



Barbara LaWall
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MEMORANDUM

To: C.H. Huckelberry, County Administrator

cc: The Honorable Chairman and Members, Pima County Board of Supervisors
Wendy Petersen, Assistant County Administrator for Justice and Law Enforcement
Amelia Cramer, Chief Deputy Pima County Attorney
David Smutzer, Legal Administrator

From: Barbara LaWall, Pima County Attorney *BL*

Date: February 25, 2019

RE: Response to Your Questions Regarding my Fiscal Year 2019/20 Proposed Budget

I am pleased to know that you are seriously considering recommending that the Board of Supervisors approve funding for one or more of my supplemental budget requests for fiscal year 2019/20. Here is my response to your memorandum dated January 15, 2019 (attached for reference) requesting more information regarding these requests:

1. Digital Evidence Disclosure

Per your request, I have queried all of my colleagues at the Attorney General's Office and at the other county attorneys' offices throughout Arizona with regards to whether they are experiencing the same deluge my office is experiencing of evidence in the form of video footage from law enforcement officers' body worn cameras and other digital media. I have heard back from several of them and have also learned that this is an issue facing prosecutors nationally.

The Maricopa County Attorney reports that his office has a large number of administrative positions already dedicated to review and redaction of body worn camera footage. When our team visited that office, there were approximately two dozen staff dedicated to this form of evidence. However, despite that large number of existing staff, the Maricopa County Attorney's Office is in the same situation we are with increased workload due to the increasing volume of body worn camera footage being presented by local law enforcement agencies, so the Maricopa County Attorney told me he is seeking in his budget, for the coming year, an additional 13 positions to deal with

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review, redaction, and disclosure of body worn camera footage. In addition, he told me the Phoenix City Attorney is seeking 10 positions to deal with footage in misdemeanor cases.

The Yavapai County Attorney's Office reports that it also is dealing with a high volume of requests from defense attorneys for law enforcement body camera video, audio, and video redactions, as well as jail video and audio telephone calls, jail surveillance video, computer and smart phone forensic files, and commercial video, etc. The Yavapai County Sheriff's Office's body cam project was the first huge impact on that prosecutor's office, and recently it has experienced the impact from the Camp Verde Marshal's Office and the Chino Valley Police Department's body camera implementations. Prescott and Prescott Valley Police Departments have not implemented body camera projects, but the Yavapai County Attorney says she hears this is coming soon. The Yavapai County Attorney is planning to address this in next year's budget to hire more personnel. Meanwhile, the Yavapai County Attorney's Office is using an Early Disposition Court (EDC) post-arrest but pre-indictment through which it is disposing of more than half of its cases before disclosure obligations come into play. This is alleviating a great deal of the burden to review, redact, and disclose body worn camera footage in Yavapai County. The possibility of implementing a similar EDC program here in Pima County has been discussed at the Pima County Criminal Justice Summit chaired by the Presiding Criminal Judge of the Superior Court, beginning more than five years ago and again as recently as January 28, 2018. However, the leaders of our Public Defense Services agencies have stated that they will not participate in such a program here in Pima County because they do not believe it comports with their obligations to their clients.

The Santa Cruz County Attorney's Office reports that it is not yet facing this issue but will soon face it as the Nogales Police Department is applying for a grant to implement the use of body worn cameras. If the grant is awarded to that police department, the Chief Criminal Deputy Santa Cruz County Attorney reports that the prosecutor's office will not have sufficient staffing to keep up with redaction and disclosure obligations. Additional personnel will be required to do so.

Attached, as Exhibit 1, is a copy of the Digital Media Supplemental Narrative that was submitted to the Pima County Finance Department electronically through its budget portal, along with my other proposed budget documents. It is entitled "PCAO Media Review and Redactions." This document contains narrative, data, charts, and graphs quantifying the increased burden my Office

is facing to explain our need for additional personnel. Also included with Exhibit 1 is the Digital Media Budget Line transmittal.

Just one of our LPS staff members assigned to perform redactions of BWC video footage has on his desk a backlog of BWC in 63 cases, involving 65 defendants, of whom 30 are in jail custody. The continuances of those 30 in-custody defendants' cases by two weeks to two months each total 37.5 months of continuances to date, costing more than \$112,000 in jail costs alone. Extrapolating from this one LPS caseload snapshot, we estimate that the jail costs alone associated with delayed disclosure of our BWC footage due to the lack of sufficient staffing total more than \$800,000.

2. Expedited Plea Negotiation Team

The performance measures pertaining to the Expedited Plea Negotiation Team were submitted with our electronic budget narrative transmittal to the Pima County Finance Department along with my other proposed budget documents. I have attached that narrative as Exhibit 2. It is entitled "Expedited Plea Negotiation Team – Supplemental." Also included with Exhibit 2 is the Negotiated Plea Budget Line transmittal

As that supplemental budget narrative states, "adding two prosecutors plus two support staff to the Operations Bureau to focus upon CES and to serve as an Expedited Plea Negotiation Team is anticipated to result in the ability to plead 160 felony cases or more 30 days earlier, for a cost savings of at least \$480,000 in jail expenses. This does not include cost savings that will ripple throughout the criminal justice system by reducing the time to disposition." Thus, as stated in our supplemental budget narrative we hope to be able to plead at least 160 felony cases at least 30 days earlier. The number and percentage of cases disposed of at various intervals of days from Arraignment is reported on a monthly and annual basis by the Pima County Superior Court.

The specific performance measure that we submitted as part of our electronic budget transmittal is to increase the percentages of cases disposed of at 31-60 days and at 61-90 days following Arraignment. Here is the chart we provided in that transmittal:

Measure 20/21	FY 18/19	FY 19/20	FY
Negotiated Plea Agreements within 30 days	8%	12%	15%
Negotiated Plea Agreements within 60 Days	25%	30%	33%

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The percentages above for FY 18/19 are those reported at fiscal year-end by the Pima County Superior Court, and for FY 19/20 and FY 20/21 are the predicted outcomes if this supplemental budget request is fully funded.

It should be noted that we cannot guarantee the predicted outcomes will occur because of three variables over which we have no control: The first variable is whether we will receive approval for our first supplemental budget request to hire sufficient staff to keep up with digital evidence, thereby allowing us to make timely disclosure of evidence to defense counsel for their consideration in conjunction with evaluating our plea offers and conferring with their clients. The second variable is whether defense counsel will actively engage with us in plea negotiations, assuming this second supplemental budget request is approved and we are able to hire and assign attorneys to the Expedited Plea Negotiation Team. The third variable is whether criminal defendants will accept reasonable plea offers within a reasonable time period if such plea offers are presented to them by their defense attorneys.

An additional element that will be critical to the success of expedited plea negotiation and our ability to document system savings for those defendants housed at the Pima County Adult Detention Center will be our ability to receive Jail Release Feed data reports from the Sheriff's Office multiple times each day. Our office is in early discussions with the Sheriff's Office seeking to provide our office with data relating to defendants being detained and changes in their status, including identifying those who have been released. A key component to achieving cost savings in the system will be our ability to obtain and review accurate custody data in near real time, which will assist our team to more swiftly identify defendants for whom an expedited plea agreement should be prioritized.

Nevertheless, we are optimistic that we will be able to achieve the predicted outcome, assuming the first variable is addressed, because defense counsel has communicated to us that this is the primary stumbling block to timely acceptance of many of our plea offers.

3. Ensure Adequate Victim Services Staffing

You inquired about measurements regarding the rollout in Pima County of the new Arizona Intimate Partner Risk Assessment Instrument System (APRAIS) and our local Pima County Protocol for utilizing it to provide information to the Court regarding perpetrators, as well as to make services available to victims.

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The APRAIS risk assessment itself is evidence-based and scientifically validated based upon measurement of the effectiveness of the questions set forth in the APRAIS. Attached, as part of Exhibit 3, is a copy of the APRAIS questionnaire, which is a two-sided document. As you can see, the back side contains references to the statistical analyses and empirical support for the utilization of this risk assessment instrument. Indeed, this scientific backing was a factor critical to the Arizona Supreme Court's decision to adopt the APRAIS risk assessment in its Order of December 13, 2017 amending Rule 41 of the Arizona Rules of Criminal Procedure to add Form 4(c) (the APRAIS tool) as its recommended domestic violence risk assessment questionnaire to be utilized statewide beginning April 2, 2018, under A.R.S. §13-3967(B)(5), which requires judges at Initial Appearances to take the results of such a domestic violence risk assessment into account when setting terms and conditions of pre-trial release of suspected domestic violence perpetrators.

Because the Supreme Court's Order implementing the Form 4(c) APRAIS instrument just became effective April 2, 2018, we have had little time to gather, evaluate, and analyze evidence measuring its effectiveness. Indeed, most of our efforts since April 2, 2018, have been dedicated to facilitating and training the county-wide rollout of the new risk assessment instrument by all patrol officers at six different law enforcement agencies, as well as the rollout of the new protocol relating to each law enforcement agency providing copies of the completed risk assessment document to Pretrial Services and the Courts, as well as to defense counsel and prosecutors for the county and for the municipalities, as well as the rollout of the new victim services protocol at the crime-scene and afterwards.

Nevertheless, in recognition of the importance of gathering, evaluating, and analyzing evidence about the effectiveness of the APRAIS instrument and our Pima County Protocol, we have partnered with Dr. Jill Messing – a professor at ASU who was one of the researchers involved in the validation of the APRAIS tool – on a two-year empirical research project. Dr. Messing has obtained federal grant funding for this research, and she selected Pima County as the jurisdiction with which to partner because of the fact that all our local law enforcement agencies in Pima County, without exception, are utilizing the APRAIS tool at domestic violence crime-scenes (something that cannot be said of other counties throughout Arizona), and because we have a robust victim services component to our protocol being implemented county-wide (likewise, something that cannot be said of other counties throughout Arizona). We will certainly be happy to provide you with research results as they are obtained from Dr. Messing's project.

In the meantime, we have substantial data demonstrating the immediate need for additional victim advocates to serve victims who have been identified through the APRAIS instrument to be at elevated risk or high risk for future assault within seven months that would lead to serious physical injury or death.

These data are contained in another part of Exhibit 3, a spreadsheet reflecting the number of APRAIS instruments administered by each law enforcement agency each month, how many of those have revealed elevated or high risk (as distinct from basic risk), as well as call-outs of our Victim Services advocates and referrals to Emerge! Center Against Domestic Abuse resulting from those revealing elevated or high risk.

Emerge! has indicated that the referrals it has received since the APRAIS protocol was instituted beginning April 2, 2018, are four times the number it received prior to the implementation of the APRAIS protocol.

The Tucson Family Foundations have supported us by funding two victim advocate positions over the past fiscal year to serve victims identified via the APRAIS instrument as being at elevated or high risk. In addition, we recently submitted, under your approval, a grant proposal to the federal Office of Violence Against Women (OVW), to fund for three years, two additional advocate positions to serve these victims. This will allow us to leverage resources to recruit, train, deploy, and manage another 10-20 volunteer victim advocates. However, we do not yet know whether we will receive the OVW funding, and we do not know whether the Tucson Family Foundations or another local, private foundation might continue to pay, in the coming fiscal year, for the two advocates we already have added for this purpose. We do not expect to learn about these other funding sources until after the Board of Supervisors approves the fiscal year 2019/20 budget. Attached as the final part of Exhibit 3 is our Victim Services Budget Line transmittal.

4. DTAP Contingency Fund

You have asked for data reflecting how many DTAP participants have successfully completed the DTAP Program over the life of the Program, as well as the number of participants enrolled per fiscal year. Since we accepted the first DTAP participant in January 2011, through early February 2019, there have been a total of 332 participants enrolled. Over the course of the first four years, the number of participants was limited by funding constraints. It was first-come, first-served in terms of our acceptance of eligible participants. In the first year, our federal grant funding covered only 20 participants. In the second and third years, our federal grant funding covered only 30 new participants per year. In the fourth year, we were without grant funding and

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had to refrain from receiving any new participants for a three-month period until we were able to receive bridge funding in the form of a state appropriation. In our fifth year, we received new federal grant funding that enabled us to increase the number of participants to approximately 60 per year. I was able to expand eligibility criteria that year to include not only defendants charged with drug possession for the third time, but also some defendants charged with small hand-to-hand drug sales, and we were able to accept all eligible defendants. Since that time, there has been no cap imposed upon the number of defendants able to participate. I expanded eligibility criteria again in 2017 to include some defendants charged with non-violent, non-dangerous property offenses.

Since 2015, we have continued to have capacity to accept as participants all eligible defendants even under the expanded eligibility criteria, and we have done so. It is our goal to maintain sufficient funding to enable us to continue to be able to accept as participants all eligible defendants. This is the very reason for the request that you set aside again in fiscal year 2019/20 a contingency fund in your County Administration budget in case a funding need should arise.

Below is a chart (prepared in early February 2019) reflecting the number of participants enrolled in the DTAP Program each fiscal year since 2010/11 (which is how our data are kept for grant reporting and outside evaluation purposes), as well as the number of participants who successfully completed the Program and graduated each fiscal year:

Fiscal Year	# of Participants Accepted	# Successful Completions
2011	18	0
2012	27	1
2013	33	1
2014	17	8
2015	44	8
2016	61	22
2017	62	6
2018	55	22
2019	15 (to date)	17 (to date)

As you can see, we had a dip in the number of participants accepted in 2014, which was the year we suffered a gap in funding. And you can see the resulting dip in the number of successful completions in 2017 – three years later –

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associated with the smaller number of participants who commenced the Program in 2014.

As of early February, we had 110 active DTAP participants (who entered the DTAP program in 2016, 2017, 2018, and 2019), the vast majority of whom are currently succeeding, and a number of whom have been promoted from DTAP Probation to Standard Probation and are on track to graduate soon.

In total, as of early February, we have accepted 332 participants into the DTAP Program since its inception, of whom we have had 85 graduate, and we have an additional 110 who are currently successful. This demonstrates a rolling success rate snapshot of approximately 60%. (Our annually-calculated rolling success rate has generally averaged around 65% but fluctuates up and down. As we have expanded eligibility criteria to include not only simple drug possession but also some low level property crimes, the success rate has dropped slightly. Our independent, outside evaluators are gathering ongoing data that will help us analyze this over time to determine if this is a coincidental correlation, or whether it is causation.)

We anticipate enrolling another 30 DTAP participants over the remainder of the current fiscal year, and we anticipate enrolling approximately 50-60 additional DTAP participants over the course of the 2019/2020 fiscal year. The enrollment is dependent upon how many people are arrested for crimes that make them prison-bound if convicted who also have a criminal history that comports with eligibility requirements (no violent felonies, no sexual assaults, etc.). It is possible we might enroll more than the anticipated number.

You have asked for additional information to provide you a better understanding of the various funding sources supporting the DTAP Program to provide services to these participants.

The funding for the DTAP Program is quite complex. Over the years, we have utilized funding from the following sources: Pima County, Pima County's Outside Agency Fund, the Pima County Attorney's Anti-Racketeering Fund, the Tucson Police Department's Anti-Racketeering Fund, the State of Arizona, the U.S. Department of Justice's Bureau of Justice Assistance (BJA), the U.S. Department of Health and Human Services' Substance Abuse and Mental Health Services Administration (SAMHSA), the Arizona Health Care Cost Containment System (AHCCCS) – Arizona's Medicaid program, the Community Foundation for Southern Arizona, Primavera Foundation, and in-kind contributions from a wide variety of community-based agencies providing services to convicted felons who have been DTAP participants.

Our current funding for the DTAP Program comes from various sources, some of them imposing restrictions on how we can utilize their funds. Moreover, our

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new federal grant funding has been provided not only to support the DTAP Program, but also to support standard felony Drug Court, as well as the new Consolidated Misdemeanor Problem-Solving (COMPS) Court. This enables us to procure services using economies of scale, but it also restricts how much of the grant funding may be allocated to the DTAP Program.

Attached, as Exhibit 4, is the current DTAP Program budget reflecting costs totaling \$635,882 per year (excluding the costs of salary and ERE provided by the Superior Court for the DTAP Judge and court staff, by the Public Defender for the DTAP Public Defender, and by my Office for the DTAP Program Director, the DTAP Prosecutor, support staff, and financial administration staff).

The funding we have in-hand to cover this budget for the DTAP Program during fiscal year 2019/20 is the following:

a. AOC-funded DTAP account:

(1) Administrative Office of the Courts (AOC) provided a one-time state appropriation in 2017 (received in 2018), but the remainder that is expected to be left unspent on June 30, 2019, at the end of fiscal year 2018/19 is: \$0.

(2) AOC also provided a one-time state appropriation in 2014 (received in 2015). We currently have \$225,202 in this account; however, we anticipate that will be spent down to \$121,704 to serve current DTAP participants and new DTAP participants between today and June 30, 2019. (At the time we submitted our budget, we had thought we might still have \$189,799, but our current forecast is lower.)

b. Portion of the SAMHSA grant for problem-solving courts allocated to DTAP:

We have a portion of the SAMHSA problem-solving courts grant allocated to the DTAP Program. The grant is allocated on a federal fiscal year basis, beginning October 1. For the period October 1, 2018-September 30, 2019, we project the amount to be left unspent on June 30, 2019 at the end of the county's current fiscal year 2018/19 that will be left to roll over into the coming 2019/20 fiscal year will be: \$75,000. (We received a total of \$400,000 under the SAMHSA problem-solving courts grant beginning October 1, 2019. However, of that amount, only \$295,500 was allocated to the DTAP Program, with the remainder being allocated to Drug Court and CMPS Court (\$104,500). Currently, we have \$267,430 remaining in the SAMHSA grant account, of which \$221,640 is allocated to the DTAP Program; however, we anticipate that will be spent down to as low as \$75,000 to serve current DTAP participants and new DTAP participants between today and June 30, 2019.)

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**TOTAL funding in-hand for DTAP for fiscal year 2019/20: \$196,704
(AOC \$121,704 + SAMHSA \$75,000)**

We have applied for renewal of our SAMHSA grant and believe that application is likely to be approved, which would bring in another \$400,000 as of October 1, 2019. However, this remains uncertain. And, even if we are successful in obtaining this new round of SAMHSA grant funding, only \$295,500 of that will be allocated to the DTAP Program, with 25% of that amount expected to be spent in fiscal year 2020/21 between July 1, 2020 and September 30, 2020, leaving us with just \$221,625 for fiscal year 2019/20. This would give us a total of \$418,329 (\$196,704 + \$221,625) for DTAP in fiscal year 2019/20 if the federal SAMHSA grant is renewed.

Thus, even if we receive the renewal grant from SAMHSA, we still will be short in the amount of \$217,553 to cover our expected expenses of \$635,882 for the DTAP Program in fiscal year 2019/20 for the expected number of participants. If we are able to enroll more participants than expected, we would be short by a greater amount to cover the services necessary for those additional participants.

Also, please note that our federal grant funding from SAMHSA is restricted; it cannot be used to pay for criminal justice system personnel, such as the judge, probation officers, surveillance officers, prosecutor, or defense counsel. It can be used only to provide treatment and social services to convicted felons who are participants in the DTAP Program, training for the DTAP Team, and outside evaluation by our research partners. We need alternative funding to sustain the salaries and ERE for probation officers and surveillance officers dedicated to this specialty court team. Depending upon funding coming to the Probation Department from the Arizona Administrative Office of the Courts, we might be short in an additional amount of \$77,628.72 needed to cover the cost of the Surveillance Officer (which is what caused us to need to tap into your contingency funding in the current fiscal year to allocate funds to the Probation Department.)

We hope someday that funding for the DTAP Program will not have to come through grant funds obtained by our Office with us serving a fiduciary responsibility with regards to managing those funds and that there will be no need for you to set aside a General Fund Contingency Fund, but rather that there will be a sustainable annual allocation from the State to cover the costs of all treatment and social services that need to be provided to participants in

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the DTAP Program (as well as for participants in the standard felony Drug Court and COMPS Court), plus the costs of all annual training necessary for the DTAP team (the judge, probation and surveillance officers, prosecutors, defense counsel, case managers, and service providers), as well as the costs of an annual outside evaluation process designed to enable quality improvement and to facilitate efficiency and effectiveness.

We have been lobbying the state legislature, as has the County, for appropriation of sustainability funding for DTAP and these other specialty drug court programs. This year, we have been told there is the possibility of a one-time appropriation, but not a sustainable line item in the state budget. And, even that one-time appropriation remains uncertain as of this date.

In the meantime, our goal is to ensure that there are sufficient funds available to be allocated to the Probation Department and to service providers – via the DTAP Fund my Office administers – to meet all needs of the DTAP Program to serve its participants according to evidence-based Best Practice Standards as published by the National Drug Court Institute, as well as sufficient funds available to train the DTAP team, and to conduct annual evaluations of the DTAP Program by independent, outside evaluators.

Given the uncertainty associated with the County's and my lobbying efforts for state funding and uncertainty regarding our application for renewal of our federal grant funding, we are asking you to set aside a contingency fund again this year to ensure we will not suffer another gap in the DTAP Program like the one suffered in 2014 that required us to stop taking in new participants for a period of time.



MEMORANDUM

Date: January 15, 2019

To: The Honorable Barbara LaWall
Pima County Attorney

From: C.H. Huckelberry
County Administrator 

Re: **Your January 14, 2019 Memorandum Regarding the County Attorney's Office Fiscal Year 2019/20 Proposed Budget**

I appreciate your response and submission of your proposed budget and supplemental requests. I am seriously considering funding one or more of the supplemental budget requests you have made.

Please provide more information on the following topics:

1. Digital Evidence Disclosure – I can appreciate the increased burden that the advent of technology has placed on your office. I would like to clearly understand how all other prosecutor's offices in Arizona are dealing with this particular matter and are they experiencing the same issues you have outlined in your memorandum.
2. Expedited Plea Negotiation Team – Regarding this subject, what performance measures or milestones can be measured to demonstrate actual improvement? I am willing to fund this component of the criminal justice system if it ensures there will be reduced costs or other efficiencies gained. If funded, how can we be assured that the predicted outcome occurs? In recalling our first efforts to reduce jail population, we dramatically reduced misdemeanor violators in the Pima County Adult Detention Complex only to have that reduction of population filled with felony violators.
3. Ensure Adequate Victim Services Staffing – You mentioned the temporary funding increase in collaboration with Emerge! Center Against Domestic Abuse and others to reduce the lethality, harm and incidence of domestic violence cases in Pima County. Have there been any measurements regarding these indicators to show if this new strategy is successful?
4. DTAP Contingency Fund – As you know, we set aside \$750,000 in contingency for this program in Fiscal Year 2018/19. You indicated this program has been ongoing for eight years. Do we have information/data that would indicate how many individuals successfully completed DTAP over the life of the program and the number of individuals afforded this opportunity per fiscal year? This year only a small amount of the contingency set aside was actually used for this purpose. I would like to have a better understanding of the other funding made available for the DTAP program and the likelihood of whether this outside funding will continue.

Attachment

c: The Honorable Chairman and Members, Pima County Board of Supervisors
Wendy Petersen, Assistant County Administrator for Justice and Law Enforcement

Digital Evidence Disclosure Supplemental Pkg B

Goals and Objectives:

The goals and objectives of the County Attorney's Office are to ensure public safety and to provide justice in the criminal cases we prosecute on behalf of the State of Arizona. It is imperative that we review all the evidence in each and every case to ensure that we hold accountable through prosecution those shown by the evidence to have committed crimes, that we are in a position to dismiss cases in which the evidence does not prove that the accused actually committed the crime. Additionally it is our goal and objective to fully meet our constitutional obligation to provide any potentially exculpatory evidence to defense counsel to ensure that every defendant accused of a crime receives a fair trial and adequate legal representation. Finally, it is our goal and objective to provide public transparency, which necessitates that we disclose public records to the public regarding the cases we prosecute. We must have sufficient staffing and software to achieve these goals and objectives.

Hiring an additional 10 LPS staff members to aid in the process of redacting BWC footage will not completely cover the amount of footage being presented as evidence by local law enforcement officers, but will make a big difference in closing the gap. The graph attached in the document management tab shows the impact of adding 10 LPS staff members to the amount of BWC footage being disclosed versus the amount of undisclosed footage that is awaiting review. It is expected that there will be more than 3,000 hours of undisclosed footage at the end of the year. (This is holding all other external variables constant.)

Comparing the graph with no additional hiring of LPS and hiring 10 more LPS shows a dramatic change in the number of undisclosed BWC footage at the end of the year 2019. It is expected that approximately 10,600 hours will be reviewed, redacted and disclosed with the assistance of 10 additional LPS staff members. This will allow the County Attorney's Office to disclose about 76% more BWC footage (holding all external variables constant), as well as provide an increase in the disclosure of all other forms of media. This projection does not include the Paralegal review time but will assist in either maintaining current levels or hopefully reducing the amount of Paralegal review time which will improve the overall efficiency of each individual case.

Description:

Media Review and Redaction Times

The Pima County Attorney's Office is experiencing a massive increase in the staff time and resources necessary in felony cases to comply with our statutorily-required duty to protect the personal and confidential information of victims, as well as to protect other confidential information, contained in evidence produced using certain types of media. This is primarily in response to the dramatic increase in the number of local law enforcement officers with body worn cameras (BWC). Currently, Paralegals and Legal Processing Support (LPS) positions are required to spend almost 70% of their time reviewing and redacting BWC footage to remove victim and confidential information before the redacted version of the media can be disclosed to defense attorneys. The time required to perform redactions on BWC footage is very tremendous when compared to redacting other types of media such as audio recordings and photographs. The graph attached under the "document management tab" shows a breakdown of

the various types of media both Paralegals and LPS staff members currently go through based on one month's data and how much time is necessary to review and redact all types of media before those media can be disclosed to defense attorneys.

Paralegal Media Only Review Times

A more in-depth analysis was made for Paralegals as to how they allocate their time and resources for each type of media as part of their overall duties. Currently, Paralegals spend approximately 54% of their media review time reviewing BWC videos. While doing so, it is necessary that they take notes to record which video segments must be redacted within the video footage at which time frames. Their notes then are provided to assist LPS staff members in knowing what must be redacted from each BWC video recording. Paralegals must add this new, burdensome duty to evaluate and determine what is statutorily required to be redacted on top of their other paralegal tasks and responsibilities. Under our current staffing, Paralegals lack the time and software needed to perform all necessary BWC video reviews. The time spent on body worn cameras is impinging upon the time Paralegals need to complete their other duties, including: the maintenance of the case file; witness interviews; document redactions; review of jail calls and jail visits; and other case related preparation. The chart attached under the "document management tab" shows a current breakdown on the amount of time spent on each type of media, with documents both being created and redacted for the case being in the miscellaneous portion, jail visits in the videos portion, and jail calls in the audios portion.

LPS Media Only Redaction Times

Legal Process Support (LPS) staff are entry-level clerical staff members hired to relieve some of the burden Paralegals face when maintaining cases and to improve efficiency by handling very time consuming tasks that do not require the specialized training and experience of Paralegals. LPS staff have the knowledge and resources to take on various media evidence for cases and prepare them for disclosure to defense attorneys. Due to the sheer number of BWC recordings and the amount of footage that needs to be reviewed and redacted, more than 70% of LPS time is spent reviewing Paralegals notes and redacting BWC recordings, compared to the other media formats. The graph under the "document management tab" depicts how much time is spent by LPS staff members redacting various types of media.

Time to review and redact body worn camera footage

The contents of BWC footage varies tremendously among cases. In some cases, BWC footage contains an immense amount of victim information that needs to be redacted; while in other cases, BWC footage contains hardly any victim information at all. There are numerous factors that can make a few minutes'

worth of footage take hours to prepare for disclosure. Some of these factors include: the type of the crime; type of information that needs to be protected; how aware the officer is to where the body worn camera is positioned; and the number of officers at a scene recording evidence with body worn cameras. The graph attached in the "document management" tab compares how long it takes on average to review and redact BWC footage versus the actual length of the footage for a one month basis. It takes approximately twice as long to review and redact the footage as compared to the actual footage length.

Total time to complete all processes necessary to prepare body worn camera footage for disclosure

There are four major processes that require time to prepare BWC footage for disclosure. The first process is transferring a copy of the file from the law enforcement agencies flash drive or CD to the County Attorney's Office computer server so that the original version of the media is preserved. The second process is reviewing and redacting the BWC media footage. The third process is rendering and creating a new copy of the footage with all redactions implemented. The final process is disclosing the redacted footage to the defense attorney. The percentage graph attached in the "document management" tab shows a breakdown of how long each of these four processes takes to create the final edited footage for each BWC file that must be uploaded, reviewed, redacted, rendered and then disclosed to defense counsel.

It takes 3% of the total process time to upload a copy of the footage for editing. 78.5% of the time goes to reviewing and redacting the BWC footage. 16.5% of the time is spent on rendering a redacted copy of the BWC footage. Disclosing the redacted version of the BWC footage to defense attorneys takes 2% of the time. Each of these variable times is calculated based on a BWC with one hour of footage that has a moderate amount of information to redact. Each BWC recording that requires redacting is considered a separate project that must go through all four of these processes.

Personnel Services:

Hiring an additional 10 LPS staff members to aid in the process of redacting BWC footage will not completely cover the amount of footage being presented as evidence by local law enforcement officers, but will make a big difference in closing the gap. The graph below shows the impact of adding 10 LPS staff members to the amount of BWC footage being disclosed versus the amount of undisclosed footage that is awaiting review. It is expected that there will be more than 3,000 hours of undisclosed footage at the end of the year. (This is holding all other external variables constant.)

Supplies and Services:

We require funding in the amount of \$14,600 to pay for specialized computer equipment, as well as additional funding in the amount of \$8,800 to pay for software that will allow expedited downloading of video and re-uploading of redacted video from and back to the cloud storage site in compressed format, rather than in real time. \$3,500 to pay for operating supplies and services to include phones, port

charges, office supplies and small tools and office equipment for the staff working with the digital evidence.

Capital: None

Revenue: None

Impact if Not funded:

PCAO is receiving as evidence approximately 1,500 hours of unredacted BWC footage each month presented by local law enforcement agencies. Currently we only have 10 LPS staff members available with the proper software to perform all redactions on BWC, which has created a bottleneck in operations. All BWC footage must be redacted by LPS staff members before the footage can be disclosed. Approximately 400 hours of BWC footage can be reviewed, redacted and disclosed each month with the current LPS staffing. The graph below shows the expected amount of BWC footage that can be disclosed versus the amount of undisclosed BWC footage that still needs to be reviewed and redacted over the course of the year 2019. It is expected that there will be more than 13,900 hours of undisclosed footage, holding all other external variables constant (such as a change in the number of officers wearing BWC or the number of cases with major felony charges).

Growth Related: Yes

Mandates:

Arizona Revised Statutes

1. A.R.S. 11-532 (Powers and Duties of the County Attorney): The County Attorney shall:

Attend the superior and other courts within the county and conduct all prosecutions for public offenses (Title 13 and A.R.S. 25-511(A): failure to provide support for a child is a class 6 felony) (A.R.S. 11-532(A)(1)-(2));

Attend upon the magistrates and advise the grand jury (A.R.S. 11-532(A)(3));

Draw indictments and informations (A.R.S. 11-532(A)(4)); and

Furnish the attorney general with facts, authorities and citations regarding criminal appeals (A.R.S. 11-532(B)).

New Mandate: No

New Program: No

Revenue Enhancement: No

Expanded Program: Yes

Capital: No

Other: N/A

Impact if Positions not funded: (1 – 3145, 9 – 3139)

If the Pima County Attorney's Office continues with the current staffing level for the next year, it is expected that we will have to pay approximately \$674,913 in overtime to complete the 13,944.6 hours of BWC footage (Twice as long to redact equals 27,889.2 hours) for the year 2019. There are not enough hours available for any one of the existing 10 LPS staff to work that many additional hours in a year. Combined with vacations, sick leave, and turnover it is unrealistic to address the issue with the existing staff, even if we were to pay that much in overtime. Looking at the cost in staff hours, it will take each of the 10 LPS staff members who have to do the redactions 2,789 hours to complete all the footage, due to the fact that it takes twice as long to review and redact the BWC footage as there is of actual footage. This approach assumes no increase in the amount of BWC footage. However, we do anticipate an increase next fiscal year, as local law enforcement agencies have reported they plan to increase the number of active BWC and patrol car cameras.

The annual hours one LPS is paid to work in a year is 2,080 hours. After accounting for 80 hours of annual leave for vacation and another potential 40 hours of sick leaving, the projected annual work hours is 1,960 per LPS. LPS staff members have other media to review and redact in addition to BWC footage, allowing only 75% of their time available to redact BWC. The annual hours each LPS can spend redacting BWC thus is approximately 1,470hours.

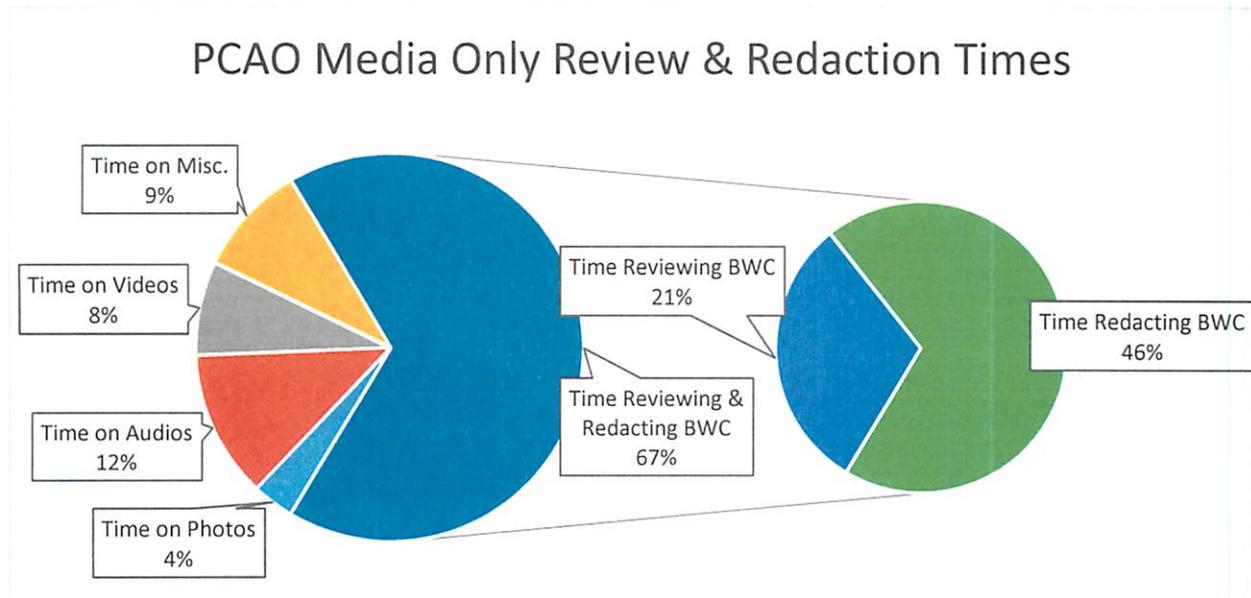
Hiring 10 additional LPS staff members will dramatically improve the speed of disclosure, as well as save costs for the County by expediting the time necessary to reach a plea agreement in any case where there is BWC footage, because defense counsel will not recommend that their client accept a plea offer until they have received the disclosure of all evidence, including BWC footage and other media recordings. It will take an additional \$81,070 in overtime to complete the remaining 3,350 hours of BWC footage. Looking at the cost of completing the remaining 3,350 hours BWC footage in staff hours, it will take each of the 20 LPS 167.5 hours to complete the footage.

By hiring 10 additional LPS staff members to work on redactions, we expect to save the County approximately 31.8% in costs to redact all the expected BWC footage for the year 2019 as opposed to continuing with the current staff on hand and attempting to utilize overtime.

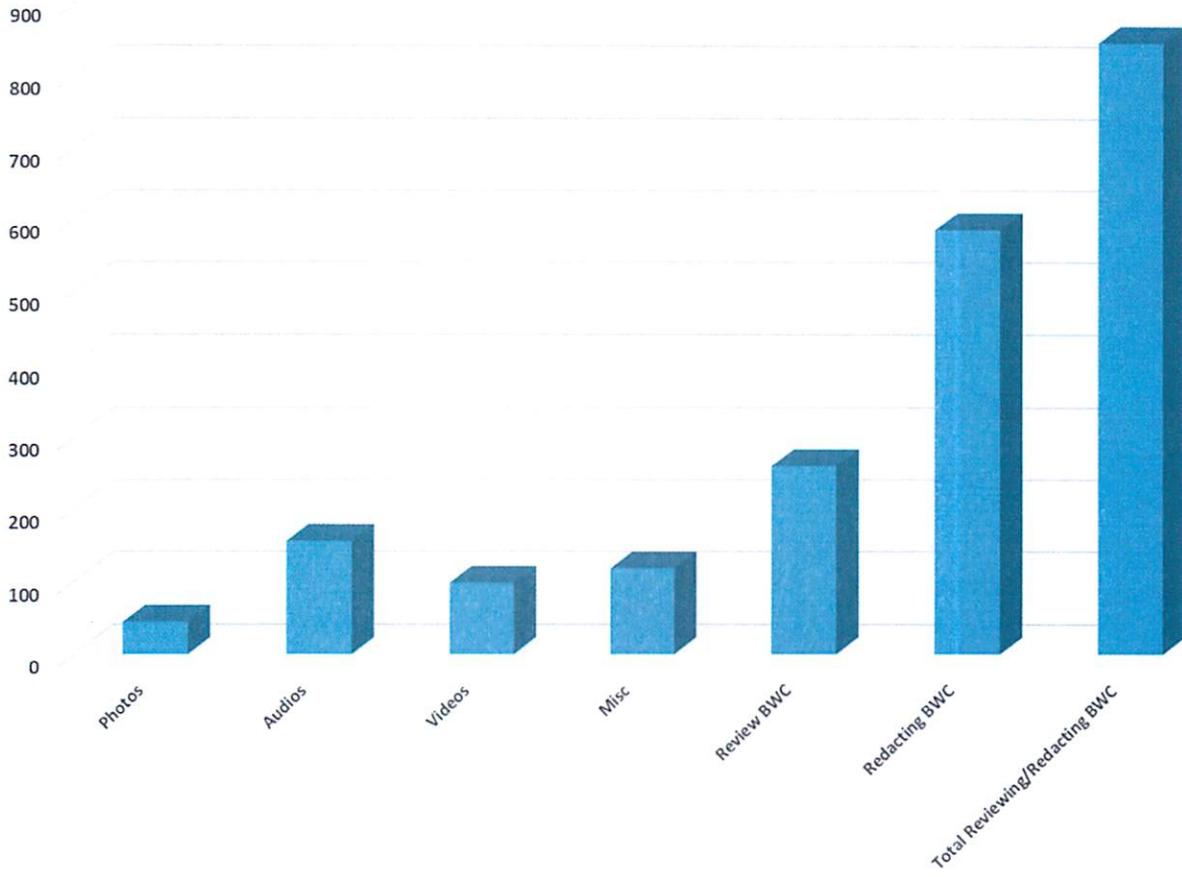
PCAO Media Review and Redaction

Media Review and Redaction Times

The Pima County Attorney's Office is experiencing a massive increase in the staff time and resources necessary in felony cases to comply with our statutorily-required duty to protect the personal and confidential information of victims, as well as to protect other confidential information, contained in evidence produced using certain types of media. This is primarily in response to the dramatic increase in the number of local law enforcement officers with body worn cameras (BWC). Currently, Paralegals and Legal Processing Support (LPS) positions are required to spend almost 70% of their time reviewing and redacting BWC footage to remove victim and confidential information before the redacted version of the media can be disclosed to defense attorneys. The time required to perform redactions on BWC footage is very tremendous when compared to redacting other types of media such as audio recordings and photographs. The graph below shows a breakdown of the various types of media both Paralegals and LPS staff members currently go through based on one month's data and how much time is necessary to review and redact all types of media before those media can be disclosed to defense attorneys.



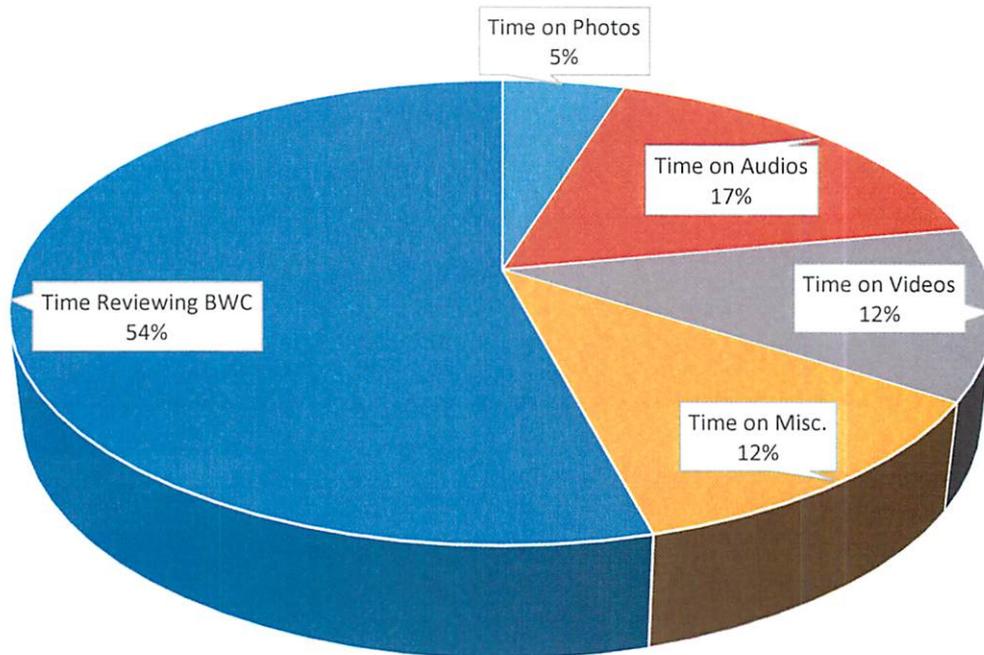
PCAO Media Review & Redaction
(for one month) Time in Hours



Paralegal Media Only Review Times

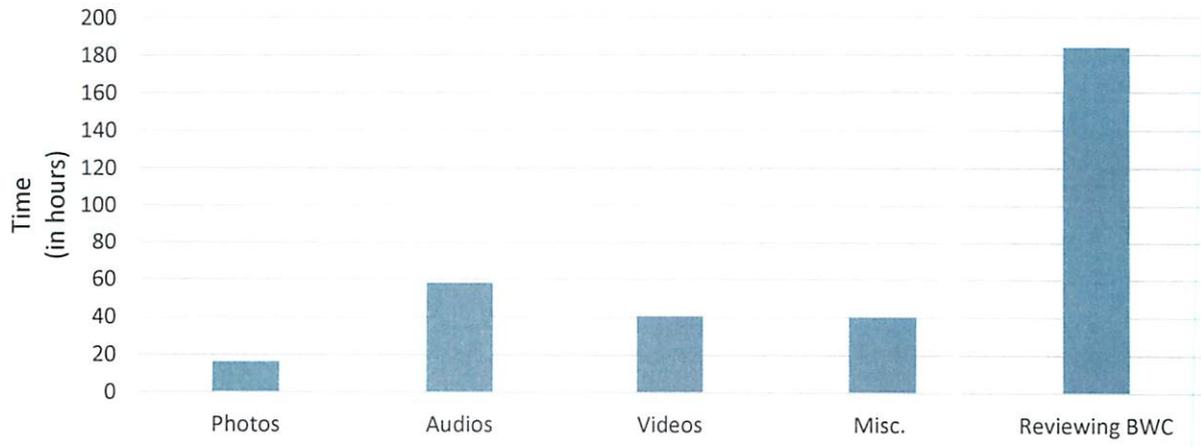
A more in-depth analysis was made for Paralegals as to how they allocate their time and resources for each type of media [as part of their overall duties](#). Currently, Paralegals spend approximately 54% of their [media review time](#) reviewing BWC videos. While doing so, it is necessary that they take notes to record which video segments must be redacted within the video footage at which time frames. Their notes then are provided to assist LPS staff members in knowing what must be redacted from each BWC video recording. Paralegals must add this new, burdensome duty to evaluate and determine what is statutorily required to be redacted on top of their other paralegal tasks and responsibilities. Under our current staffing, Paralegals lack the time and software needed to perform all necessary BWC video reviews. The time spent on body worn cameras is impinging upon the time Paralegals need to complete their other duties, including: the maintenance of the case file; witness interviews; document redactions;

Paralegal Media Only Review Times Breakdown



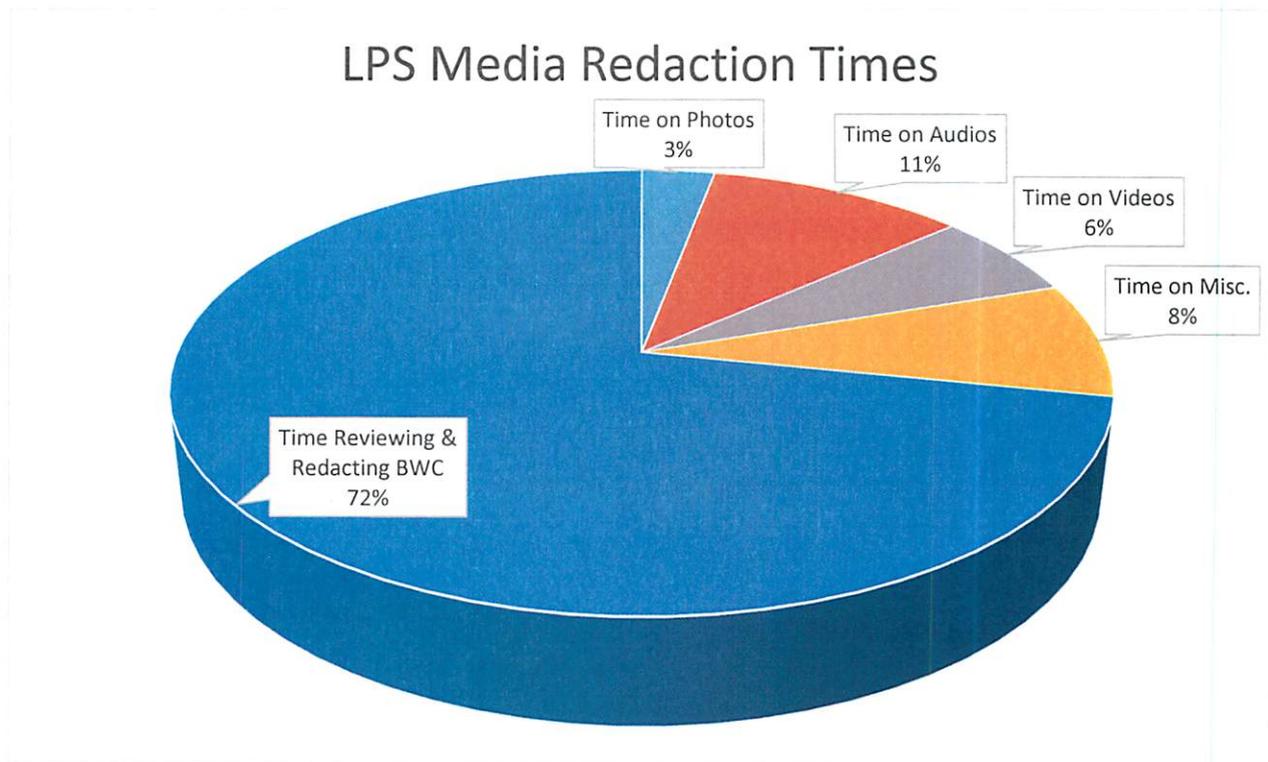
review of jail calls and jail visits; and other case related preparation. The chart below shows a current breakdown on the amount of time spent on each type of media, with documents both being created and redacted for the case being in the miscellaneous portion, jail visits in the videos portion, and jail calls in the audios portion.

Paralegal Media Only Review Times (for one month)

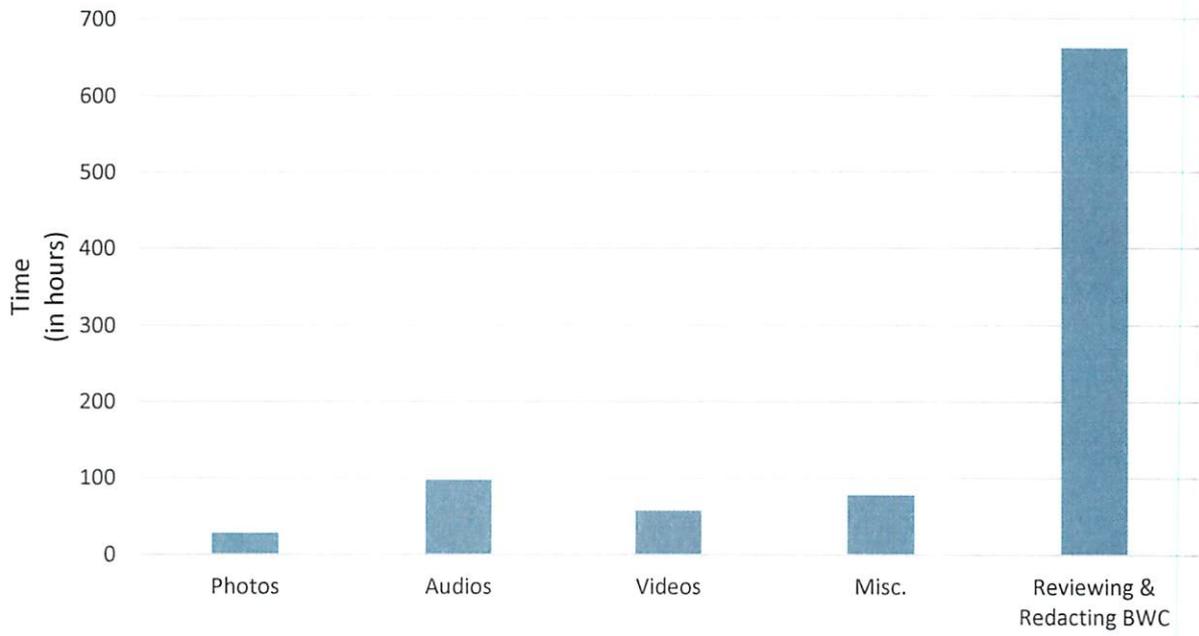


LPS Media Only Redaction Times

Legal Process Support (LPS) staff are entry-level clerical staff members hired to relieve some of the burden Paralegals face when maintaining cases and to improve efficiency by handling very time consuming tasks that do not require the specialized training and experience of Paralegals. LPS staff have the knowledge and resources to take on various media evidence for cases and prepare them for disclosure to defense attorneys. Due to the sheer number of BWC recordings and the amount of footage that needs to be reviewed and redacted, more than 70% of LPS time is spent reviewing Paralegals' notes and redacting BWC recordings, compared to the other media formats. Below is a graph depicting how much time is spent by LPS staff members redacting various types of media.

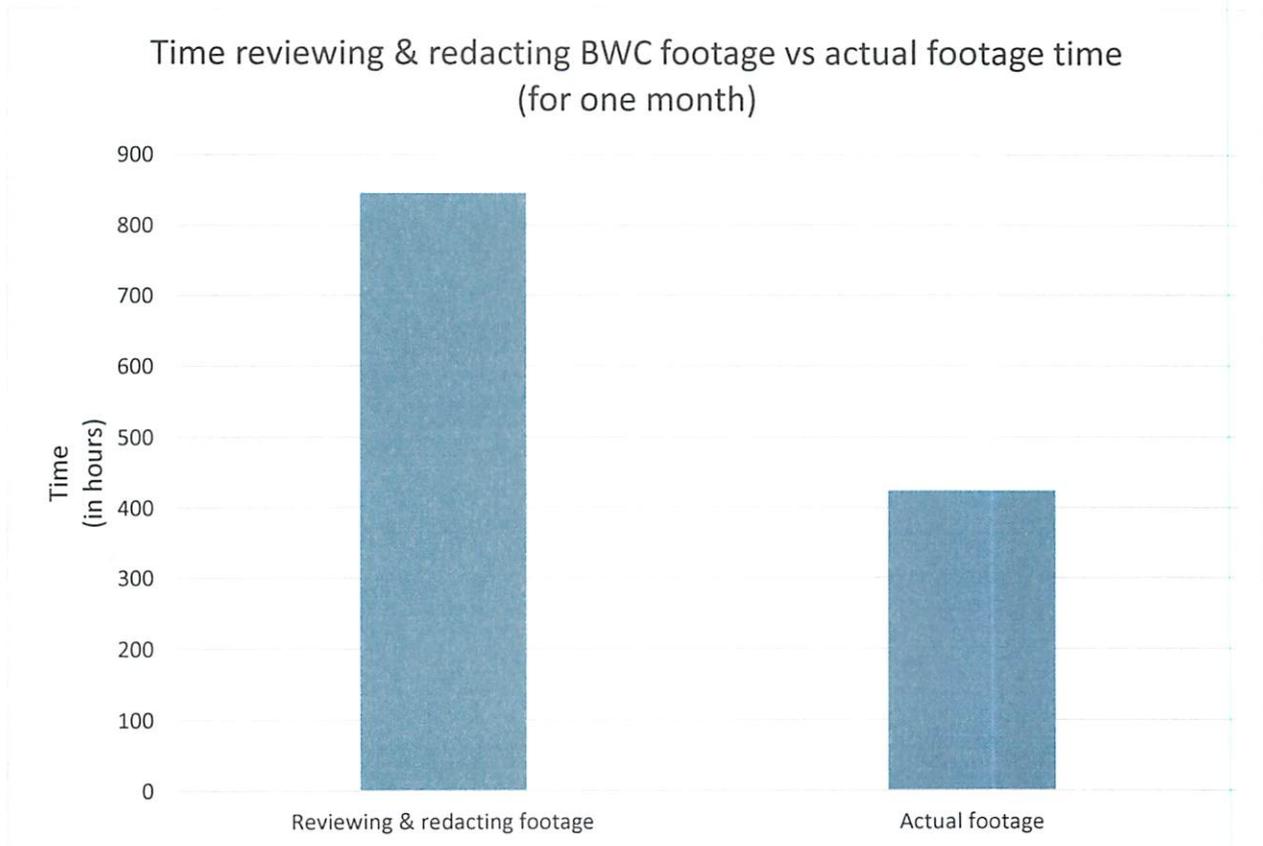


LPS Media Redaction Times (for one month)



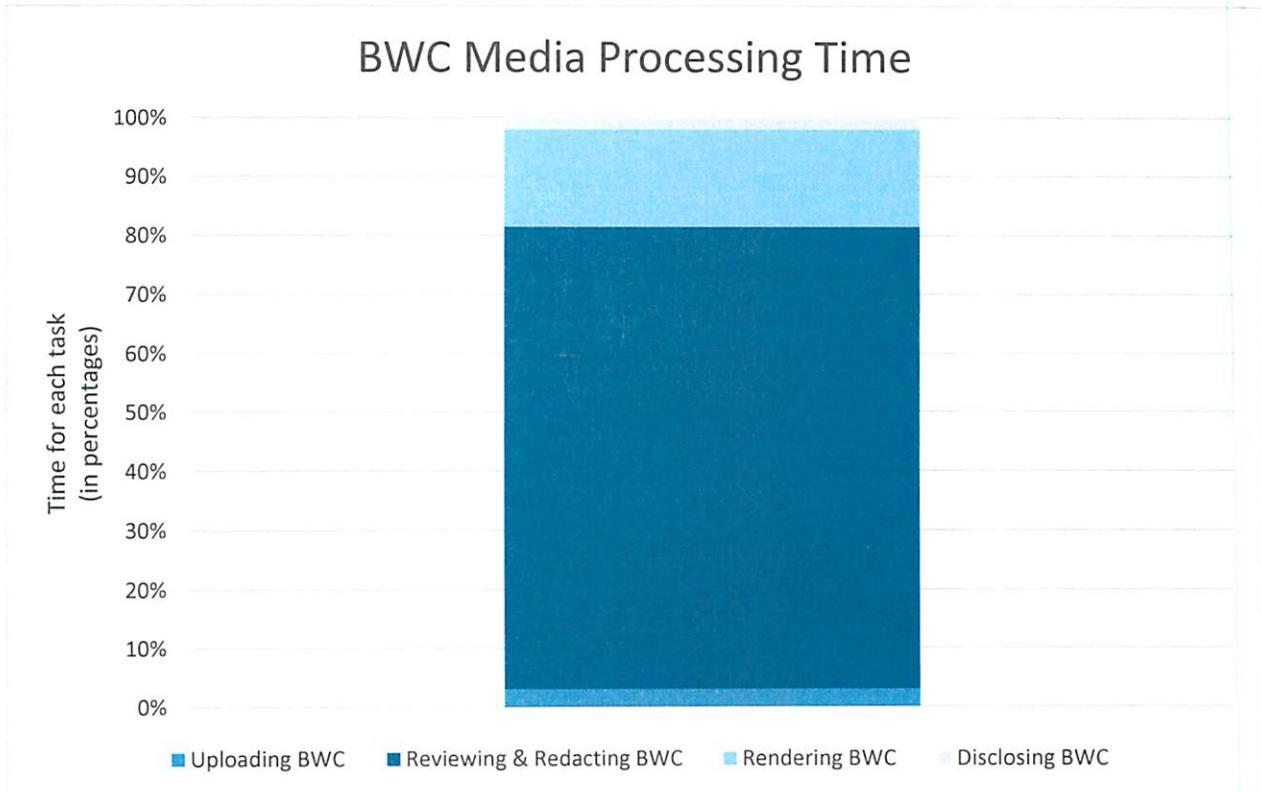
Time to review and redact body worn camera footage

The contents of BWC footage varies tremendously among cases. In some cases, BWC footage contains an immense amount of victim information that needs to be redacted; while in other cases, BWC footage contains hardly any victim information at all. There are numerous factors that can make a few minutes' worth of footage take hours to prepare for disclosure. Some of these factors include: the type of the crime; type of information that needs to be protected; how aware the officer is to where the body worn camera is positioned; and the number of officers at a scene recording evidence with body worn cameras. The graph below compares how long it takes on average to review and redact BWC footage versus the actual length of the footage for a one month basis. It takes approximately twice as long to review and redact the footage as compared to the actual footage length.



Total time to complete all processes necessary to prepare body worn camera footage for disclosure

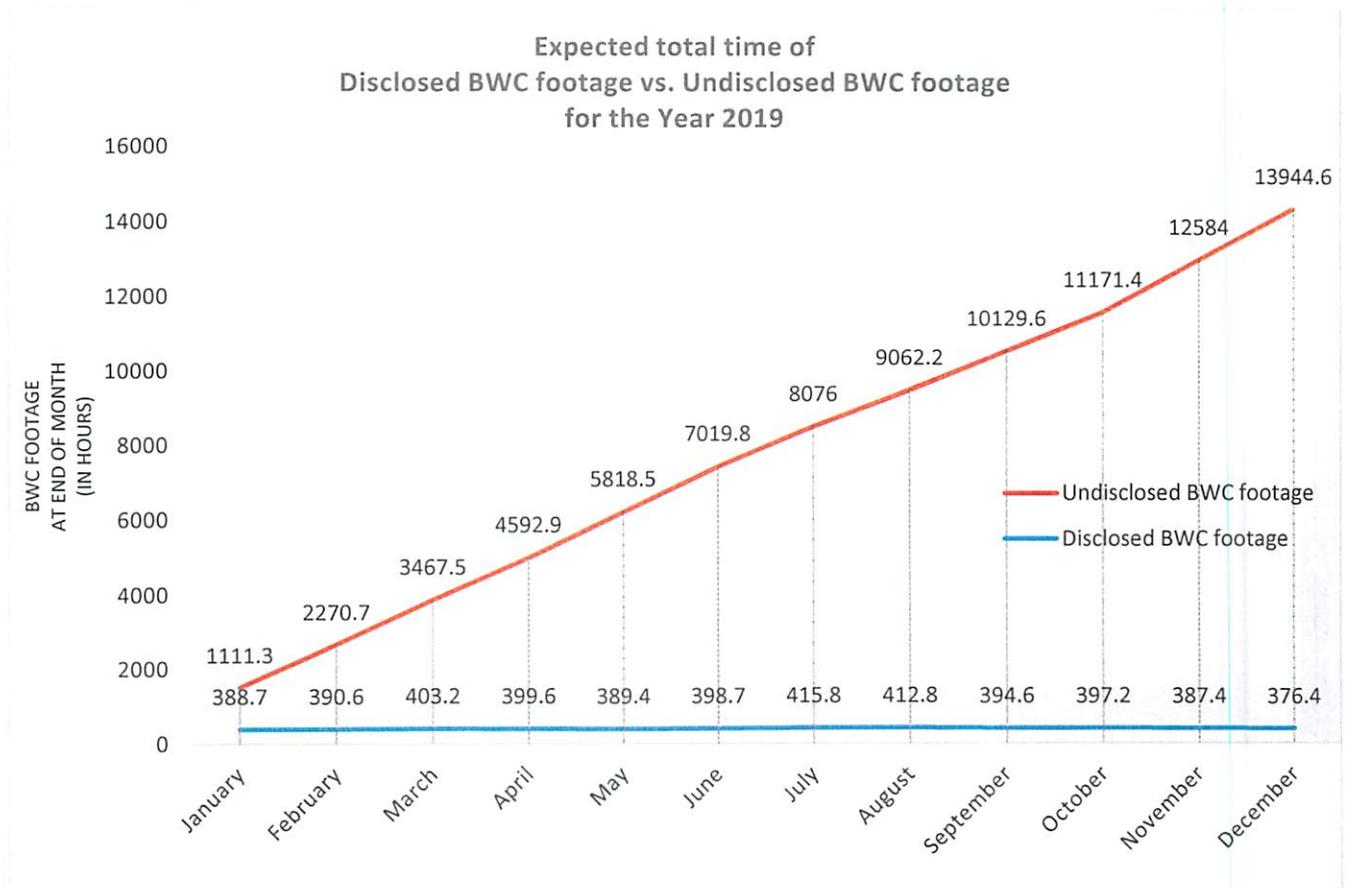
There are four major processes that require time to prepare BWC footage for disclosure. The first process is transferring a copy of the file from the law enforcement agency's flash drive or CD to the County Attorney's Office computer server so that the original version of the media is preserved. The second process is reviewing and redacting the BWC media footage. The third process is rendering and creating a new copy of the footage with all redactions implemented. The final process is disclosing the redacted footage to the defense attorney. The percentage graph below shows a breakdown of how long each of these four processes takes to create the final edited footage for each BWC file that must be uploaded, reviewed, redacted, rendered and then disclosed to defense counsel.



It takes 3% of the total process time to upload a copy of the footage for editing. 78.5% of the time goes to reviewing and redacting the BWC footage. 16.5% of the time is spent on rendering a redacted copy of the BWC footage. Disclosing the redacted version of the BWC footage to defense attorneys takes 2% of the time. Each of these variable times is calculated based on a BWC with one hour of footage that has a moderate amount of information to redact. Each BWC recording that requires redacting is considered a separate project that must go through all four of these processes.

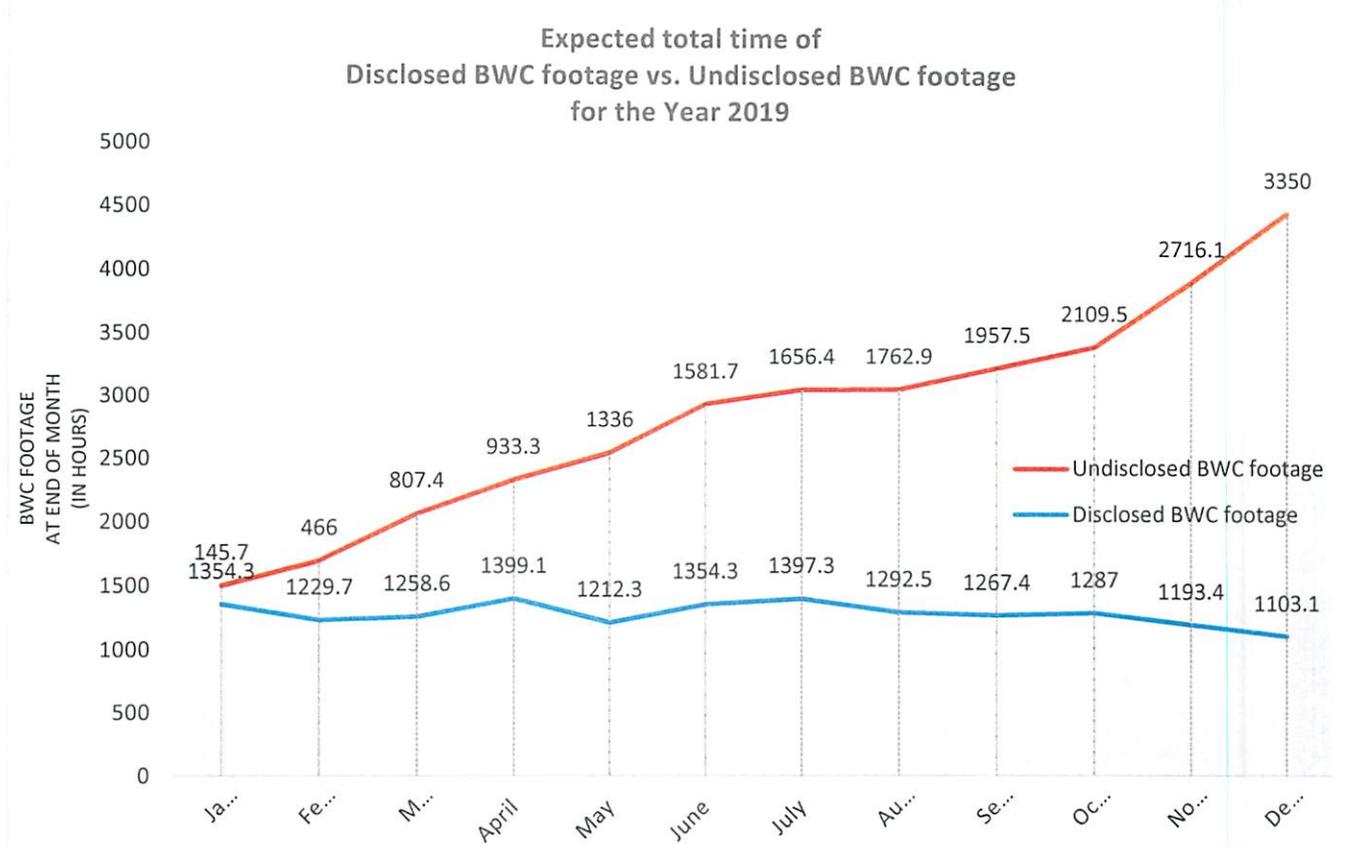
Rate of BWC footage processing with no additional LPS staff hired

PCAO is receiving as evidence approximately 1,500 hours of unredacted BWC footage each month presented by local law enforcement agencies. Currently we only have 10 LPS staff members available with the proper software to perform all redactions on BWC, which has created a bottleneck in operations. All BWC footage must be redacted by LPS staff members before the footage can be disclosed. Approximately 400 hours of BWC footage can be reviewed, redacted and disclosed each month with the current LPS staffing. The graph below shows the expected amount of BWC footage that can be disclosed versus the amount of undisclosed BWC footage that still needs to be reviewed and redacted over the course of the year 2019. It is expected that there will be more than 13,900 hours of undisclosed footage, holding all other external variables constant (such as a change in the number of officers wearing BWC or the number of cases with major felony charges).



Rate of BWC footage after hiring an additional 10 LPS staff

Hiring an additional 10 LPS staff members to aid in the process of redacting BWC footage will not completely cover the amount of footage being presented as evidence by local law enforcement officers, but will make a big difference in closing the gap. The graph below shows the impact of adding 10 LPS staff members to the amount of BWC footage being disclosed versus the amount of undisclosed footage that is awaiting review. It is expected that there will be more than 3,000 hours of undisclosed footage at the end of the year. (This is holding all other external variables constant.)



Comparing the graph with no additional hiring of LPS and hiring 10 more LPS shows a dramatic change in the number of undisclosed BWC footage at the end of the year 2019. It is expected that approximately 10,600 hours will be reviewed, redacted and disclosed with the assistance of 10 additional LPS staff members. This will allow the County Attorney's Office to disclose about 76% more BWC footage (holding all external variables constant), as well as provide an increase in the disclosure of all other forms of media. This projection does not include the Paralegal review time but will assist in either maintaining current levels or hopefully reducing the amount of Paralegal review time which will improve the overall efficiency of each individual case.

Financial Breakdown

If the Pima County Attorney's Office continues with the current staffing level for the next year, it is expected that we will have to pay approximately \$674,913 in overtime to complete the 13,944.6 hours of BWC footage (Twice as long to redact equals 27,889.2 hours) for the year 2019. There are not enough hours available for any one of the existing 10 LPS staff to work that many additional hours in a year. Combined with vacations, sick leave, and turnover it is unrealistic to address the issue with the existing staff, even if we were to pay that much in overtime. Looking at the cost in staff hours, it will take each of the 10 LPS staff members who have to do the redactions 2,789 hours to complete all the footage, due to the fact that it takes twice as long to review and redact the BWC footage as there is of actual footage. This approach assumes no increase in the amount of BWC footage. However, we do anticipate an increase next fiscal year, as local law enforcement agencies have reported they plan to increase the number of active BWC and patrol car cameras.

The annual hours one LPS is paid to work in a year is 2,080 hours. After accounting for 80 hours of annual leave for vacation and another potential 40 hours of sick leaving, the projected annual work hours is 1,960 per LPS. LPS staff members have other media to review and redact in addition to BWC footage, allowing only 75% of their time available to redact BWC. The annual hours each LPS can spend redacting BWC thus is approximately 1,470hours.

Hiring 10 additional LPS staff members will dramatically improve the speed of disclosure, as well as save costs for the County by expediting the time necessary to reach a plea agreement in any case where there is BWC footage, because defense counsel will not recommend that their client accept a plea offer until they have received the disclosure of all evidence, including BWC footage and other media recordings. It will take an additional \$81,070 in overtime to complete the remaining 3,350 hours of BWC footage. Looking at the cost of completing the remaining 3,350 hours BWC footage in staff hours, it will take each of the 20 LPS 167.5 hours to complete the footage.

By hiring 10 additional LPS staff members to work on redactions, we expect to save the County approximately 31.8% in costs to redact all the expected BWC footage for the year 2019 as opposed to continuing with the current staff on hand and attempting to utilize overtime.

Other Factors

There are two other factors that impact our ability to meet disclosure deadlines. The more complex the case, the more BWC footage and associated increased review and redaction time. For example, a recent first degree homicide involved 16 police officers at the crime scene, each with a BWC running nonstop. The resulted in 42 separate BWC video files that were created in that one case, generating over 40 hours of BWC footage. In addition to the reviewing time, another 125 hours was required by staff to perform the redactions.

Another factor is the increasing number of BWC coming on line next fiscal year. The Tucson Police Department now utilizes over 500 BWC and is expected to receive grant funding for another 129 BWC, which will further exacerbate the strain on our resources. Sahuarita Police Department currently has 49 BWC and plans to add 31 cameras to their patrol cars. Marana Police Department currently as 60 BWC and will add another 5 BWC along with their current 60 in-car cameras. Oro Valley currently has 65 BWC and University of Arizona Police Department have 56 BWC along with 20- in-car cameras.

We have negotiated a stipulation with Public Defense Services whereby defense attorneys could receive BWC video footage mostly unredacted (with the exception of confidential data recorded from the computer mounted to the dashboard inside each patrol vehicle which still must be redacted), and we would need to redact the BWC footage only if requested by defense counsel. Presiding Superior Court Judge Kyle Bryson has entered an Administrative Order, pursuant to this stipulation, and we anticipate being able soon to eliminate a significant amount of redaction time in some cases. However, the other three processes of downloading, reviewing, and rendering still will be required for every BWC recording. Moreover, we still will have to redact some data that cannot legally be covered by the stipulation and Order. Furthermore, we will not be able to utilize this Order in every case, though we will be able to use it in a substantial percentage of cases. We expect that utilizing this Order, plus the addition of the additional 10 LPS staff members *might* put us in a position to catch up on BWC production. We believe an additional 10 LPS staff positions is the very minimum we will need to do so.

DIGITAL MEDIA BUDGET LINE

Organizat ion	Fund	Budget Object	I	T	Appropri- ation Unit	ONE TIME	ON- GOING	Justificati on Line Text	FY 2018- 19 Est	FY 2019- 20 Planned	FY 2020- 21 Planned	Posting Time Period	Com- modity Code	Com- modity Item Code	Name	Fixed Quant- ity	Fixed Price	Pro- vider	Total	Replace- ment	Com- ment
167	1000	5000		E	PCA100002	1,000															
167	1000	5001	F	E	PCA100002	3,300	5,500		0	0	0										
												ONE TIME	SOFT- WARE	ADOBE ACROBAT PRO	Adobe Acrobat Pro- fessional	10	330		3,300	FALSE	
												ON-GOING	SOFT- WARE	MICROSOFT OFFICE	MicroSoft Office Suite - Pro-fessional	10	550		5,500	FALSE	
167	1000	5002	F	E	PCA100002	11,900	0		0	0	0										
												ONE TIME	COM- PUTER	VAR_ COMPUTER	Various Computer Equip.	10	900		9,000	FALSE	Com- puter Towers
												ONE TIME	COM- PUTER	MONITOR LARGE	Minimum 24" LCD monitor 1920 x 1080 resolution	10	250		2,500	FALSE	Com- puter moni- tor
												ONE TIME	COM- PUTER	PRINTER PERSONAL	Black & white laser at least 19 PPM to 1500 pages monthly	2	200		400	FALSE	HP Printers
167	1000	5359	P	E	PCA100002	2,500	0		0	0	0										
												ONE TIME				0		Cen- tral IT	2,500	FALSE	

DIGITAL MEDIA BUDGET LINE

Organizat ion	Fund	Budget Object	Appropri-		ONE TIME	ON- GOING	Justificati on Line Text	FY 2018- 19 Est	FY 2019- 20 Planned	FY 2020- 21 Planned	Posting Time Period	Com- modity Code	Com- modity Item Code	Name	Fixed Quant- ity	Fixed Price	Pro- vider	Total	Replace- ment	Com- ment
			I	T																
167	1000	5504	F	E	PCA100002	2,700	0	0	0	0										
											ONE TIME	COM- PUTER	PRINTER NETWORK MEDIUM	Duplexing two 500 sheet trays 42 PPM to 5000 pages monthly	1	2,700		2,700	FALSE	Duplex- ing Printer
						21,400	5,500	0	0	0										
167	1000	NUMBER1		S		0		7,020	4,200	3,350										
						0	0	0	0	0										

Expedited Plea Negotiating Team

Goals & Objectives:

Operations Bureau will review all felony cases referred for CES pleas, and determine which are in Jail custody. Those will be assigned to the Expedited Plea Negotiation Team, with the goal of ensuring that all disclosure is provided to defense counsel as quickly as possible (including body worn camera video), and that a telephonic or in-person meeting is held with defense counsel at least two weeks prior to the first Case Management Conference to negotiate an appropriate plea agreement that can be entered within 30 days of Arraignment.

Supplies & Services:

We require funding in the amount of \$9,500 pay for specialized computer equipment, as well as additional funding in the amount of \$3,520 to pay for a software that will allow expedited processing of thousands of felony cases. \$4,366 to pay for operating supplies and services to include phones, port charges, office supplies, attorney law books, attorney bar dues and small tools and office equipment for the attorneys and staff working in the Charging/CES Unit.

2 Surface Pro Computers at \$1800 each

2 HP Computer Towers at \$ 900 each

4 HP Z Monitors at \$ 250 each

1 Duplex Printer at \$2700

4 Adobe Pro Software at \$330 each

4 Microsoft EA Licenses at \$550 Each

2 HP Printers at \$200 each

4 Office Supplies at \$100 each

4 ShoreTel Phones at \$250 Each

2 Bar Dues at \$505 each

2 Attorney Westlaw Services \$450 each

4 Port Charges at \$1,056 annually

Description:

This supplemental funding package is to develop an Expedited Plea Negotiation Team to speed the resolution of felony cases, particularly those with defendants in jail custody.

Charging decisions are a critical function of the Pima County Attorney's Office. In 2017, law enforcement presented about 10,000 potential felony prosecutions. Felony charges were issued in over 5,000 of those cases (the remainder were either referred for misdemeanor prosecution or declined for prosecution). The charging process involves prosecutors meeting with law-enforcement officers and determining whether there is evidence to prove the case beyond a reasonable doubt. This critical charging function is performed by a team of only five prosecutors.

Since 2012, this team has also been tasked with the case evaluation system (CES) plea negotiation function for most felony cases. The team handling these consolidated functions the Charging/CES Unit now resolves 55% of felony cases, up from 34% before consolidation. Those 55% of cases are resolved early, without ever having to be assigned to a trial team. This enhanced efficiency realized by consolidating our Charging/CES Unit within our Operations Bureau has enabled us to handle a growing caseload without any increase in our number of prosecutors and support staff within the Criminal Division.

We believe even more felony cases might be negotiated to plea agreements sooner by the prosecutors in our Operations Bureau if there were more prosecutors in that Bureau, so that some of those prosecutors could be assigned to serve as an Expedited Plea Negotiation Team. They would spend a substantial portion of their time actively involved in negotiating plea agreements in person or by telephone with defense counsel. This presents an opportunity to enhance efficiency further, not only within our office but throughout the entire criminal justice system.

Remember that both the charging and CES functions are being handled by a team of just five prosecutors and support staff. Thus, the prosecutors who handle the CES plea negotiations are the same prosecutors who are booked solid with issuing/charging appointments with the various law enforcement agencies/detectives all day long. They do not have sufficient time to dedicate to the CES function in order to resolve these cases at the earliest possible time. They are unable to meet via telephone or in person with defense attorneys to discuss defense counter-offers to the original plea offer or to discuss information regarding case details defense attorneys may want to have a conversation about prior to advising their client whether to accept a pending plea offer. The primary form of communication the CES prosecutors have time to engage in is via email after business hours, which does not lend itself to back-and-forth conversations involving complicated exchanges of information and the type of questions and responses to questions necessary for successful negotiations in many cases.

As you are aware, the time to disposition of felony cases is a significant cost driver of the criminal justice system. And we know that the vast majority about 96% of those cases are resolved by plea agreement. The faster we can negotiate the plea agreement with defense counsel in cases that can be resolved in that fashion, the shorter the time to disposition, producing cost savings to the criminal justice system.

The Charging/CES Unit now presents plea offers to defense counsel in most felony cases at the time of the Arraignment (10 days following arrest for in-custody defendants and 20 days following arrest for out-of-custody defendants). We ask that the defendant accept the plea at or before the first Case

Management Conference (30 days following the Arraignment). But most pleas are not entered by the time of the first Case Management Conference.

Indeed, the time to disposition of felony cases has been growing.

Generally, CES pleas are not entered until the second or third Case Management Conference, which is 60 to 90 days following the Arraignment. The 45% of cases that cannot be negotiated to plea by the CES Unit are then referred to a trial team. This represents roughly half of all felony cases. Most of those cases ultimately are resolved by way of plea agreements through the assigned trial team prosecutors. Ultimately, a total 96% of all felony cases are resolved by way of plea agreements.

The longer time to disposition of cases means higher cost more court hearings and more costs for indigent defense and the courts. The higher cost is especially stark for the approximately 40% of felony defendants who are in custody at the Pima County Jail awaiting trial. Indeed, we anticipate that the entire cost of supplemental funding (\$244,315 for two prosecutors, support staff, and associated supplies and services) would be more than offset by resultant savings elsewhere in the County budget. We conclude that the minimum estimated savings would be \$480,000, for a net positive impact to the County budget of \$235,685.

Here is how we calculate those savings. Review of available disposition data for the past fiscal year below reflects the approximate percentages of defendants entering a plea agreement following the number of days since their felony Arraignment:

30 days or less 8%

31-60 days 25%

61-90 days 17%

91-120 days 17%

More than 120 days 33%

Generally, there is a Case Management Conference 30 days following Arraignment. If the plea is not entered by time of the first Case Management Conference, then typically there is another Case Management Conference scheduled 60 days following the Arraignment and so on. So, cases generally reach plea agreements at 30 day intervals.

We have 25% of cases pleading at around 60 days following Arraignment and another 17% pleading at around 90 days following Arraignment. So, together, we have 42% of felony cases that are negotiated to pleas by the CES prosecutors in our Operations Bureau more than 30 days following the Arraignment, after the time of the first Case Management Conference.

Jail bed days for pre-trial felony defendants cost approximately \$100 per day or \$3,000 per person every 30 days. Each felony case that reaches entry of the Plea Agreement 30 days earlier, therefore would

save approximately \$3,000 in Jail costs (not including transportation costs and other criminal justice system costs for the court, prosecution, and indigent defense counsel).

On an annual basis (not a snapshot), we charged approximately 5,600 felony cases. 40% of that number is 2,240. So, we estimate that there were roughly 2,240 felony defendants in jail custody last year while their cases were pending.

Since 42% of those cases are ones likely to be negotiated to pleas by our CES prosecutors in the Operations Bureau more than 30 days following Arraignment (generally at 60 days or 90 days), we estimate that 42% of the 2,240 cases with defendants in jail custody a total of 940 cases - could be expedited on an annual basis.

If we can more quickly process just half of those CES cases involving in-custody defendants (470 cases), getting them to disposition just 30 days earlier, we estimate we can save \$1,410,000 in jail costs alone. Just expediting the cases of 160 felony inmates at \$3,000 in Jail costs for the month would yield a savings of \$480,000 per year in Jail costs alone.

To summarize these cost savings, adding two prosecutors plus two support staff to the Operations Bureau to focus upon CES and to serve as an Expedited Plea Negotiation Team is anticipated to result in the ability to plead at least 160 felony cases or more (up to a potential 470 cases) 30 days earlier, for a cost savings of at least \$480,000 in jail expenses. This does not include cost savings that will ripple throughout the criminal justice system by reducing the time to disposition. Nor does it include the qualitative benefit to victims, to defendants, and to society as a whole associated with earlier resolution of felony cases. We cannot, however, achieve these efficiency improvements and costs savings at current budget levels. As described above, we have only five prosecutors in the Operations Bureau to handle all issuing/charging meetings with detectives and all CES plea negotiations with defense counsel. We cannot afford to transfer prosecutors from our felony trial teams to the Operations Bureau, because our felony trial teams caseloads remain extremely high.

The average caseload of our felony prosecutors is 68 - more than double the average felony caseloads for the Public Defender (27) and the Legal Defender (30). The County Attorney's Office is under-staffed to negotiate pleas more quickly. We have only 47 felony prosecutors handling 3,196 felony cases at a given time. Meanwhile, there are more than twice that number - 77 attorneys - employed by Public Defense Services handling 2,157 felony cases at a given time.

Capital: None Required

Personnel Services:

Two felony prosecutors, one paralegal, and one legal secretary to be added to the Operations Bureau in the Criminal Division of the County Attorney's Office to constitute the new Expedited Plea Negotiation Team. The cost for these personnel, including salary and ERE, would be \$226,929.

Revenue: No Revenue Required.

Impact if not funded:

If this expansion of the Operations Bureau is not funded, then the time to disposition of felony cases will not be shortened, and no cost savings will be achieved. The greatest savings will be expedited

disposition of in-custody defendants which would be of the highest priority in order to reduce costs throughout the system. Projected savings achieved through accelerated acceptance of pleas will far exceed the costs of the four positions.

Expanded Program:

Yes. This is an expansion of the Operations Bureaus Charging/CES Unit, which was established as a centralized unit within the County Attorneys Criminal Division in 2012, to add an Expedited Plea Negotiation Team.

Revenue Enhancement: No

Mandates:

Arizona Revised Statutes

1. A.R.S. 11-532 (Powers and Duties of the County Attorney): The County Attorney shall:

Attend the superior and other courts within the county and conduct all prosecutions for public offenses (Title 13 and A.R.S. 25-511(A): failure to provide support for a child is a class 6 felony) (A.R.S. 11-532(A)(1)-(2));

Attend upon the magistrates and advise the grand jury (A.R.S. 11-532(A)(3));

Draw indictments and informations (A.R.S. 11-532(A)(4)); and

Furnish the attorney general with facts, authorities and citations regarding criminal appeals (A.R.S. 11-532(B)).

Growth Related: Yes

Capital: No

New Program: No

New Mandate: No

Other: N/A

Impact if Positions not funded (2 – 7660, 1 -3145, 1 – 3143):

If the additional positions are not funded, there will continue to be delays in the disposition of many felony cases including those defendants currently in custody.

NEGOTIATED PLEA BUDGET LINE

Organiza- tion	Fund	Budget Object	I	T	Appropri- ation Unit	ONE TIME	ON- GOING	FY 2018-19 Est	FY 2019-20 Planned	Posting Time Period	Com- modity Code	Com- modity Item Code	Name	Fixed Quan- tity	Fixed Price	Pro- vider	Total	Replace- ment	Comment
167	1000	5000			E PCA100002	400	0	0	0										
167	1000	5001	F		E PCA100002	1,320	2,200	0	0										
										ONE TIME	SOFT WARE	ADOBE ACROBAT PRO	Adobe Acrobat Profes- sional	4	330		1,320	FALSE	Updated software is necessary to allow the Pima County Attorney's Office to effectively and efficiently perform its mandated duties. Courtrooms are becoming computerized and the future trend is that enhanced technological litigation aids will be required for litigation in all courts. This means that all documents used as exhibits and/or filed with the court must be electronically prepared. Also, PCAO interfaces with all county departments and requires appropriate software in order to successfully interface electronically with other county departments, outside agencies and expert witnesses.

NEGOTIATED PLEA BUDGET LINE

Organiza- tion	Fund Object	Budget Object	I	T	Appropriation Unit	ONE TIME	ON- GOING	FY 2018-19 Est	FY 2019-20 Planned	Posting Time Period	Com- modity Code	Com- modity Item Code	Name	Fixed Quan- tity	Fixed Price	Pro- vider	Total	Replace- ment	Comment
										ON- GOING	SOFT WARE	MICRO- SOFT OFFICE	Micro-Soft Office Suite - Profession al	4	550		2,200	FALSE	Updated software is necessary to allow the Pima County Attorney's Office to effectively and efficiently perform its mandated duties. Courtrooms are becoming computerized and the future trend is that enhanced technological litigation aids will be required for litigation in all courts. This means that all documents used as exhibits and/or filed with the court must be electronically prepared. Also, PCAO interfaces with all county departments and requires appropriate software in order to successfully interface electronically with other county departments, outside agencies and expert witnesses.
167	1000	5002	F	E	PCA100002	3,200	0	0	0										
										ONE TIME	COMPUTER	MON- ITOR LARGE	Minimum 24" LCD monitor 1920 x 1080 resolution	4	250		1,000	FALSE	HP Z Monitors
										ONE TIME	COMPUTER	VAR COM- PUTER	Various Computer Equip.	2	900		1,800	FALSE	HP Computer Towers

NEGOTIATED PLEA BUDGET LINE

Organiza- tion	Fund	Budget Object	I	T	Appropria- tion Unit	ONE TIME	ON- GOING	FY 2018-19 Est	FY 2019-20 Planned	Posting Time Period	Com- modity Code	Com- modity Item Code	Name	Fixed Quan- tity	Fixed Price	Pro- vider	Total	Replace- ment	Comment
										ONE TIME	COMPUTER	PRINTER PERSONA L	Black & white laser at least 19 PPM to 1500 pages monthly	2	200		400	FALSE	HP printers
167	1000	5008	F	E	PCA100002	900	0	0	0										
										ONE TIME	BOOKS	BOOKS	Books	6	150		900	FALSE	Law books, reference materials and subscriptions are critical documents required for attorneys and staff to effectively and efficiently perform the mandated duties of the office. In order to provide legal services on behalf of the State, as well as for Pima County, effective representation by the employees requires research utilizing the latest information available. Failure to provide these resource materials jeopardize employees ability to perform their duties in the course and scope of employment by Pima County.
167	1000	5309	P	E	PCA100002	1,010	0	0	0										

NEGOTIATED PLEA BUDGET LINE

Organization	Fund	Budget Object	I	T	Appropriation Unit	ONE TIME	ON-GOING	FY 2018-19 Est	FY 2019-20 Planned	Posting Time Period	Commodity Code	Commodity Item Code	Name	Fixed Quantity	Fixed Price	Provider	Total	Replacement	Comment
										ONE TIME			Bar Dues	0	0	State Bar of Arizona	1,010	FALSE	Arizona has an integrated bar, which means bar dues must be paid annually as a condition to maintain a license to practice law. To practice law in Arizona requires a license to practice which is issued by the Arizona Supreme Court. The dues are, therefore, mandatory to continue allowing Deputy County Attorneys to practice law and to represent Pima County, its departments, boards, commissions and employees.
167	1000	5362	P	E	PCA100002	2,056	0	0	0										
										ONE TIME			Interdepartmental Charges	0	0	Central IT	2,056	FALSE	Interdepartmental Charges for Phone Equipment and Port line charges.
167	1000	5504	F	E	PCA100002	6,300	0	0	0										
										ONE TIME	COMPUTER	LAPTOP	Laptop	2	1,800		3,600	FALSE	Surface Pro Laptops
										ONE TIME	COMPUTER	PRINTER NETWORK MEDIUM	Duplex-ing two 500 sheet trays 42 PPM to 5000 pages monthly	1	2,700		2,700	FALSE	Duplex Printer
						15,186	2,200	0	0										
167	1000	PERCENT 1		S		0		8	12										
167	1000	PERCENT 2		S		0	0	25	30										

NEGOTIATED PLEA BUDGET LINE

Organization	Fund	Budget Object	I	T	Appropriation Unit	ONE TIME	ON-GOING	FY 2018-19 Est	FY 2019-20 Planned	Posting Time Period	Com-modify Code	Com-modify Item Code	Name	Fixed Quantity	Fixed Price	Pro-vider	Total	Replacement	Comment	
						0	0	0	0											

ATTACHMENT

**Form 4(c): Release Questionnaire
Intimate Partner Risk Assessment ***

Defendant's Name _____ DOB _____ Booking No. _____
 Law Enforcement Agency _____ Report No. _____
 Victim's Name _____ Incident Date _____

Questions are asked on the scene; Victim participation is voluntary		Yes	No	Decline
Tier 1				
1.	Has physical violence increased in frequency or severity over the past six months? Alternate wording: Is the pushing, grabbing, hitting, or other violence happening more often?			
2.	Is he/she violently and constantly jealous of you?			
3.	Do you believe he/she is capable of killing you?			
4.	Has he/she ever beaten you while you were pregnant? (e.g. hit, kicked, shoved, pushed, thrown, or physically hurt with a weapon or object)			
5.	Has he/she ever used a weapon or object to hurt or threaten you?			
6.	Has he/she ever tried to kill you?			
7.	Has he/she ever choked/strangled/suffocated you?			
7a.	If you answered "Yes" to Question 7, has this happened more than once?			
Tier 2				
8.	Does he/she control most or all of your daily activities?			
9.	Is he/she known to carry or possess a gun?			
10.	Has he/she ever forced you to have sex when you did not wish to do so?			
11.	Does he/she use illegal drugs or misuse prescription drugs? (e.g. meth, cocaine, painkillers)			
12.	Has he/she threatened to harm people you care about?			
13.	Did you end your relationship with him/her within the past six months?			
13a.	If you answered "No" to Question 13, does he/she know or sense you are planning on ending your relationship?			
14.	Has he/she experienced significant financial loss in the last six months?			
15.	Is he/she unemployed?			
16.	Has he/she ever threatened or tried to commit suicide?			
17.	Has he/she threatened to kill you?			
18.	Has he/she threatened or abused your pets?			

"Yes" to 2 or 3 Tier 1 questions = "Elevated Risk" / "Yes" to 4 or more Tier 1 questions = "High Risk"
 "Elevated Risk" and "High Risk" scores trigger law enforcement officers to offer follow up responses in the form of providing or connecting victims to supportive resources or resource information.

- Action:** Victim referred for follow up based on responses to the assessment
 Victim referred for follow up based on the officer's professional judgment
 No referral

* To be considered at Initial Appearance. See A.R.S. § 13-3967(B).

These questions are asked, with the permission of the victim, in intimate partner violence incidents resulting in arrest of the alleged offender (or where the alleged offender has fled but will be arrested when apprehended). Participation in this assessment is entirely voluntary and victims must be informed that they may decline to answer any or all questions. This form is included with the police report provided to the court, the prosecutor, and defense counsel.

Victims who score at "Elevated Risk" or "High Risk" are referred to a victim advocate if one is available and to a domestic violence services agency or referral service that can provide safety planning and information about additional available services.

Victims who score in the "Elevated Risk" category (a "Yes" response to 2 or 3 Tier 1 questions) experience a 6 times higher risk of severe re-assault or near lethal violence within seven months when compared to those with fewer than 2 Tier 1 risk factors present. It is estimated that 9 percent of victims at "Elevated Risk" will experience severe re-assault within seven months, versus 1.6 percent of victims that answer "Yes" to fewer than 2 Tier One questions.

Victims who score in the "High Risk" category (a "Yes" response to 4 or more Tier 1 questions) experience a 10.5 times higher risk of severe re-assault or near lethal violence within seven months when compared to those with fewer than 2 Tier 1 risk factors present. It is estimated that 15 percent of victims at "High Risk" will experience severe re-assault within seven months.

The above unpublished statistical analyses were generated using data from the Oklahoma Lethality Assessment Study funded by the National Institute of Justice. See Messing, J. T., Campbell, J., Webster, D. W., Brown, S., Patchell, B., & Wilson, J. S. (2015). The Oklahoma lethality assessment study: A quasi-experimental evaluation of the Lethality Assessment Program. *Social Service Review*, 89(3), 499-530
https://www.researchgate.net/publication/282982226_The_Oklahoma_Lethality_Assessment_Study_A_QuasiExperimental_Evaluation_of_the_Lethality_Assessment_Program

Additional empirical support for this assessment is from:

Campbell, J. C., Webster, D., Koziol-McLain, J., Block, C. R., Campbell, D., Curry, M. A., Gary, F., Glass, N., McFarlane, J., Sachs, C., Sharps, P., Ulrich, Y., Wilt, S. A., Manganello, J., Xu, Xiao, Schollenberger, J, Fry, V., & Laughon, K. (2003). Risk factors for femicide in abusive relationships: Results from a multisite case control study. *American Journal of Public Health*, 93(7), 1089-1097.
<http://ajph.aphapublications.org/doi/full/10.2105/AJPH.93.7.1089>

Snider, C., Webster, D., O'Sullivan, C. S., Campbell, J. (2009). Intimate partner violence: Development of a brief risk assessment for the emergency department. *Academic Emergency Medicine*, 16, 1208-1216.
<http://onlinelibrary.wiley.com/doi/10.1111/j.1553-2712.2009.00457.x/pdf>

Pima County APRAIS Numbers 2018

Sahuarita Police Department

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Screens Completed	0	0	0	17	17	6	11	13	8	7	8	13	100
High/Elevated	0	0	0	10	8	3	3	6	4	4	2	2	42
At Risk/Declined	0	0	0	7	9	3	8	7	4	3	6	11	58
VSD On-Scene Response	0	0	0	3	4	1	1	0	1	0	0	0	10
VSD Follow Up	0	0	0	2	1	2	1	5	5	2	2	7	27
Emerge Referrals	0	0	0	16	17	6	11	13	7	4	7	13	94

University of Arizona Police Department

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Screens Completed	0	0	0	1	0	0	0	1	1	1	0	0	4
High/Elevated	0	0	0	0	0	0	0	1	0	1	0	0	2
At Risk/Declined	0	0	0	1	0	0	0	0	1	0	0	0	2
VSD On-Scene Response	0	0	0	0	0	0	0	0	0	0	0	0	0
VSD Follow Up	0	0	0	0	0	0	0	0	0	0	0	0	0
Emerge Referrals	0	0	0	1	0	0	0	1	1	0	0	0	3

Marana Police Department

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Screens Completed	0	0	0	1	7	2	6	6	2	0	1	6	31
High/Elevated	0	0	0	0	4	0	2	3	2	0	0	3	14
At Risk/Declined	0	0	0	1	3	2	4	3	0	0	1	3	17
VSD On-Scene Response	0	0	0	0	1	0	0	0	0	0	0	0	1
VSD Follow Up	0	0	0	0	0	1	1	2	1	0	1	4	10
Emerge Referrals	0	0	0	0	7	2	6	5	2	0	1	5	28

Tucson Police Department

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Screens Completed	0	0	0	216	231	267	330	276	272	240	245	227	2304
High/Elevated	0	0	0	121	140	164	194	167	172	139	140	127	1364
At Risk/Declined	0	0	0	95	91	103	136	109	100	101	105	100	940
VSD On-Scene Response	0	0	0	38	48	58	83	65	61	48	24	30	455
VSD Follow Up	0	0	0	16	36	84	124	134	150	127	113	93	877
Emerge Referrals*	0	0	0	19	18	60	127	90	125	30	135	110	714

Oro Valley Police Department

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Screens Completed	0	0	0	3	1	2	1	2	1	0	1	1	12
High/Elevated	0	0	0	2	1	1	0	2	1	0	1	0	8
At Risk/Declined	0	0	0	1	0	1	1	0	0	0	0	1	4
VSD On-Scene Response	0	0	0	1	0	0	0	0	0	0	0	0	1
VSD Follow Up	0	0	0	0	0	1	0	0	1	0	1	1	4
Emerge Referrals	0	0	0	3	0	2	0	0	0	0	1	1	7

South Tucson Police Department

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Screens Completed	0	0	0	0	0	0	0	0	0	0	0	0	0
High/Elevated	0	0	0	0	0	0	0	0	0	0	0	0	0
At Risk/Declined	0	0	0	0	0	0	0	0	0	0	0	0	0
VSD On-Scene Response	0	0	0	0	0	0	0	0	0	0	0	0	0
VSD Follow Up	0	0	0	0	0	0	0	0	0	0	0	0	0
Emerge Referrals	0	0	0	0	0	0	0	0	0	0	0	0	0

Pima County Sheriff's Department

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Screens Completed	0	0	0	56	54	82	112	83	67	69	38	59	620
High/Elevated	0	0	0	24	35	45	59	33	39	38	12	29	314
At Risk/Declined	0	0	0	32	19	37	53	50	28	31	26	30	306
VSD On-Scene Response	0	0	0	7	9	2	8	6	7	4	1	1	45
VSD Follow Up	0	0	0	0	2	27	47	51	39	48	25	25	264
Emerge Referrals	0	0	0	52	54	76	107	78	61	60	49	51	588

Pima County Totals

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Screens Completed	0	0	0	296	310	359	460	381	351	317	293	306	3073
High/Elevated	0	0	0	157	188	213	258	212	218	182	155	161	1744
At Risk/Declined	0	0	0	137	188	146	202	169	133	105	138	145	1363
VSD On-Scene Response	0	0	0	49	62	61	92	71	69	52	25	31	512
VSD Follow Up	0	0	0	18	40	115	173	182	196	177	124	130	1155
Emerge Referrals	0	0	0	91	96	146	251	187	196	94	193	180	1434

VICTIM SERVICES BUDGET LINE

Organiza- tion	Fund	Budget Object	T	Appropriati on Unit	ONE TIME	ON- GOING	2020-21	Justification Line Text	FY 2018-19 Est	FY 2019-20 Planned	FY 2020-21 Planned	Replace ment	Comm ent					
							Annualiz ed											
177	1000	NUMBER1	S	0				Increase contact with victims to support and encourage victim participation in criminal justice proceedings	113,344	116,334	119,344							
177	1000	NUMBER2	S	0	0	0	0	Increase number of Victim Advocate Volunteers	115	135	155							

**Drug Treatment Alternative to Prison (DTAP)
FY 2019 Budget**

Budget Item	Vendor / Recipient	Notes	Total Cost
Personnel			
Adult Probation Officer (2)	DTAP, Adult Probation (max caseload of 45)	(2) \$42,050 + 35% ERE @ 50%	\$ 56,768
Surveillance Officers (1)	DTAP, Adult Probation	(1) \$32,000 + 35% ERE	\$ 43,200
DTAP Resource Manager	DTAP, Adult Probation	\$41,868 + 35% ERE	\$ 56,522
SUBTOTAL			\$ 156,489
Travel & Training			
NADCP Conference	5 Team Members, per year	Estimated \$2,415 each	\$ 12,075
Arizona Problem Solving Courts Conference	10 Team Members, per year	Estimated x \$1,243 each	\$ 12,430
Step Up Arizona Summit	10 Team Members, per year	Estimated x \$484 each	\$ 4,838
SUBTOTAL			\$ 29,343
Contracted Services			
DTAP Clinical Coordinator	DTAP, AHCCCS approved treatment provder	\$45,000 + 35% ERE	\$ 60,750
DTAP Peer Mentor	DTAP, AHCCCS approved treatment provder	\$38,000 + 35% ERE	\$ 51,300
Supportive Housing	Multiple Vendors	For housing services	\$ 35,000
Jobs Development / Vocational Coaching	Primavera Foundation	Estimated 200 individuals referred	\$ 80,000
Drug Testing	TASC		\$ 50,000
Outside Evaluation	University of Arizona		\$ 60,000
SUBTOTAL			\$ 337,050
Other			
Participant Incentives	Incentives for treatment and court compliance		\$ 2,000
Medication Assisted Treatment (MAT) services	CMS for men; SUN Clinic for women	(If not covered by Medicaid/Insurance)	\$ 2,000
Wrap-Around Recovery Services	Estimated allocation per person and ~number of participants		
	<i>DTAP</i>	<i>\$800 each, 55 participants</i>	\$ 44,000
	<i>Drug Court</i>	<i>\$800 each, 30 participants</i>	\$ 24,000
Substance Abuse Recovery Services	(For services not covered by Medicaid/insurance)	Includes residential & outpatient	\$ 40,000
HIV, STD & other medical screening	(If not covered by Medicaid/Insurance)		\$ 1,000
Totals			\$ 113,000
Budget Totals			
		Personnel	\$ 156,489
		Travel & Training	\$ 29,343
		Contractual	\$ 337,050
		Other: Treatment, Wrap-Around, Etc	\$ 113,000
		Total Budget	\$ 635,882
	* Does not reflect Pima County in-kind contributions to include personnel (including judges, attorneys, PCAO administration, and other staff) costs, indirect costs, and other costs absorbed by the county.		