1138	1027	882	476	317	866	973	3946	2632	-33.30%	26	151.8	101.2
COMET	457	409	903	673	221	346	375	631	2442	1573	-35.59%	20	122.1	78.7
DRANO	153	299	401	415	328	224	143	50	1268	745	-41.25%	9	140.9	82.8
MET	25	737	456	476	356	176	4	76	1694	612	-63.87%	12	141.2	51.0
									41790	**52197**	**24.90%**			

Highlighted Yellow Teams	=	Highest % Increase in Arrest Scores
Bolded Red Numbers	=	Highest Arrest Score per Team Member
Highlighted Blue Number	=	Overall Percent Increase in Arrest Score

This chart represents the total arrest scores of all drug categories and all tiers for each individual team for FY14 and FY15. The teams are organized by highest percent increase in arrest scores from FY14 to FY15. JNET had the highest percentage increase (375%) going from a score of 264 in FY14 to a score of 1,255 in FY15. The largest increase in arrest scores was achieved with seven individuals on the task force, the third lowest number of personnel across all teams with a population served of 160,309. TNT had the second highest percentage increase in arrest scores (234%) with 15 members on their task force and a population served of 216,328. Interestingly, NET's arrest score has virtually remained the same from the previous year. NET has the highest number of personnel (32) across all teams and also serves the largest population with 1.2 million. MET had the largest arrest score decline with a 64% decrease. MET has a team of 12 members and serves a population of 614,462. Collectively across all teams, the total arrest score increased by 10,407 points, or 25%, from FY14 to FY15. This suggests a significant increase in the prioritization of arrests targeting increase levels of harm.

The top five teams with the highest arrest score per MJTF personnel for FY15 are bolded in red. For FY15, SANE generated by far the highest arrest score per MJTF personnel (512.4). TNT, UPSET, RHINO, and STING were the next highest performers based on score per personnel. Four additional MJTFs were also relatively high with arrest scores per staff over 200 (TCM, WWN, FANG, MAGNET).

Table 2

Team Raw Arrests by Quarter

	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Q1 2015	Q2 2015	Q3 2015	Q4 2015	FY14	FY15	% Change	# of Personnel	Arrest Per Person (FY14)	Arrest Per Person (FY15)
UPSET	23	41	35	30	39	62	45	56	129	202	56.59%	14	9.2	14.4
WWN	32	21	27	41	27	37	40	37	121	141	16.53%	19	6.4	7.4
TNU	17	17	19	22	29	17	21	20	75	87	16.00%	6	12.5	14.5
HUNT	13	26	9	13	22	7	17	17	61	63	3.28%	8	7.6	7.9
TCM	21	35	41	20	23	23	38	32	117	116	-0.85%	10	11.7	11.6
NET	65	103	98	69	65	115	79	67	335	326	-2.69%	32	10.5	10.2
LAWNET	41	22	56	41	47	36	19	41	160	143	-10.63%	14	11.4	10.2
BAYANET	57	70	90	93	62	74	72	66	310	274	-11.61%	27	11.5	10.1
RHINO	39	28	21	10	20	19	26	20	98	85	-13.27%	7	14.0	12.1
FANG	51	46	57	71	60	62	31	38	225	191	-15.11%	15	15.0	12.7
JNET	32	26	17	23	18	15	25	20	98	78	-20.41%	7	14.0	11.1
SWET	31	59	41	39	22	59	27	26	170	134	-21.18%	23	7.4	5.8
DRANO	12	16	24	23	15	22	13	8	75	58	-22.67%	9	8.3	6.4
CMET	65	59	36	34	40	39	27	44	194	150	-22.68%	10	19.4	15.0
SSCENT	84	35	20	32	31	39	28	22	171	120	-29.82%	7	24.4	**17.1**
MAGNET	69	84	51	55	51	44	40	31	259	166	-35.91%	8	32.4	**20.8**
SANE	60	87	62	43	48	45	18	45	252	156	-38.10%	7	36.0	**22.3**
MET	3	17	14	6	11	9	2	2	40	24	-40.00%	12	3.3	2.0
COMET	53	38	52	54	27	27	31	27	197	112	-43.15%	20	9.9	5.6
TNT	48	81	64	32	20	41	18	45	225	124	-44.89%	15	15.0	8.3
STING	45	43	27	49	32	35	9	7	164	83	-49.39%	5	32.8	**16.6**
WEMET	92	97	90	72	26	24	38	83	351	171	-51.28%	26	13.5	6.6
									3827	**3004**	**-21.51%**			

Highlighted Yellow Teams	=	Highest % Increase in Total Arrests
Bolded Red Numbers	=	Highest Number of Arrests per Team Member
Highlighted Blue Number	=	Overall Percent Decrease in Total Arrests

This chart represents the total number of raw arrests for all drug categories and all tiers for each individual team for FY14 and FY15. The teams are organized by highest percent increase in raw arrests. Only four teams increased their number of arrests from FY14 to FY15. The remaining 18 drug teams saw a reduction in arrests. While JNET had the largest increase in arrest scores, this team made 20 less arrests in FY15 than in FY14. UPSET had a 57% increase in arrests and a 150% increase in arrest scores. MET, who had the largest reduction in arrest scores, made 40% less arrests in FY15 compared to FY14. SANE made 38% less arrests in FY15, but had an 80% increase in arrest scores. Team HUNT made two more arrests in FY15 than in FY14, but increased their arrest score by 71%. HUNT also serves the smallest population with 62,474 individuals with a team of eight. For the most part, the results suggest that while total arrests declined in FY15, the value of the arrests increased. Collectively across all teams, arrests went down by 823, or 22%, from FY14 to FY15 (yet recall from prior page that the arrest scores increased).

The top four teams with the highest number of arrests per MJTF personnel for FY15 are bolded in red. SANE, MAGNET, SSCENT, and STING had the highest numbers of arrests per personnel. These tended to be smaller MJTFs.

IV. Individual Team Performance

The following section examines each individual team. The top two pie graphs show each team's total arrest score categorized by drug for FY14 and FY15, respectively. This helps us see which drugs comprise the total arrest score for each team in each fiscal year, and will help determine if each team is capturing the targeted drugs. The bottom two pie graphs represent each team's total arrest score categorized by tier for FY14 and FY15, respectively. This helps us see which tiers comprise of the total arrest score for each team in each fiscal year, and will help determine if the teams are targeting higher tier arrests. The separated years help us see whether or not the teams have improved from FY14 to FY15. Lastly, the bottom chart represents each team's total raw arrest, raw arrests (per 100,000 population), total arrest score and arrest score (per 100,000 population) for FY14 and FY15. This helps us see if the team's raw arrest or total arrest score increased or decreased from FY14 to FY15. The raw arrests per 100,000 were calculated by taking the number of raw arrests for each fiscal year and dividing it by the population served, and then multiplying it by 100,000. The arrest score per 100,000 was calculated by taking the total arrest score for each fiscal year and dividing it by the population number, and then multiplying it by 100,000. This population base helps provide a norm for comparing across MJTFs serving very different population sizes, and also provides a measure of the population "coverage" in terms of the extent to which arrests in a region are likely to impact the population of the region. That is, 200 arrests in a region with 100,000 in population may have more impact than 200 arrests in a region with one million in population.

BAYANET
Population covered: 419,724
Number of Personnel: 27

Figure 37

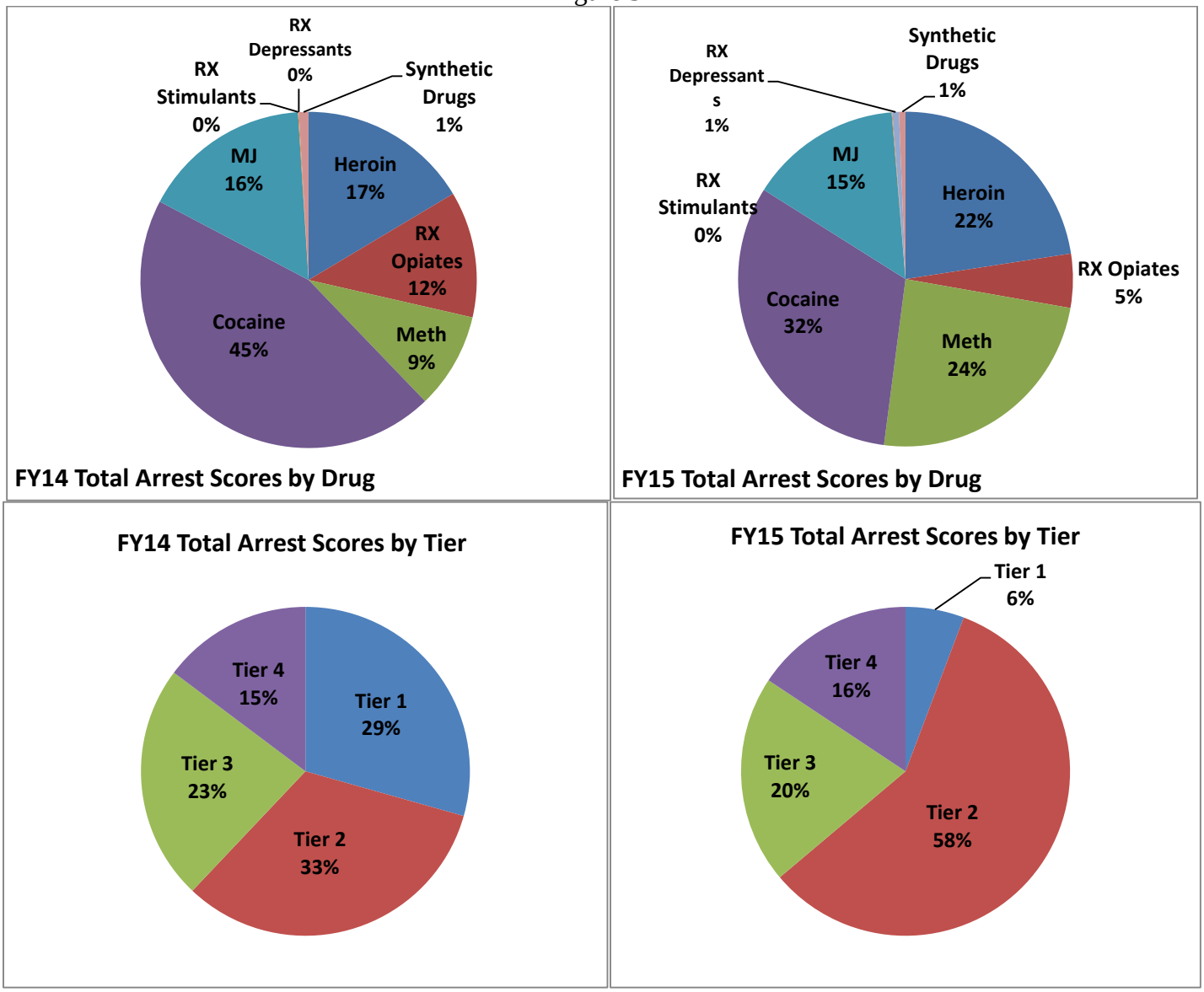


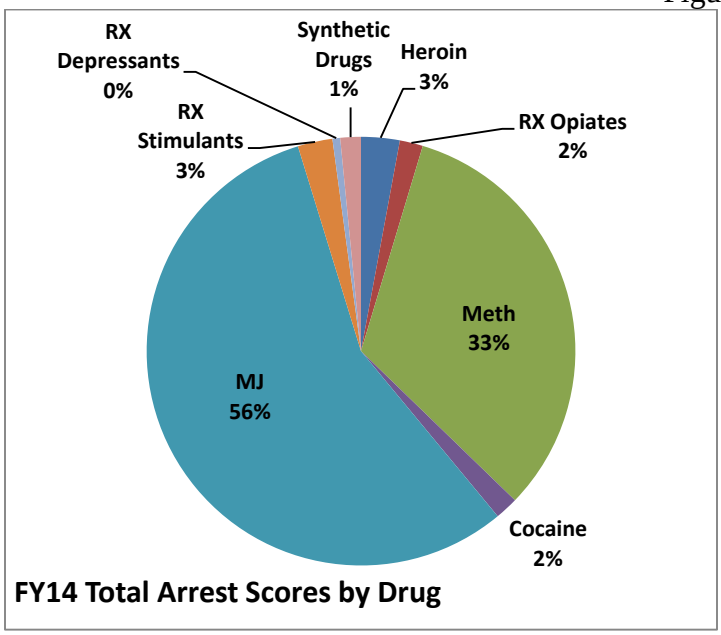
Table 3

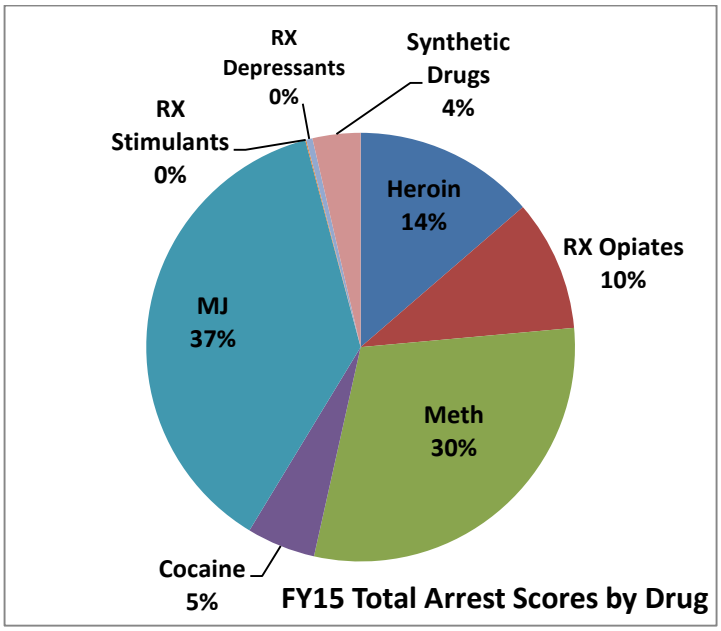
	Total Raw Arrests	Raw Arrests (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	310	73.86	2372	565.13
FY15	274	65.28	4149	988.51

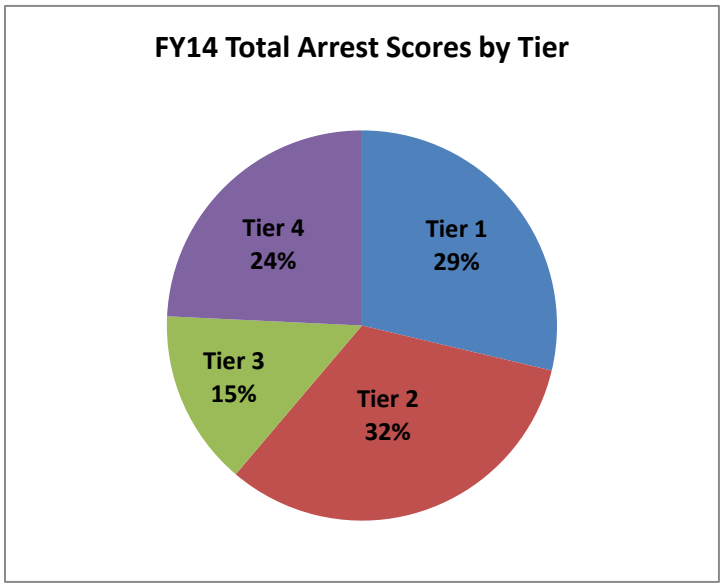
Developing Performance Metrics for Drug Enforcement:
Evaluating the Efficacy of the MJTF Teams Using a Tiered and Priority Scoring System

CMET
Population covered: 241,591
Number of Personnel: 10

Figure 38







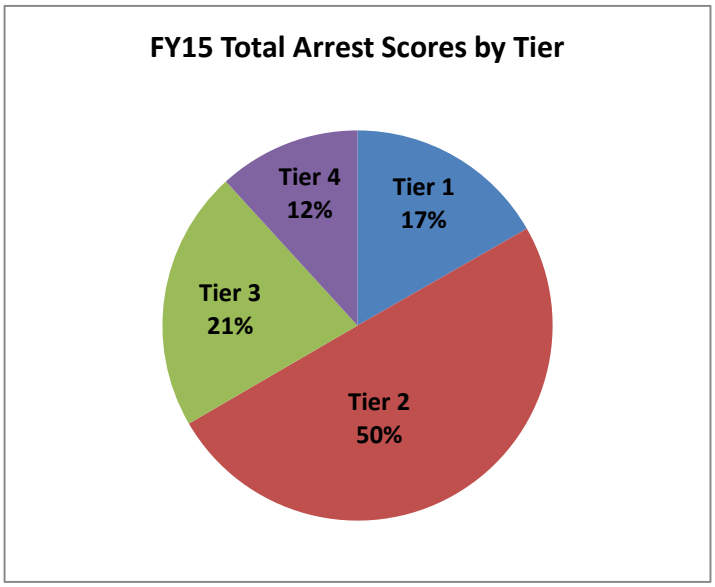


Table 4

	Total Raw Arrests	Raw Arrests (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	194	80.30	1031	426.75
FY15	150	62.09	1273	526.92

COMET
Population covered: 847,383
Number of Personnel: 20

Figure 39

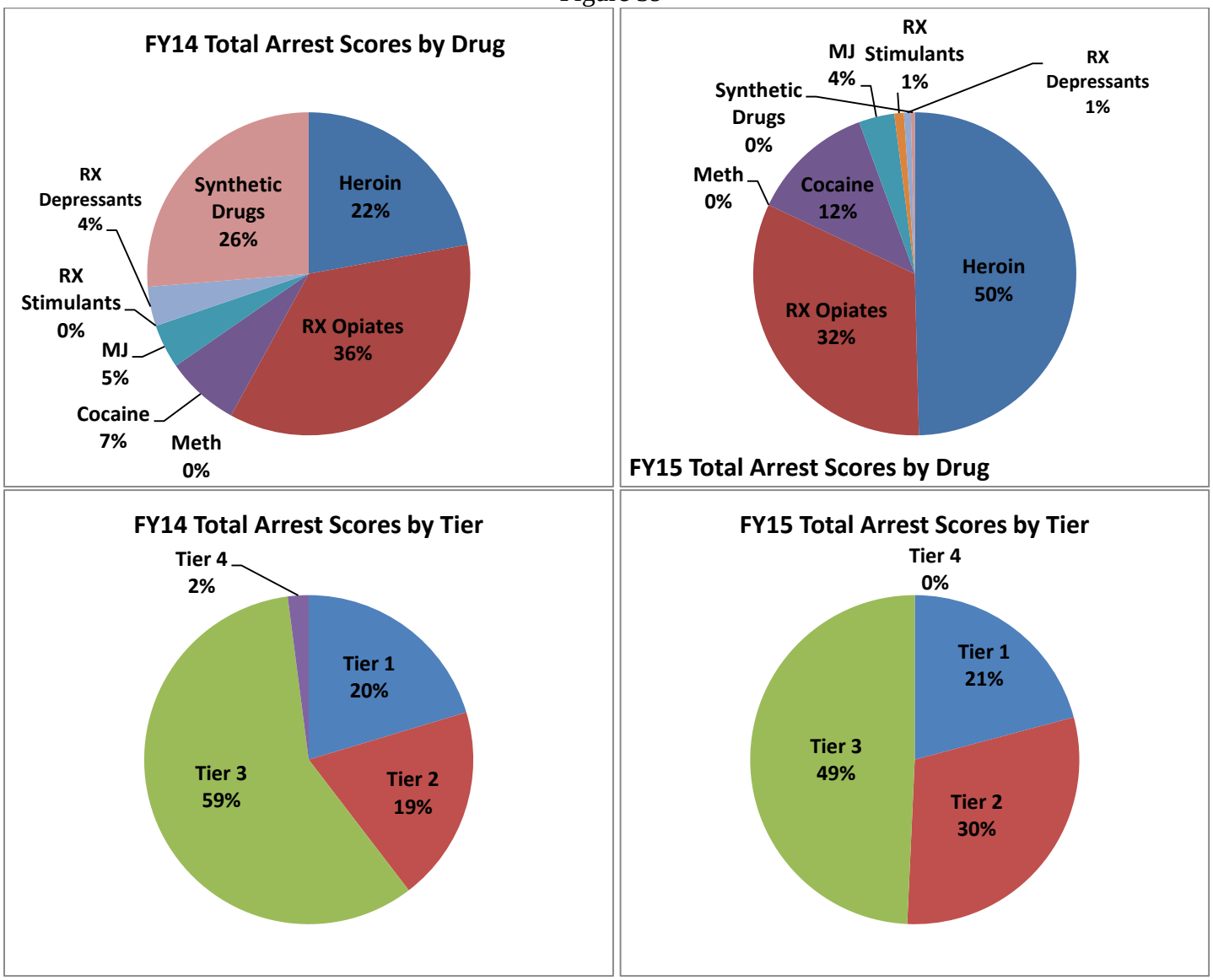


Table 5

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	197	23.25	2442	288.18
FY15	112	13.22	1573	185.63

DRANO

Population covered: 702,267
Number of Personnel: 9

Figure 40

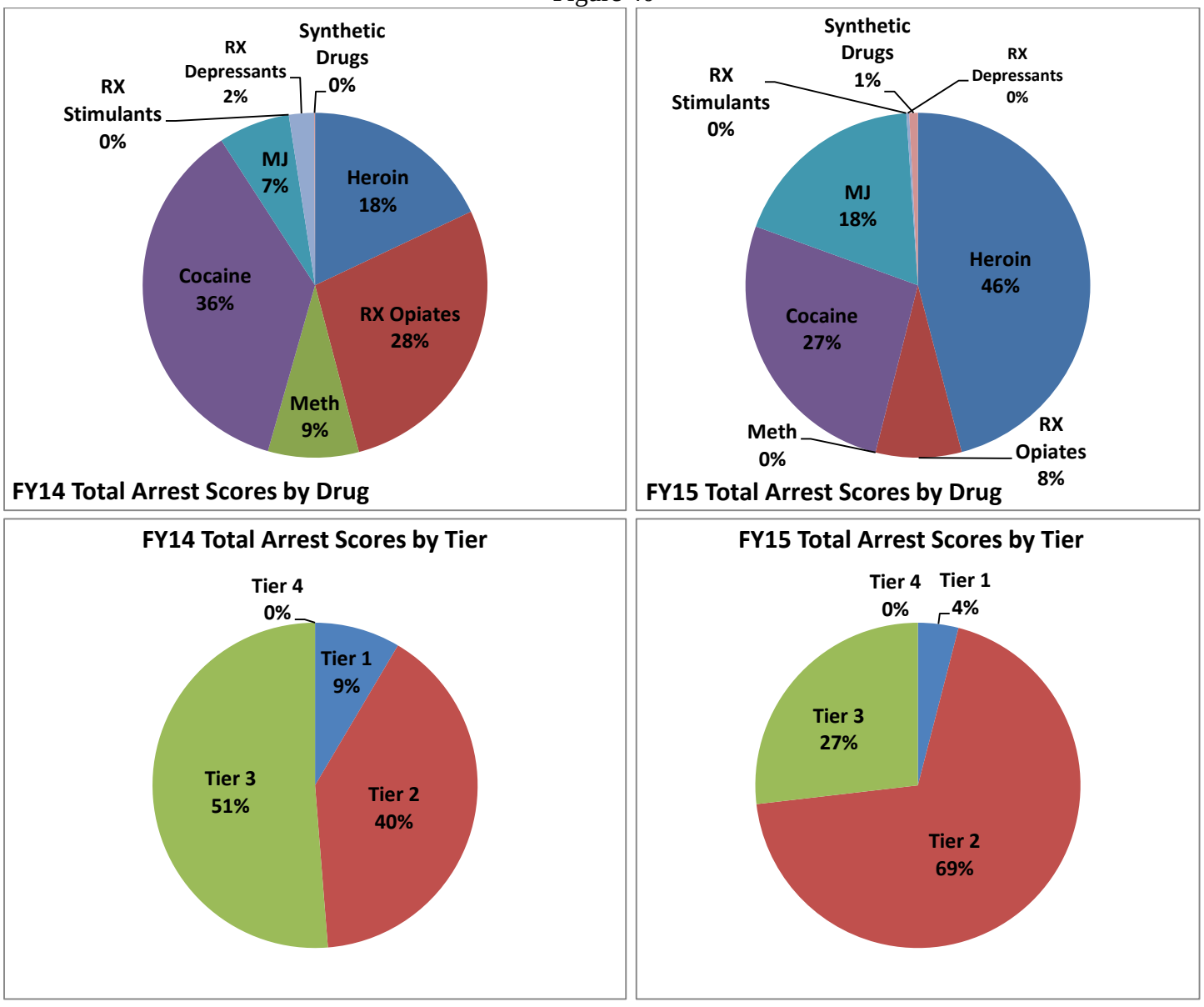


Table 6

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	75	10.68	1268	180.56
FY15	58	8.26	745	106.09

Developing Performance Metrics for Drug Enforcement:
Evaluating the Efficacy of the MJTF Teams Using a Tiered and Priority Scoring System

FANG
Population covered: 418,408
Number of Personnel: 15

Figure 41

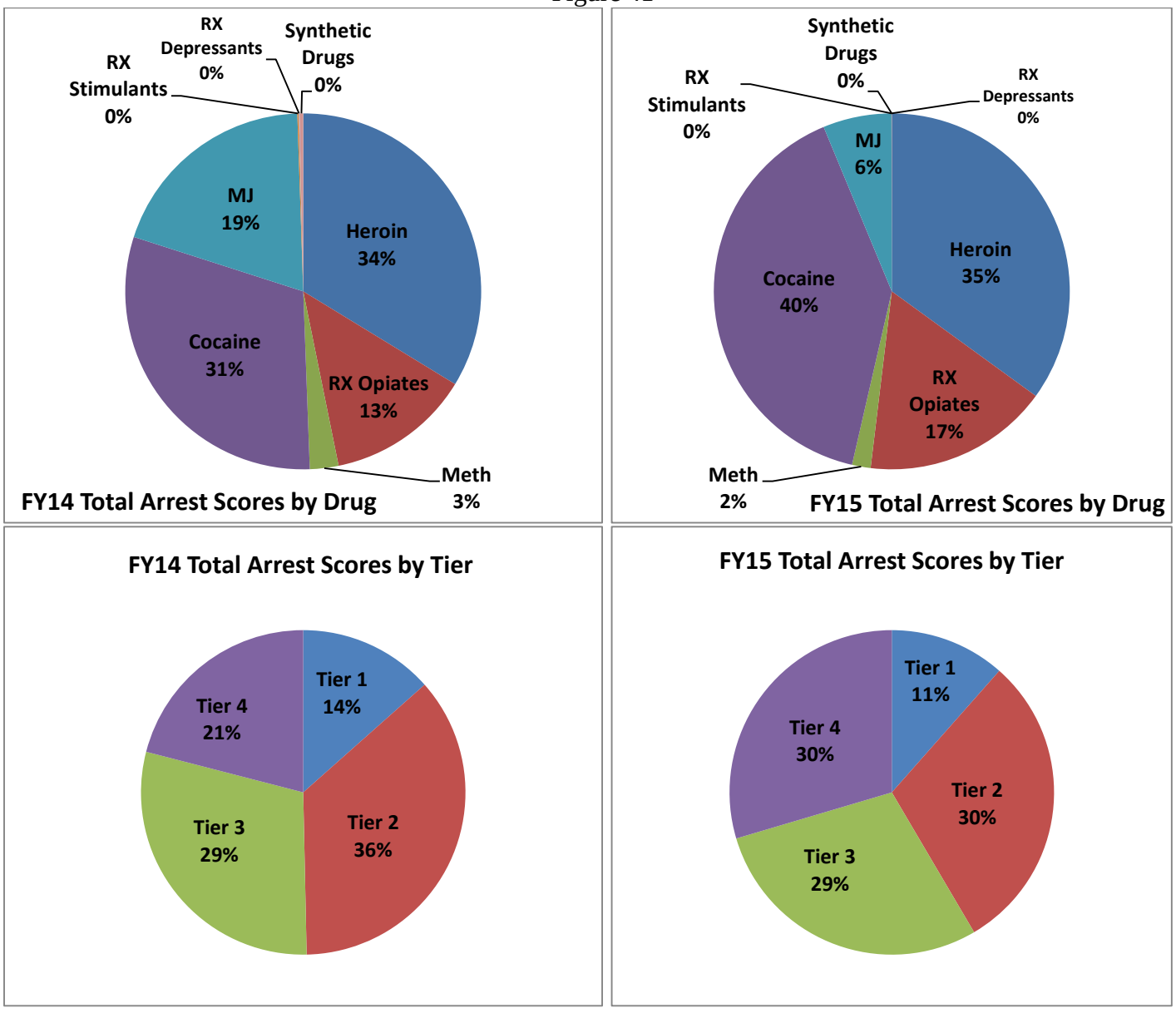


Table 7

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	225	53.78	3576	854.67
FY15	191	45.65	3549	848.22

HUNT

Population covered: 62,474
Number of Personnel: 8

Figure 42

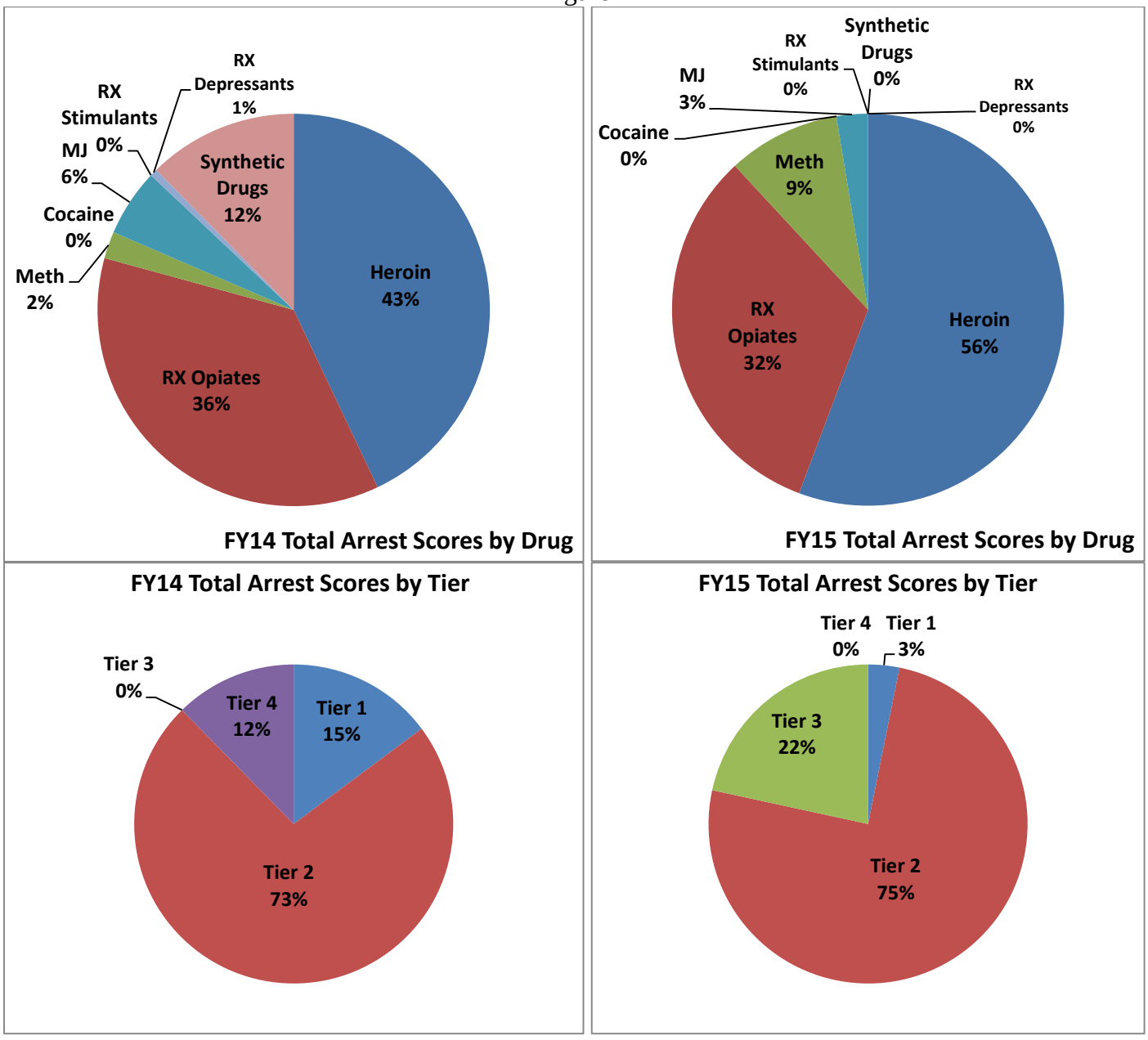


Table 8

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	61	97.64	810	1296.54
FY15	63	100.84	1389	2223.32

JNET
Population covered: 160,309
Number of Personnel: 7

Figure 43

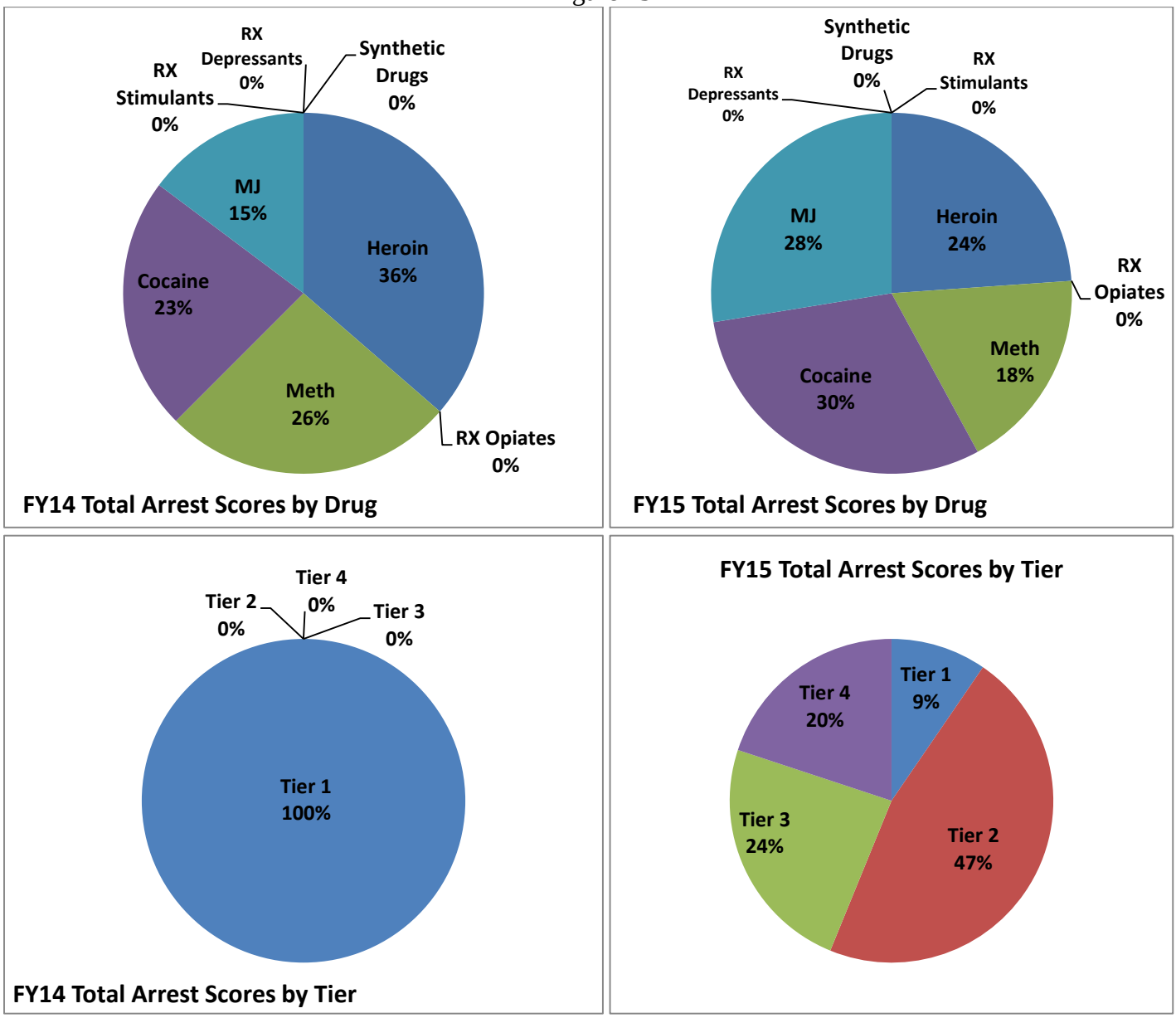


Table 9

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	98	61.13	264	164.68
FY15	78	48.66	1255	782.86

LAWNET
Population covered: 533,784
Number of Personnel: 14

Figure 44

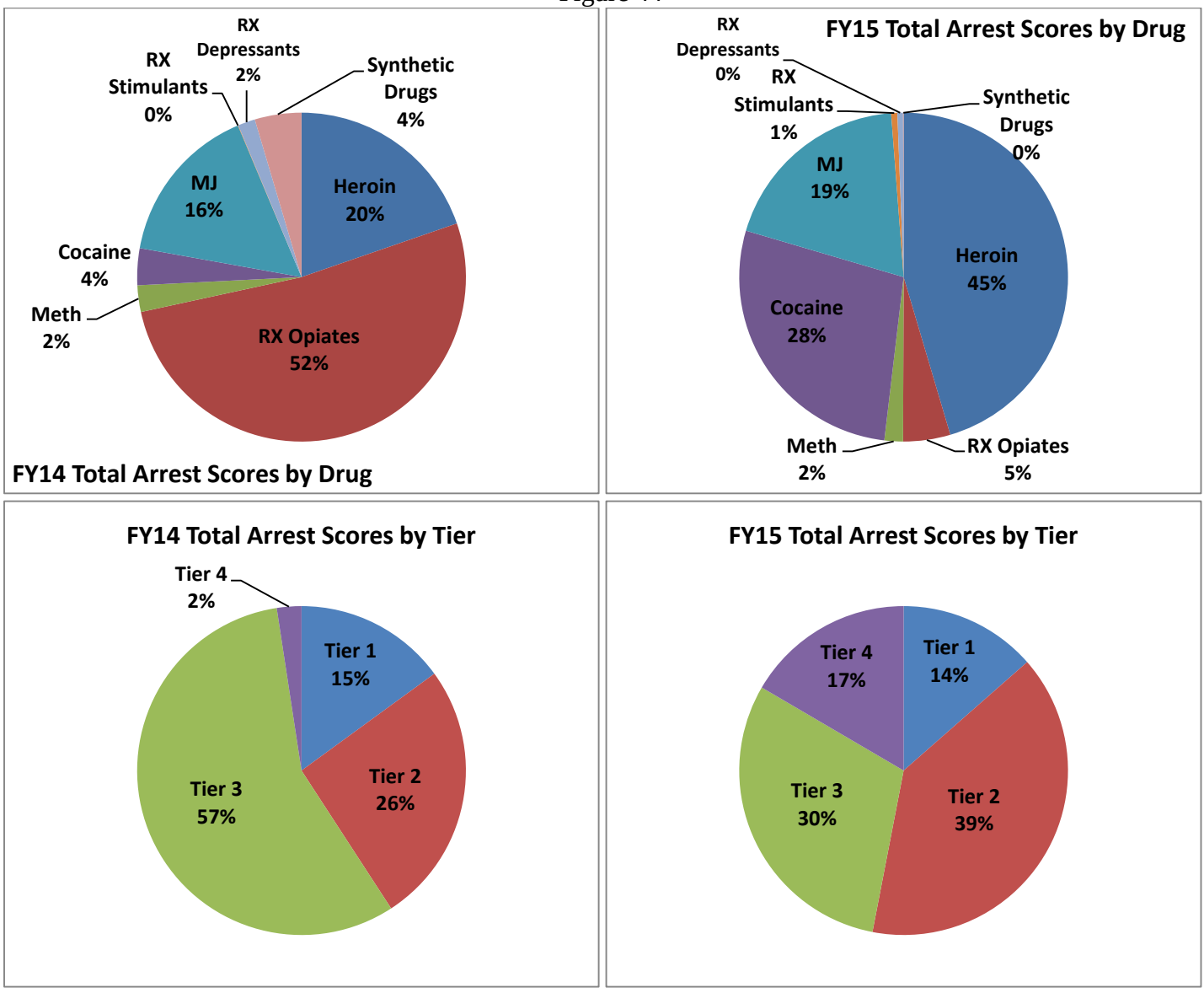


Table 10

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	160	29.97	2070	387.80
FY15	143	26.79	1810	339.09

Developing Performance Metrics for Drug Enforcement:
Evaluating the Efficacy of the MJTF Teams Using a Tiered and Priority Scoring System

MAGNET
Population covered: 111,295
Number of Personnel: 8

Figure 45

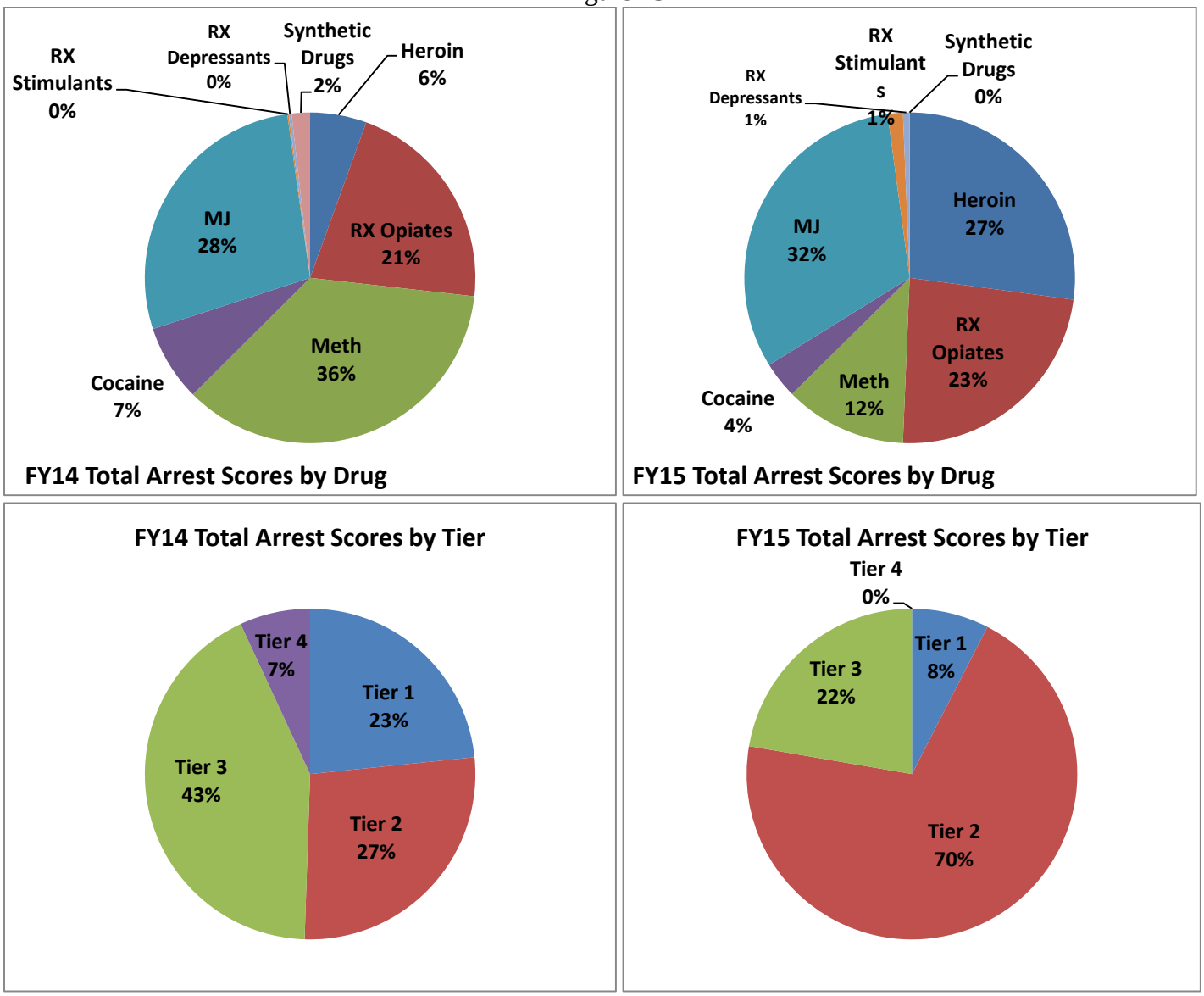


Table 11

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	259	232.71	2173	1952.47
FY15	166	149.15	1682	1511.30

MET

Population covered: 614,462
Number of Personnel: 12

Figure 46

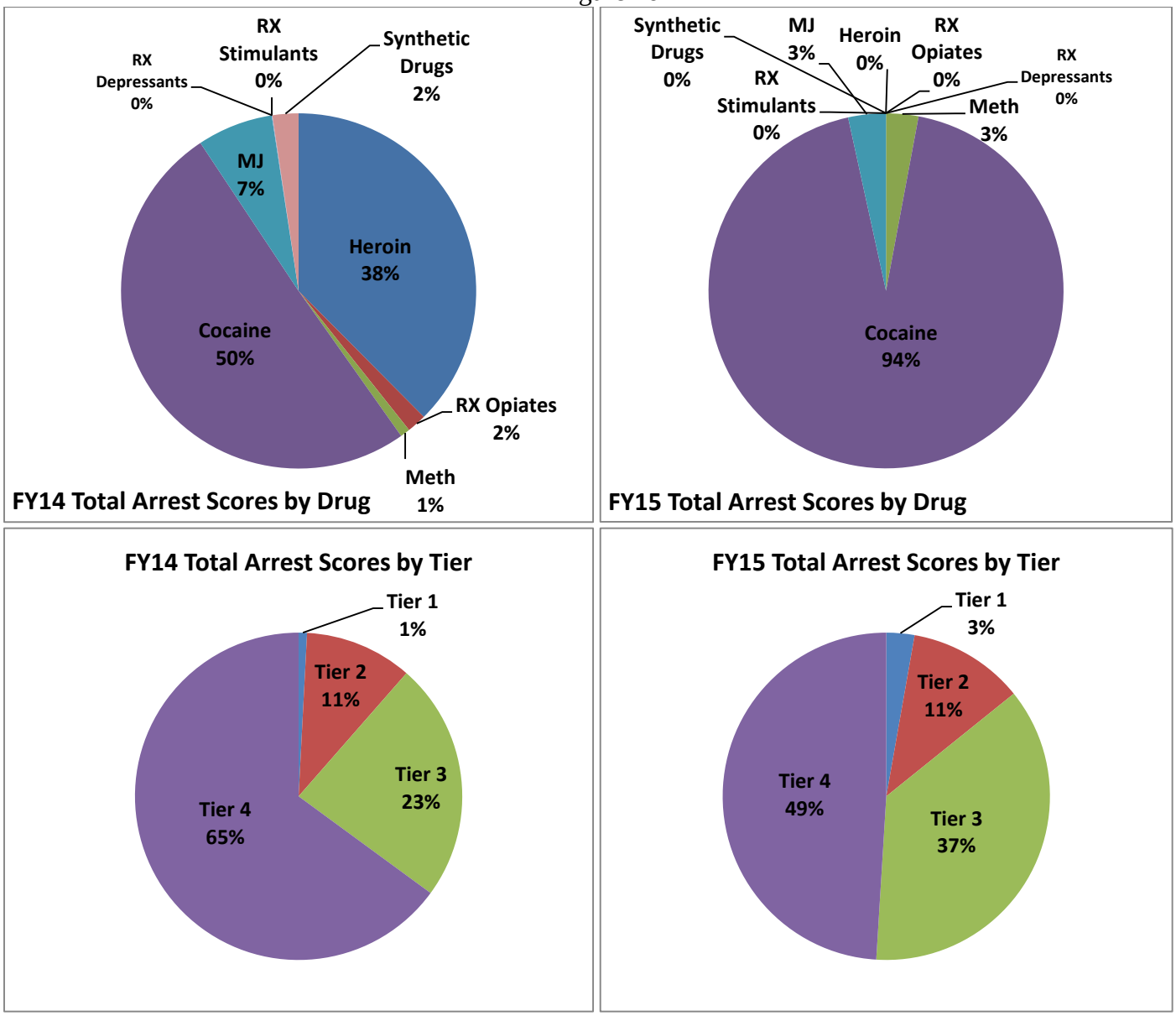
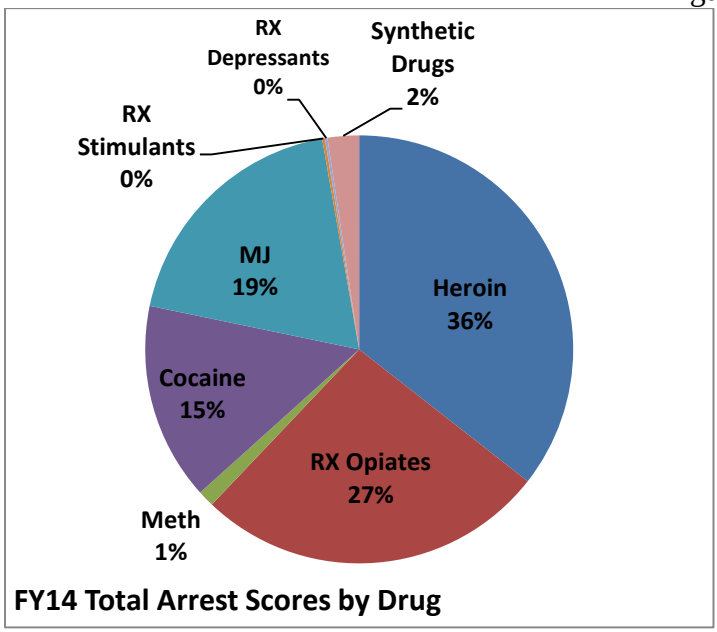


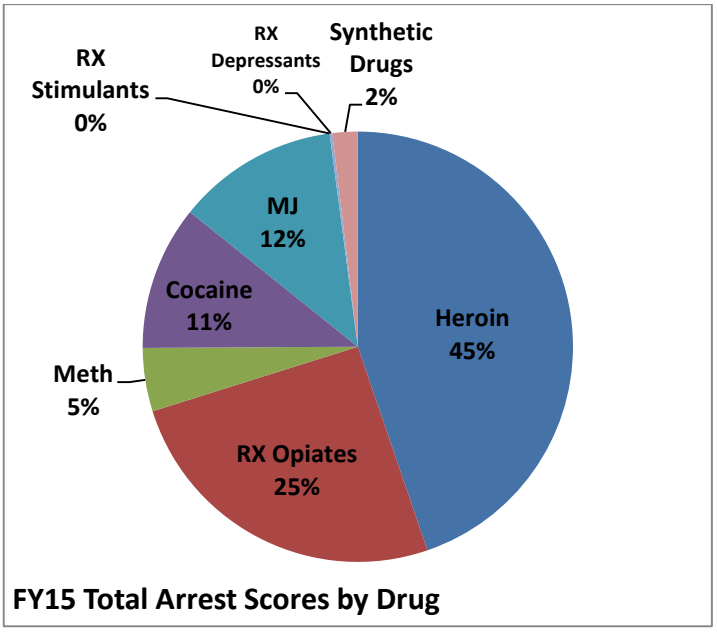
Table 12

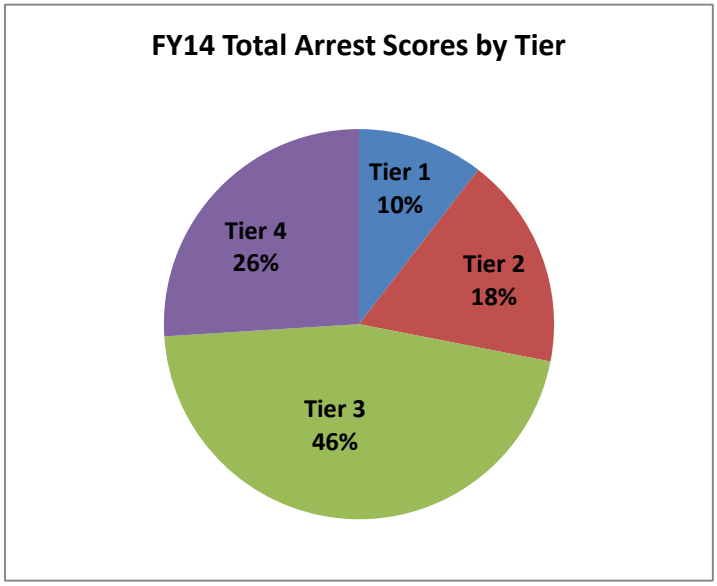
	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	40	6.51	1694	275.69
FY15	24	3.91	612	99.60

NET
Population covered: 1,220,657
Number of Personnel: 32

Figure 47







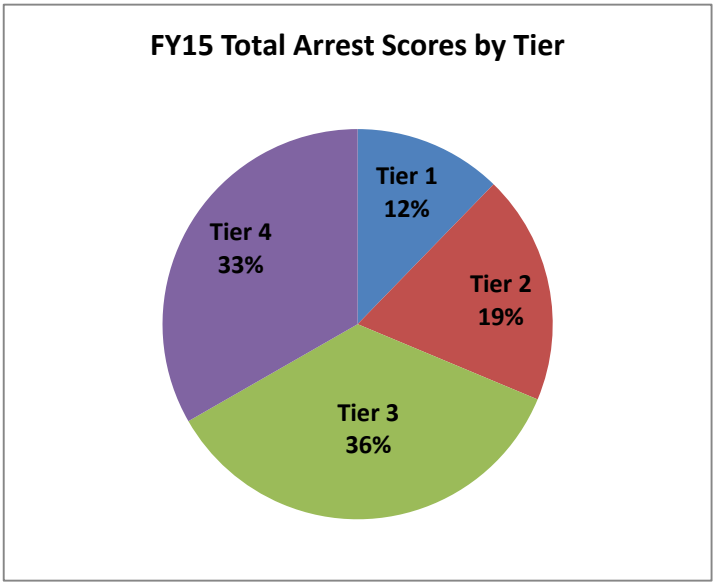


Table 13

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	335	27.44	5769	472.61
FY15	326	26.71	5859	479.99

RHINO

Population covered: 145,216
Number of Personnel: 7

Figure 48

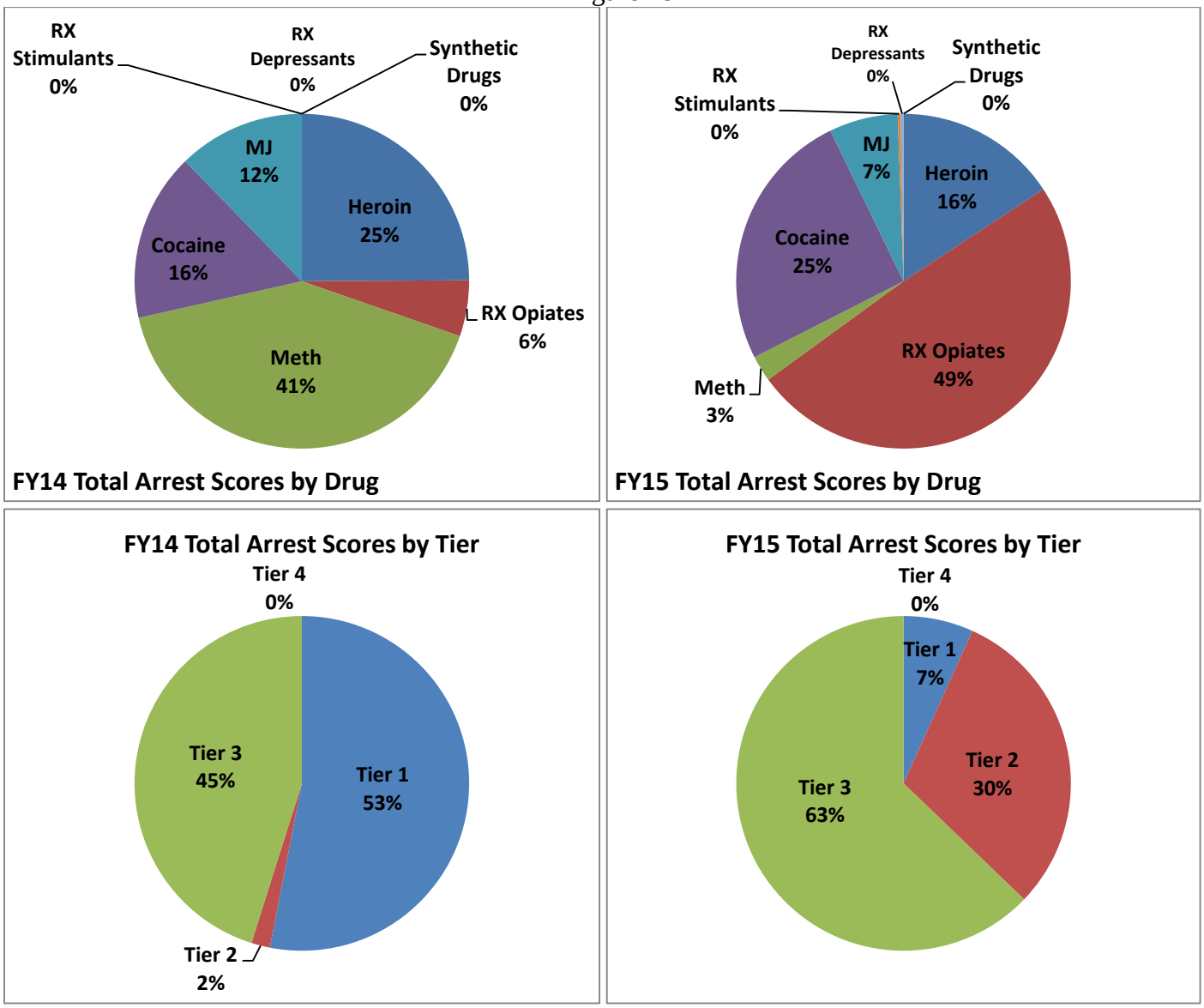


Table 14

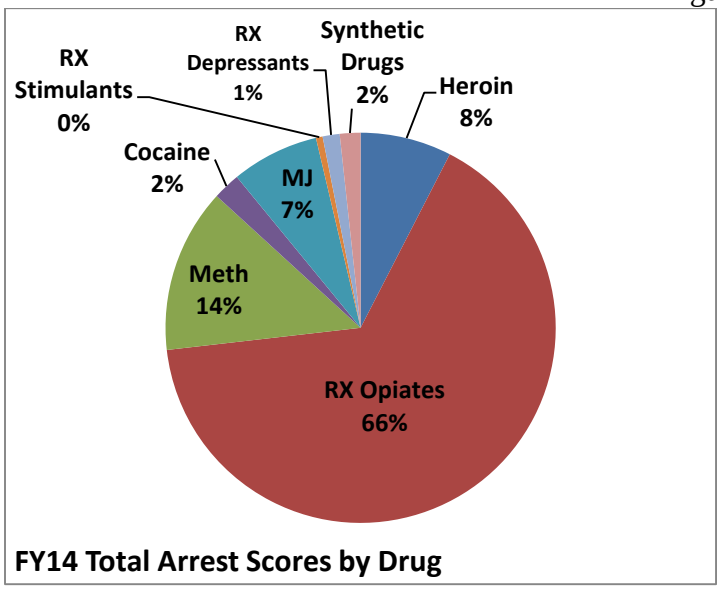
	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	98	67.49	554	381.50
FY15	85	58.53	1791	1233.34

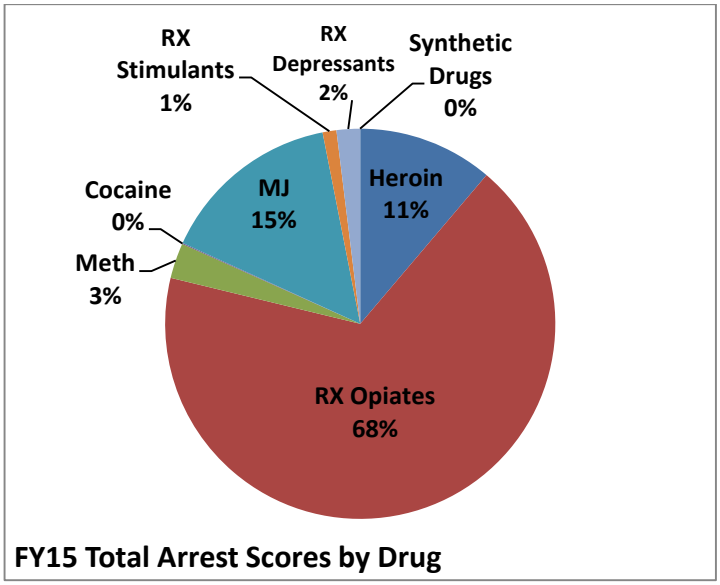
SANE

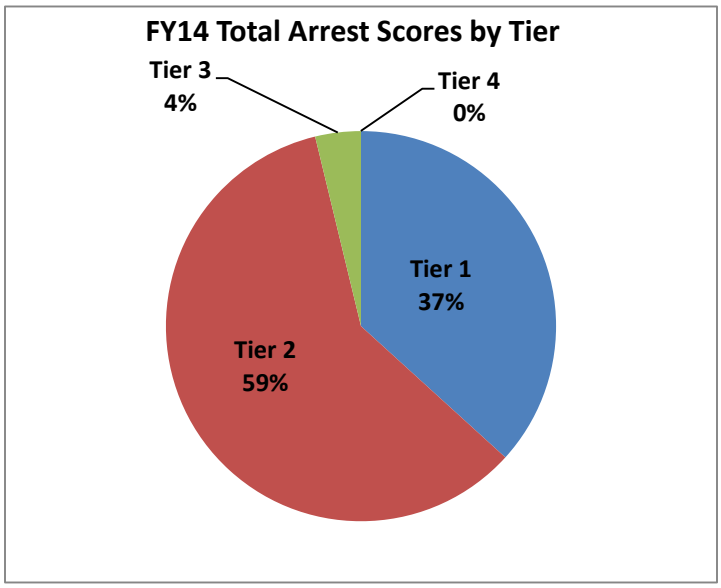
Population covered: 165,369

Number of Personnel: 7

Figure 49







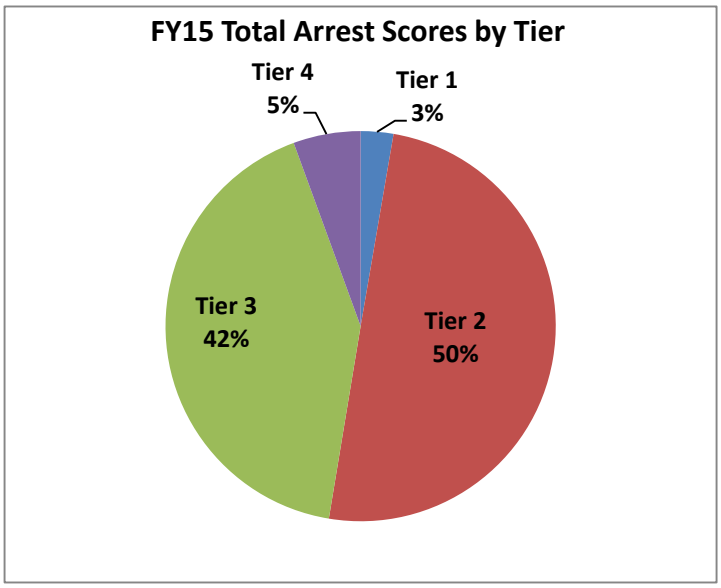


Table 15

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	252	152.39	1984	1199.74
FY15	156	94.33	3587	2169.09

SCCENT
Population covered: 91,160
Number of Personnel: 7

Figure 50

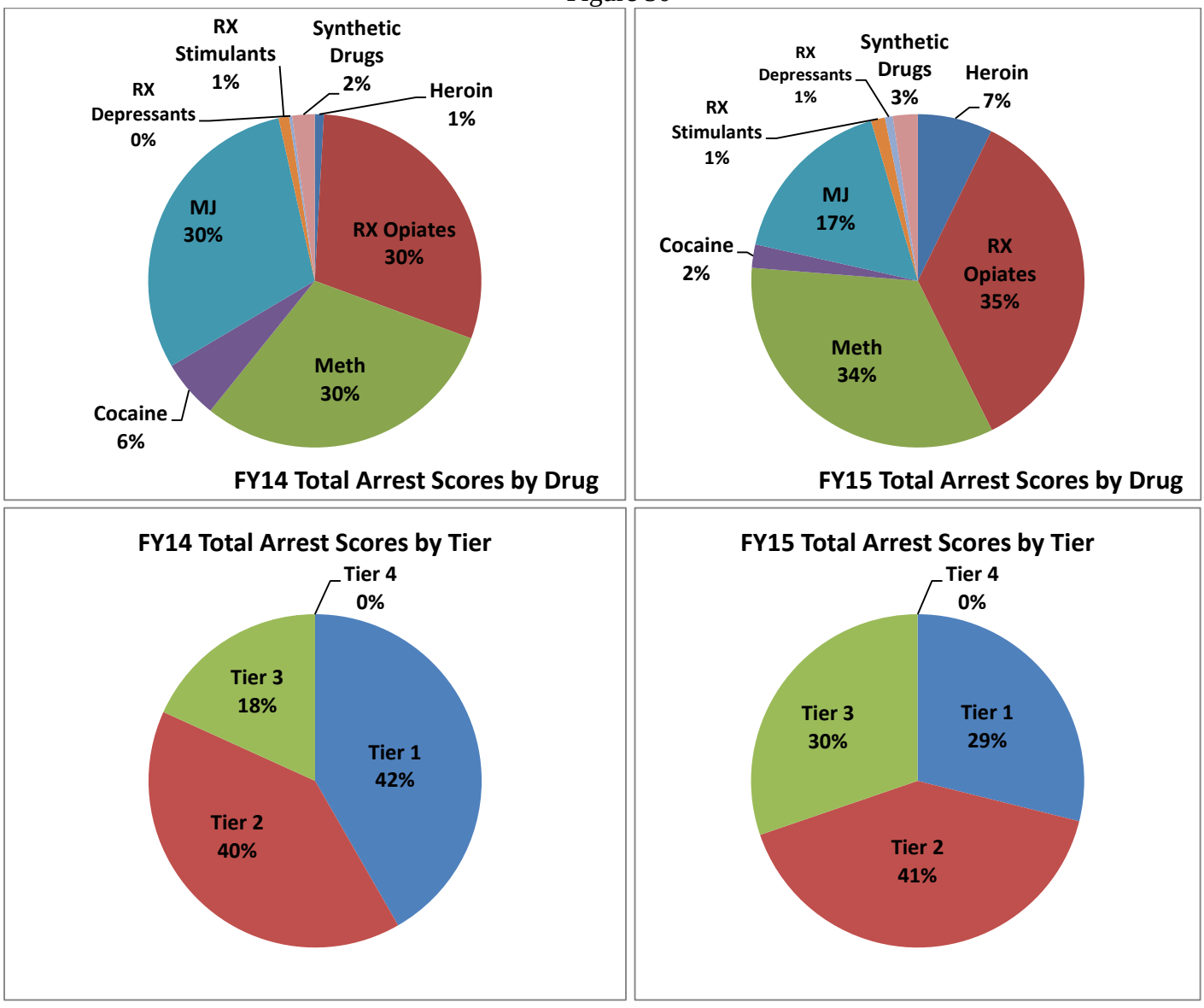


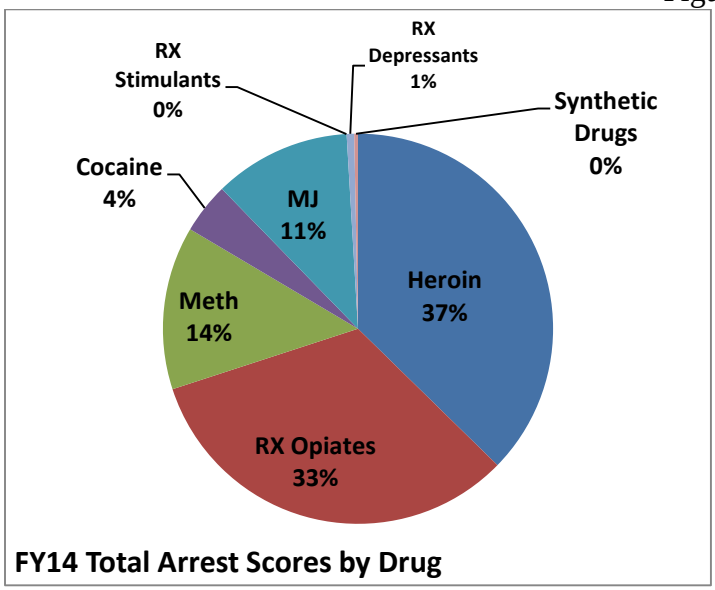
Table 16

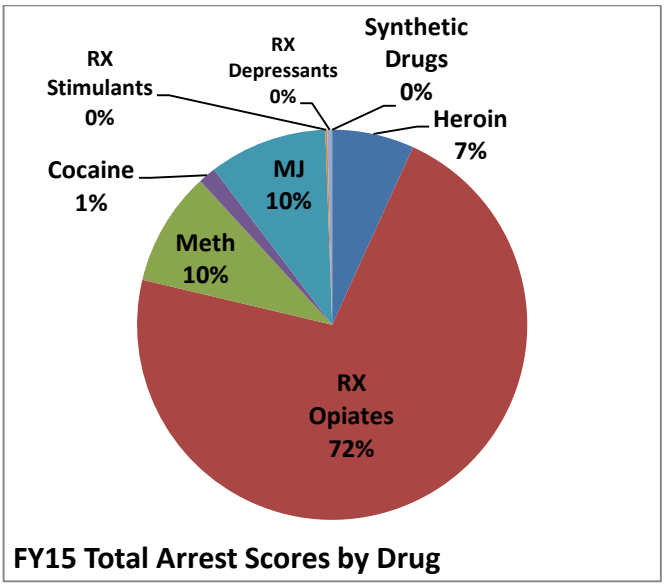
	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	171	187.58	686	752.52
FY15	120	131.64	661	725.10

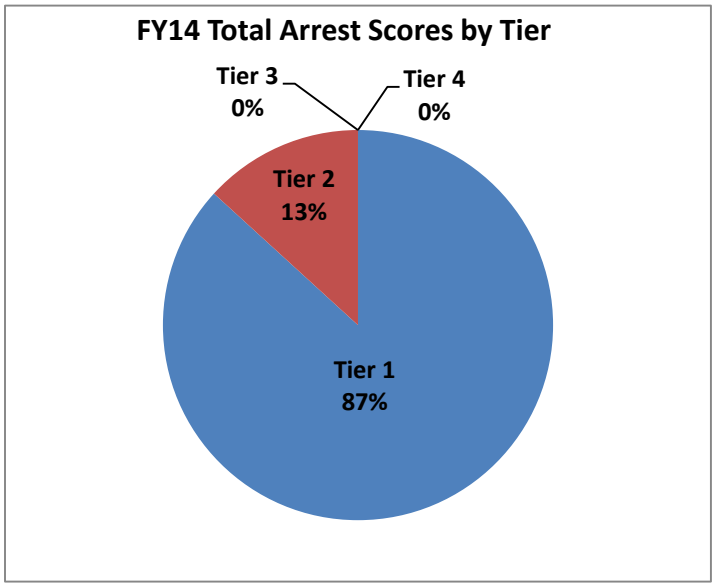
Developing Performance Metrics for Drug Enforcement:
Evaluating the Efficacy of the MJTF Teams Using a Tiered and Priority Scoring System

STING
Population covered: 108,978
Number of Personnel: 5

Figure 51







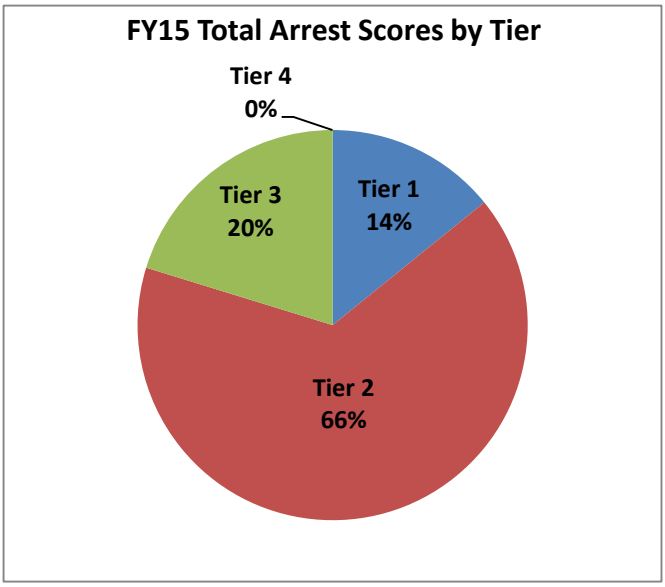


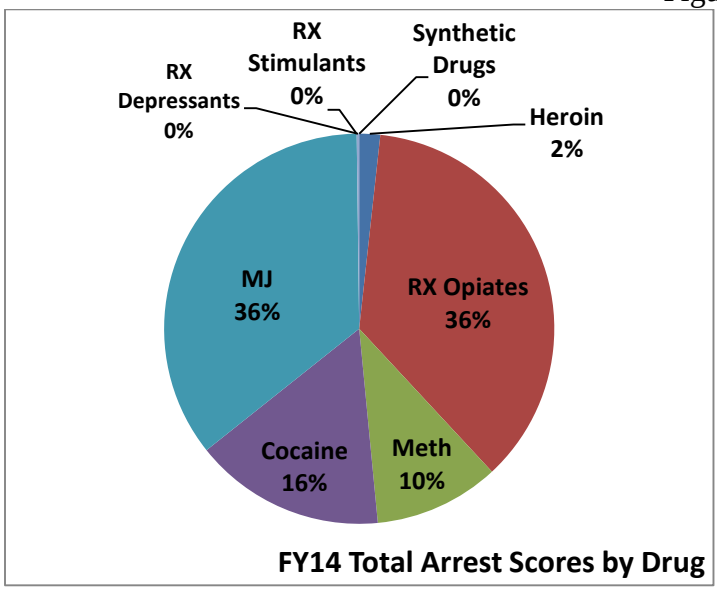
Table 17

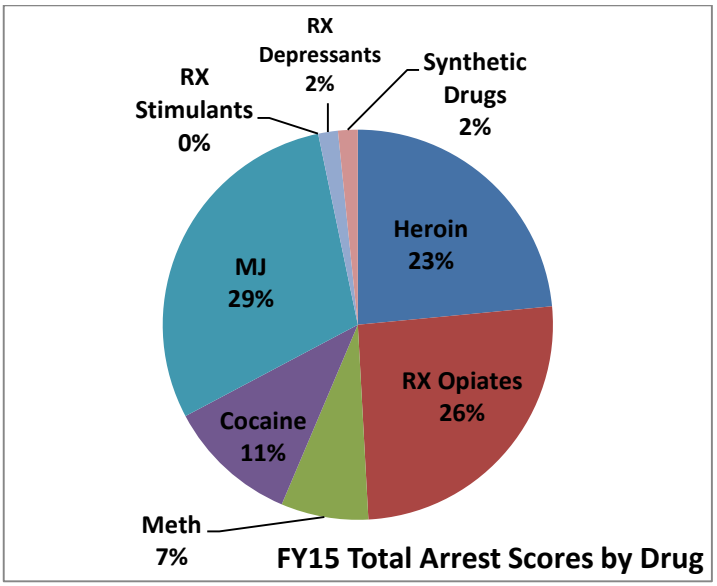
	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	164	150.49	643	590.03
FY15	83	76.16	1235	1133.26

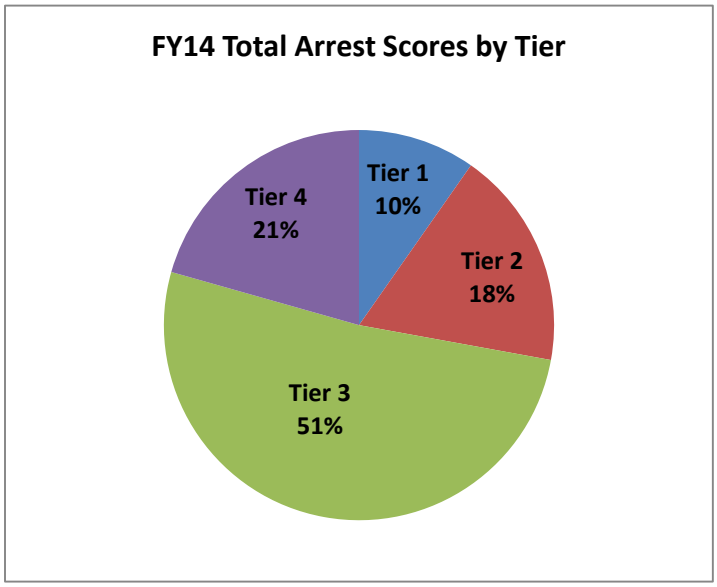
SWET

Population covered: 837,096
Number of Personnel: 23

Figure 52







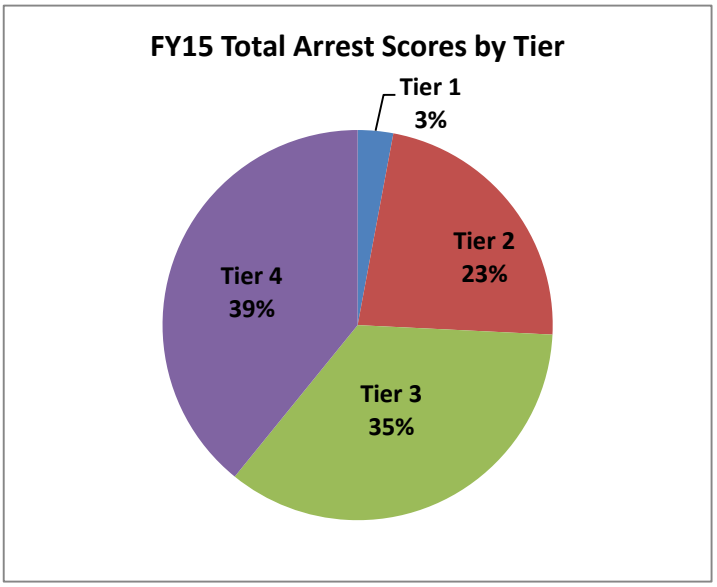


Table 18

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	170	20.31	2426	289.81
FY15	134	16.01	3065	366.15

Developing Performance Metrics for Drug Enforcement:
Evaluating the Efficacy of the MJTF Teams Using a Tiered and Priority Scoring System

TCM

Population covered: 465,732
Number of Personnel: 10

Figure 53

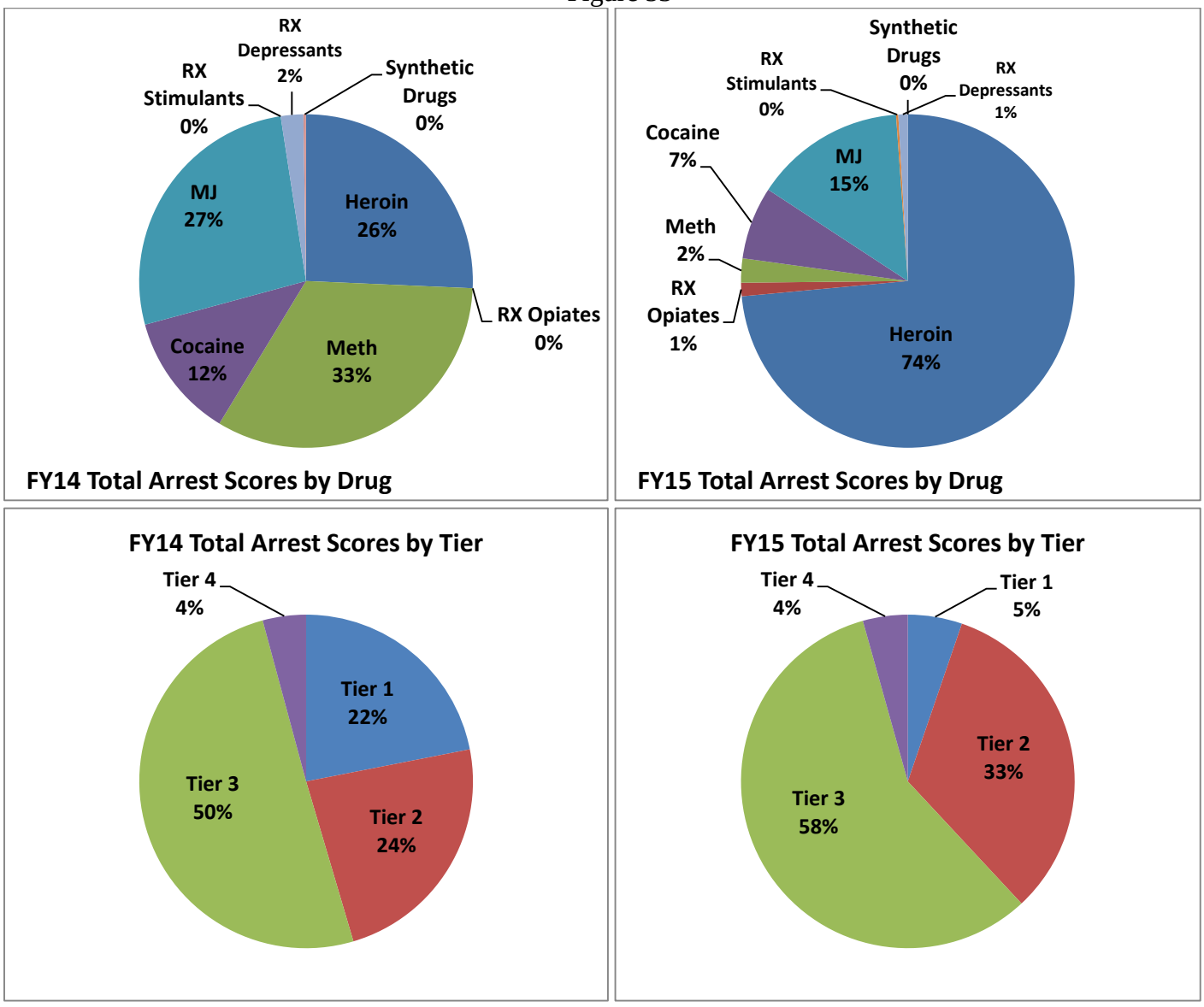


Table 19

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	117	25.12	1191	255.73
FY15	116	24.91	2301	494.06

TNT

Population covered: 216,328
Number of Personnel: 15

Figure 54

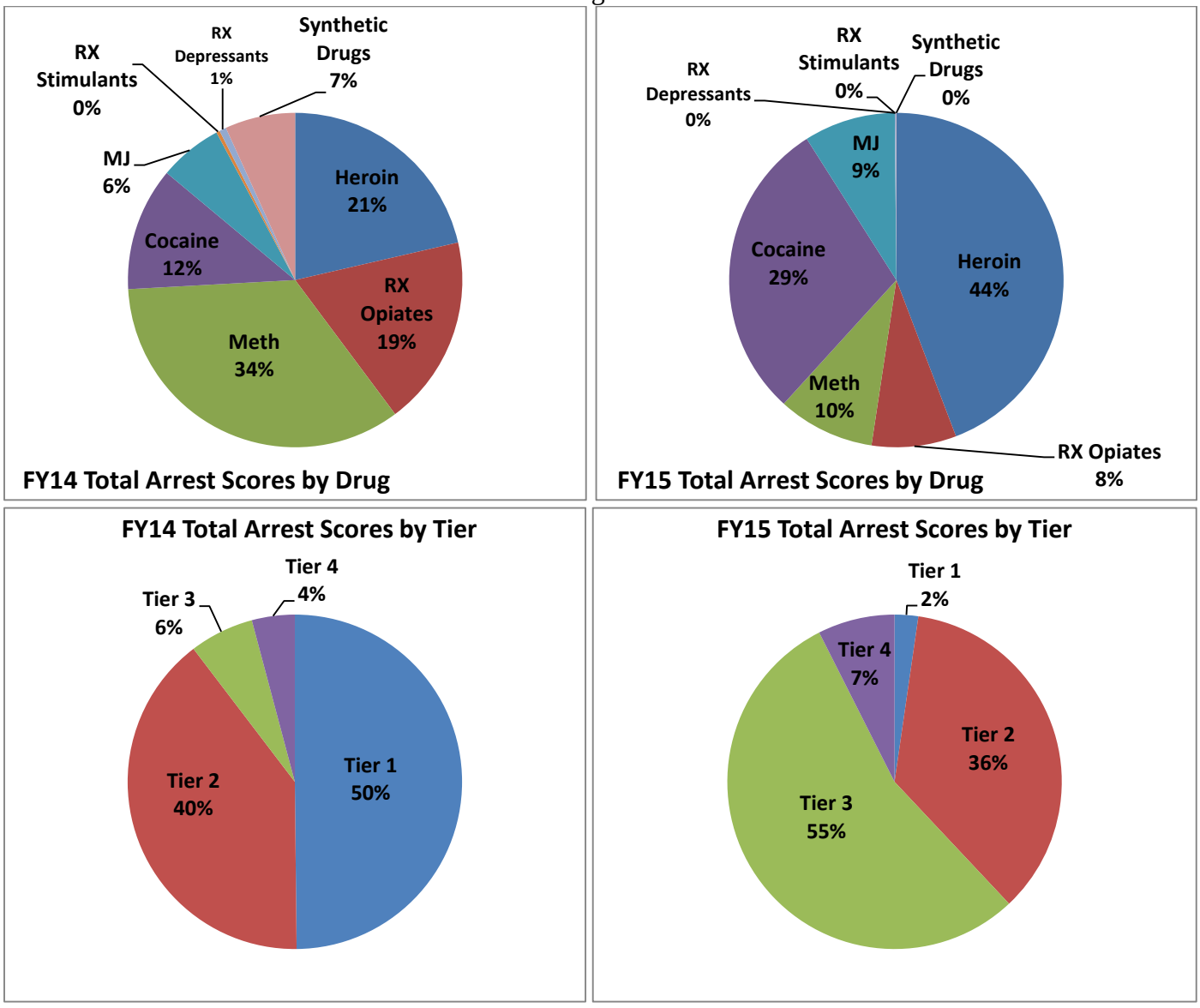


Table 20

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	225	104.01	1206	557.49
FY15	124	57.32	4032	1863.84

TNU
Population covered: 217,566
Number of Personnel: 6

Figure 55

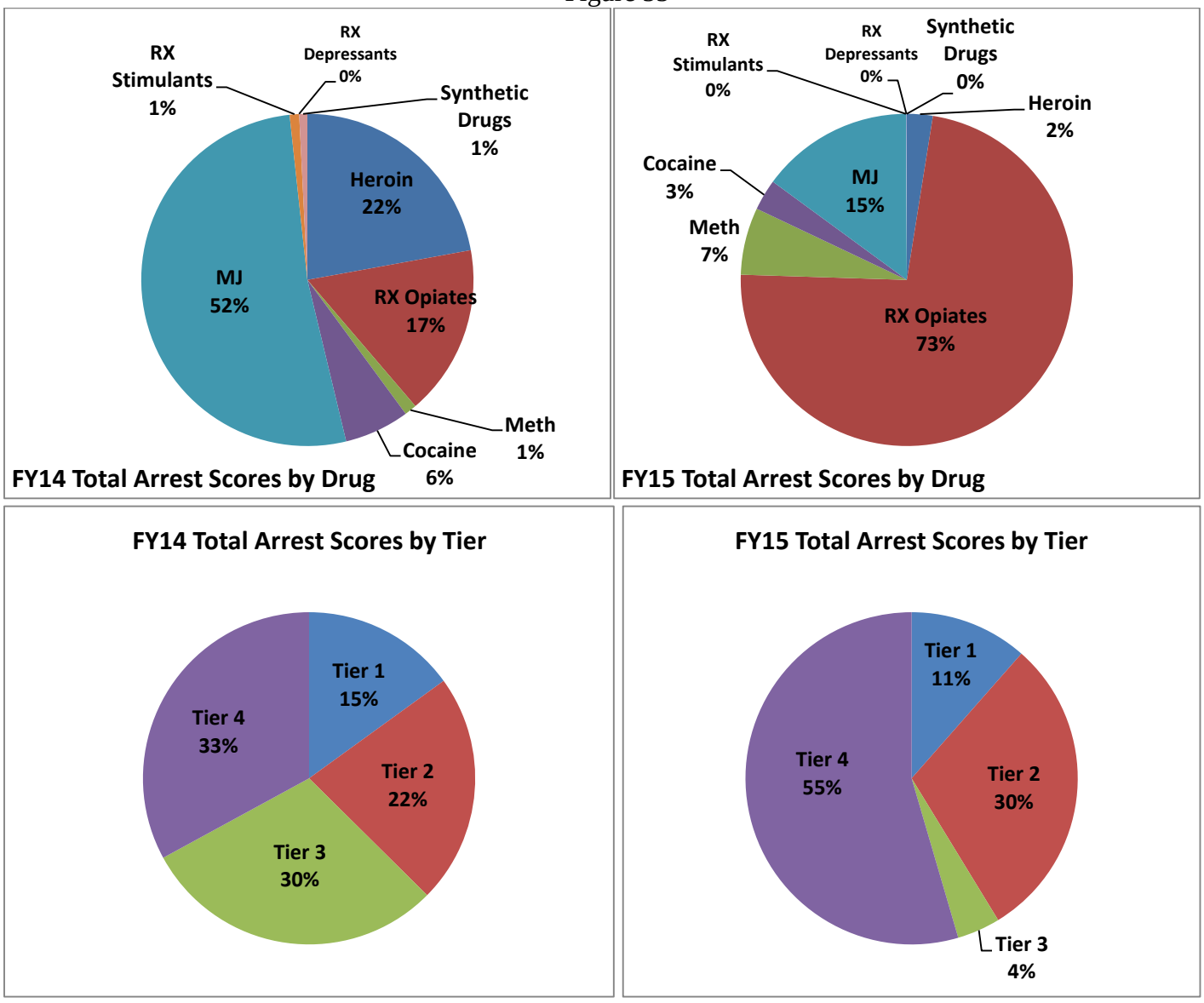


Table 21

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	75	34.47	759	348.86
FY15	87	39.99	1192	547.88

UPSET
Population covered: 254,211
Number of Personnel: 14

Figure 56

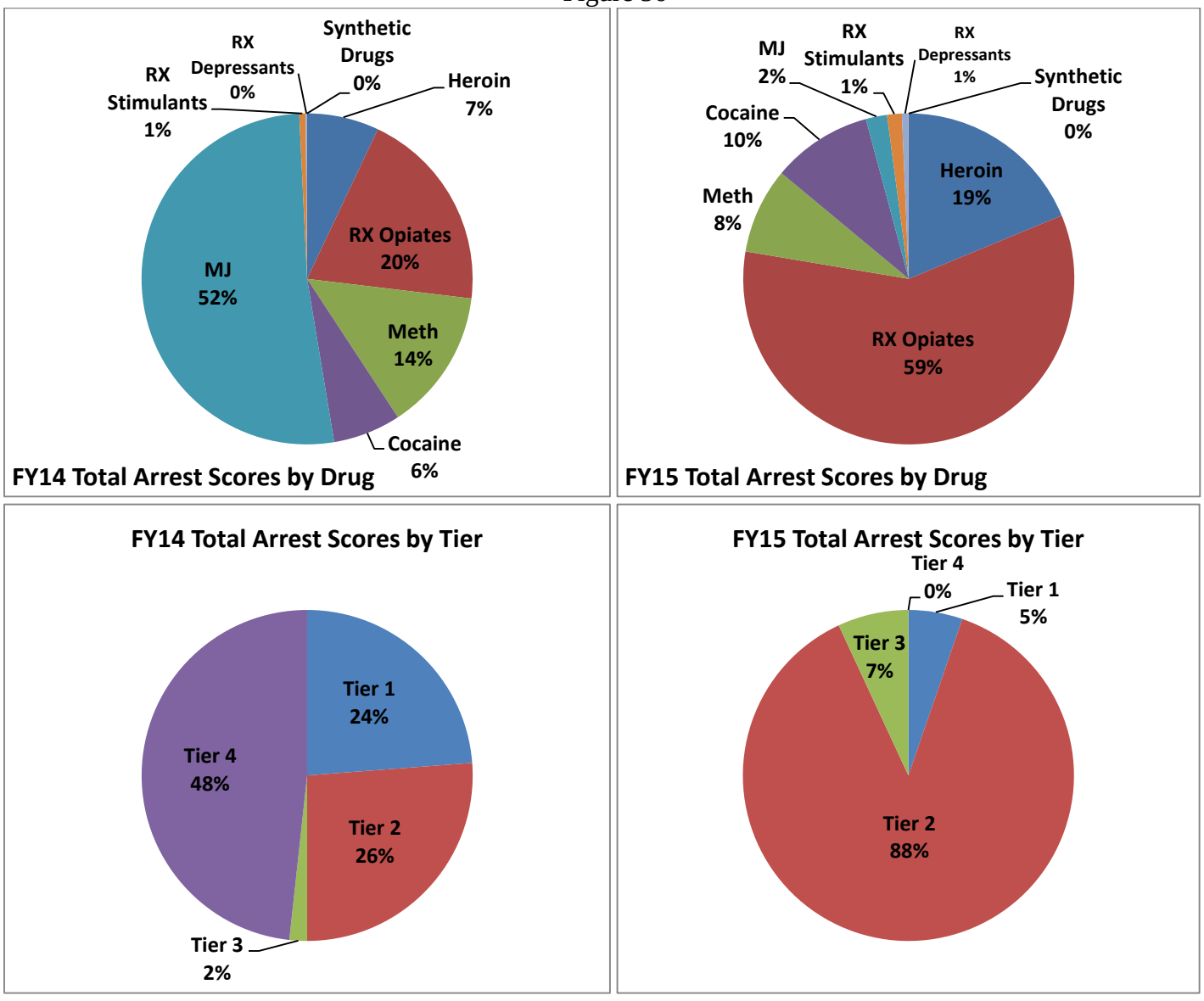


Table 22

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	129	50.75	1450	570.39
FY15	202	79.46	3616	1422.44

WEMET
Population covered: 551,320
Number of Personnel: 26

Figure 57

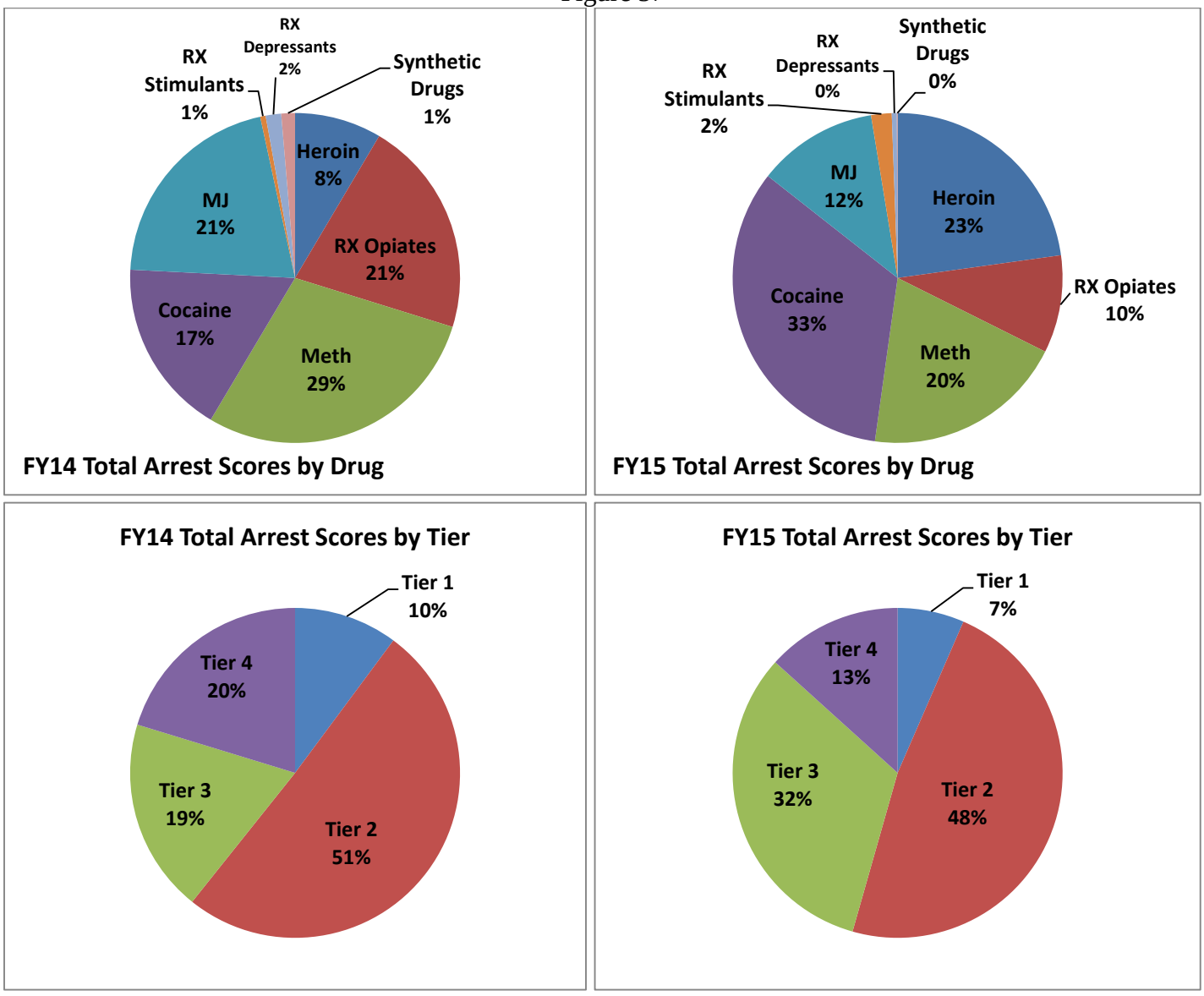


Table 23

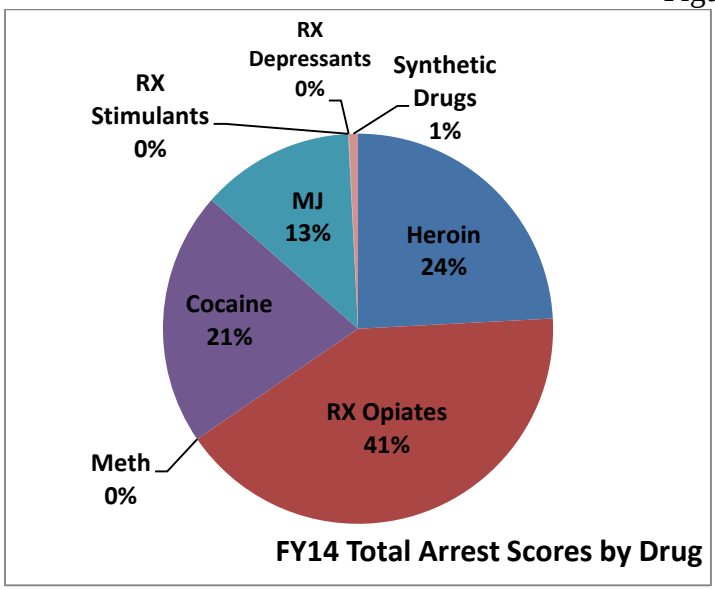
	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	351	68.65	3946	771.73
FY15	171	33.44	2632	514.75

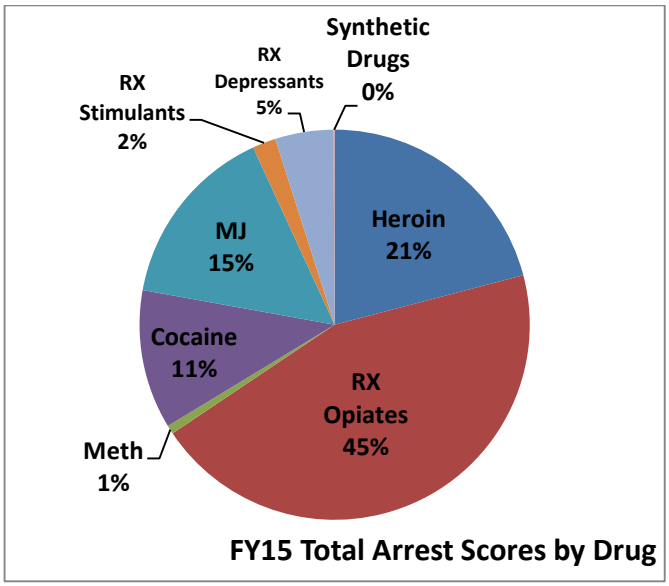
Developing Performance Metrics for Drug Enforcement:
Evaluating the Efficacy of the MJTF Teams Using a Tiered and Priority Scoring System

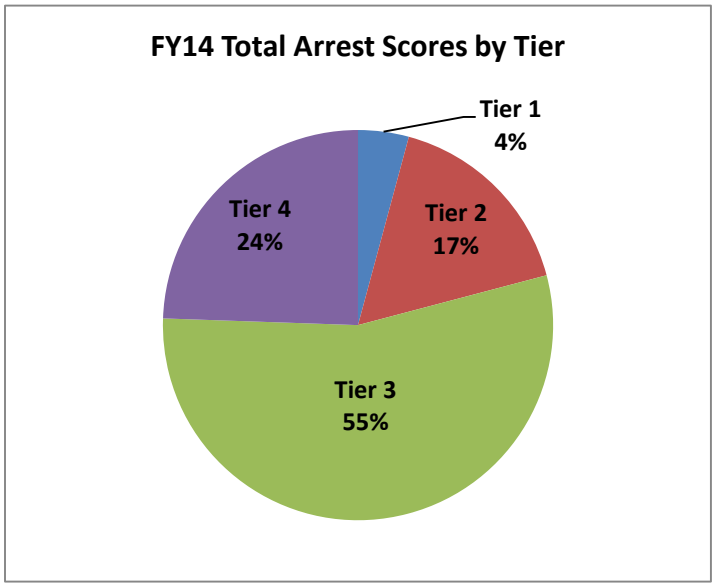
WWN

Population covered: 1,005,837
Number of Personnel: 19

Figure 58







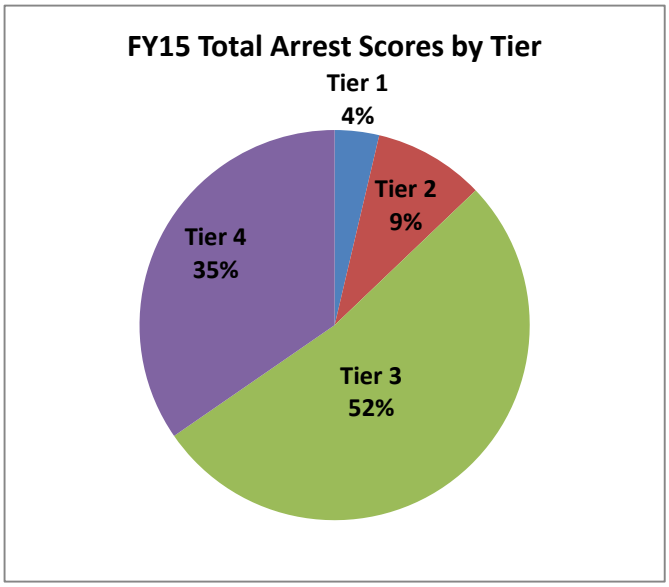


Table 24

	Total Raw Arrest	Raw Arrest (per 100,000)	Total Arrest Score	Arrest Score (per 100,000)
FY14	121	12.03	3476	345.58
FY15	141	14.02	4189	416.47

Appendix A

DRUG TRAFFICKING TIER DEFINITIONS

Tier 1 Drug Traffickers:
A Tier 1 Drug Trafficker is any person who does not qualify as a Tier 2, 3, or 4 Drug Trafficker but who:

a. Is involved in the illegal distribution or possession of controlled substances as classified in Schedule I through V of the Michigan Public Health Code (except marijuana) or a controlled substance analog or anabolic steroids, in quantities of **less than 20 grams** (in powder or rock form) OR in quantities of **less than 10 dosage** units (tablets, capsule, blotter, or liquid form) in any single offense.

b. Is involved in the distribution, possession or manufacture of marijuana, psilocybin mushrooms or peyote in quantities of **less than 10 pounds** in any one single offense.

c. Operates a laboratory that is used to illegally manufacture controlled substances or controlled substance analogs OR illegally possesses essential and/or precursor chemicals as defined by federal statutes in quantities of **less than 25 grams** and does not involve children exposed to hazardous materials.

d. Is involved in the illegal use of controlled substances or the prohibited use of chemical agents and is not involved in the distribution or possession of controlled substances as described in Tiers 2, 3, or 4 of these definitions.

All original warrant charges of use and or possession will be reported as Tier 1.

Tier 2 Drug Traffickers:
A Tier 2 Trafficker is any person who does not qualify as a Tier 3 or 4 Drug Trafficker but who:

a. Is involved in the illegal distribution or possession of controlled substances as classified in Schedule I through V of the Michigan Public Health Code (except marijuana) or a controlled substance analog or anabolic steroids, in quantities of **at least 20 grams but less than 50 grams** (in powder or rock form) OR in quantities of **at least 10 dosage units but less than 100 dosage units** (tablets, capsule, blotter, or liquid form) in any single offense.

b. Is involved in the distribution, possession or manufacture of marijuana, psilocybin mushrooms or peyote in quantities of **at least 10 pounds but less than 50 pounds** in any one single offense.

c. Operates a laboratory that is used to illegally manufacture controlled substances or controlled substance analogs OR illegally possesses essential and/or precursor chemicals as defined by federal statutes in quantities of **at least 25 grams but less than 50 grams.**

d. Exposes children to toxic chemicals used in the manufacturing of controlled substances.

e. Is a licensed health care practitioner involved in the diversion of prescription drugs.

f. Is involved in an arrest resulting in a cash seizure of $5,000 or more.

g. Is involved in a drug arrest which includes a state or federal weapons change.

h. Is charged as a second or habitual offender.

i. Is involved in a drug arrest which results in the recovery of stolen property.

j. Conspires with others to violate the provisions of the Michigan Public Health Code as described in any one of the sections listed above under Tier 2 Traffickers

Tier 3 Drug Traffickers:
A Tier 3 Drug Trafficker is any person who does not qualify as a Tier 4 Drug Trafficker, but who:

a. Is involved in the illegal distribution or possession of controlled substances as classified in Schedule I through V of the Michigan Public Health Code (except marijuana) or a controlled substance analog or anabolic steroids, in quantities of **at least 50 grams, but less than 400 grams** (in powder or rock form) OR in quantities of **at least 100 dosage units, but less than 1000 dosage units** (tablets, capsule, blotter, or liquid form) in any single offense.

b. Is involved in the distribution, possession or manufacture of marijuana, psilocybin mushrooms or peyote in quantities of **at least 50 pounds but less than 100 pounds** in any one single offense.

c. Is a licensed health care practitioner involved in the diversion of prescription drugs in quantities of **at least 500 dosage units or more** within a twelve-month period.

d. Operates a laboratory that is used to illegally manufacture controlled substances or controlled substance analogs OR illegally possesses essential and/or precursor chemicals as defined by federal statutes in quantities of **at least 50 grams but less than 400 grams**.

e. Was responsible for a drug sale that resulted in an overdose or death (regardless of quantity).

f. Conspires with others to violate the provisions of the Michigan Public Health Code as described in any one of the sections listed above under Tier 3 Traffickers.

Tier 4 Drug Traffickers:
A Tier 4 Drug Trafficker is any person who:

a. Is involved in the illegal distribution or possession of controlled substances as classified in Schedule I through V of the Michigan Public Health Code (except marijuana) **or** a controlled substance analog or anabolic steroids, in quantities of **400 grams or more** (in powder or rock form) OR in quantities of **1000 or more dosage units** (tablets, capsule, blotter, or liquid form) in any single offense.

b. Is involved in the distribution, possession or manufacture of marijuana, psilocybin mushrooms or peyote in quantities of **100 pounds or more** in any one single offense.

c. Is a licensed health care practitioner involved in the diversion of prescription drugs in quantities of **1000 dosage units or more**.

d. Operates a laboratory that is used to illegally manufacture controlled substances or controlled substance analogs OR illegally possesses essential and/or precursor chemicals as defined by federal statutes in quantities of **400 grams or more.**

e. Conspires with others to violate the provisions of the Michigan Public Health Code as described in any one of the sections listed above under Tier 4 Traffickers.

	Old Method Measurements			Draft Proposal Measurements			
	Level I	Level II	Level III	Tier 1	Tier 2	Tier 3	Tier 4
Sch. I-V grams	>50 grams	50-650 grams	650 grams	>20 grams	20-50 grams	50-400 grams	400 grams+
Sch. I-V dosage units	>100 du	1000-10,000 du	10,000 du	>10 du	10-100 du	100-1000 du	1000 du+
Marijuana pounds	>10 lbs	10-100 lbs	100+ lbs	>10 lbs	10-50 lbs	50-100 lbs	100+ lbs
Health Care Professionals	1000 du	1000-10,000 du	10,000 du	none	any quant	< 500 du	>500 du
Lab manufacturing grams	>50 grams	50-650 grams	650 grams	<25 grams	25-50 grams	50-400 grams	>400 grams