



LEAD (LAW ENFORCEMENT ASSISTED DIVERSION PROGRAM) COST BENEFIT ANALYSIS

Initial Rough Estimate

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Approach to Cost Benefit Analysis

Potential Target Individuals

- Identified **target eligible individuals** from Santa Fe Police Department arrest / booking records using rough eligibility criteria - Individuals with **opiate-related arrests** over the **past 3 years (2010-2012)**

Cost of Current System (Arrest, Court, Jail, 911 / ER Visits, Property Crimes)

- Attempted to understand the **burden on the whole system** by cross-referencing the individual records across law enforcement, jail / detention, courts, 911 / EMS and medical systems*

Cost for LEAD Treatment & Services

- Estimated potential treatment cost for the individuals if they were sent to a comprehensive LEAD program including intensive treatments and wrap-around services instead of incarceration

Cost vs. Benefit for New LEAD program

- Analysis reflects “**rough estimate**” on comparison of current system vs. new LEAD treatment costs, assuming successful outcome of LEAD treatment. Other externalities including earning by LEAD individuals, reduced property crimes, public security, and improved wellbeing of families and communities have not been included in this preliminary, quantitative analysis but should be considered in evaluation of the LEAD program

*Used **actual records** of individual arrests, jail days, and court cases where such information was attainable; Supplemented with **assumptions / estimates** where not possible through expert interviews or web search; **Assumptions** can be refined with additional information over the course of the project

Data Sources for Cost-Benefit Analysis

Area	Data Source
Law Enforcement	<ul style="list-style-type: none"> • Santa Fe Police Department <ul style="list-style-type: none"> - Arrest records 2010-2012 - Expert interview w/ Detective Sergeant Jerome Sanchez for key assumptions • Santa Fe County Jail Online Inmates Inquiry http://www.santafecountynm.gov/inmate_lookup.php
Judiciary <ul style="list-style-type: none"> • Courts (District, Magistrate, Municipal) • Prosecutors • Public Defenders 	<ul style="list-style-type: none"> • New Mexico Courts Case Lookup https://caselookup.nmcourts.gov/caselookup/app • Public Defenders Office: Bennett Baur • District Attorney / Prosecutor's Office: Spence Pacheco, Lucas Gauthier (CFO) • City Prosecutor: Krishna Picard • Municipal Court Administrator: Arlene Sisneros • First Judicial District Court Administrative Assistant: Tyra J. Chavez • First Judicial District Adult Drug Court Administrative Assistant: Kim Moore • Magistrate Court (estimate provided by City Prosecutor Krishna Picard based on previous experience)
Jail / Detention Center (including Jail Medical)	<ul style="list-style-type: none"> • SF County Public Safety: Pablo Sedillo III (Director), Lisa Leiding (Nurse Administrator) • Santa Fe County Jail Online Inmates Inquiry http://www.santafecountynm.gov/inmate_lookup.php
911 / EMS	<ul style="list-style-type: none"> • City of Santa Fe Fire Department: Barbara Salas (Fire Chief)
ER/Medical	<ul style="list-style-type: none"> • Chris St. Vincent Regional Medical Center: Kathy Armijo Etre (VP of Community Health), Kristin Carmichael
Treatment	<ul style="list-style-type: none"> • Life Link: Laura Brown • SF Recovery Center: Yolanda Briscoe, Sylvia Barela • Drug Policy Alliance: Emily Kaltenbach • CARE Connection at Christus St. Vincent Regional Medical Center: Mark Boschelli (Clinical Supervisor) • Santa Fe Mountain Center: Sky Gray • Santa Fe City Youth and Families Division: Terrie Rodriguez (Director) • Sobering House: William McGowan, LADAC, Residential Counselor

Summary of Cost Benefit Analysis – 1/2

** All data summarized for a **three-year** time period (2010-2012) unless otherwise noted*

1. **100 Target Eligible Individuals:** 100 individuals were identified for opiate-related arrests by Santa Fe City law enforcement officers over the past 3 years
2. **Significant Overlap with Property Crimes:** **Over half (51%)** of individuals arrested for opiate possession or sales had a history of property crime or were soon arrested for one
3. **Burden on the System:** These 100 individuals collectively represented a significant burden across systems for law enforcement, justice, health, safety and social services including:
 - **Law enforcement:** 590 arrests, 5500+ officer hours
 - **Detention center / Jail:** 11,500+ days
 - **Judicial System:** 329 District & Magistrate Court cases and additional Municipal Court cases; 800+ Judge hours; 10,000+ Prosecutor hours, 5,000+ Public Defender hours; additional hours by staff, clerks, assistant, probation officers, witnesses, victims' advocate etc.
 - **911/EMS:** 61 dispatches
 - **Emergency and Other Medical:** **91 out 100** individuals had drug-related ED/hospital visits
4. **“Revolving Door” with Systematic Recidivism:** A majority (**91 out of 100**) arrested for opiate possession or sales in 2010-2012 were **repeat offenders** with a pattern of being **re-arrested every 6 months** on average (5.9 arrests in 3 year period)
5. **“Frequent Offenders”:** A small number of “frequent offenders” disproportionately burden the system with the top 25 individuals making up nearly 50% of the total usage for law enforcement (278 arrests) and detention/jail facilities (5301 combined days in jail). Top 25 “Frequent Offenders” are responsible for 4~5 times the number of arrests and length of jail stays compared to “Others”

Summary of Cost Benefit Analysis– 2/2

**All data summarized for a three-year time period (2010-2012) unless otherwise noted*

6. **Cost to the Current System:** The 100 target eligible population cost more than **\$4.2 million** or an average of **\$42K per individual** across systems over the past 3 year period (2010-2012). The cost per individual is significantly higher for the **top 25 frequent offenders (\$~56K)** vs. Others (~\$37K). This however represents only a partial cost. The overall cost to the system is likely to be much higher given the conservative assumptions and additional burden on the broader system not fully captured in the current analysis including loss of productivity and earnings and cost to social support systems.
7. **Potential LEAD Treatment & Program Cost:** While the specific needs will vary, **an average LEAD cost per individual including intensive treatments and wrap-around services** is estimated at about **~\$34K per individual over 3 years, less than the cost to the current system.** The cost to Santa Fe City will be significantly lower when Medicaid coverage and other funding sources are taken into account, as well as pro bono services and donated goods. In addition, a number of the current 100 individuals are already “ad hoc” participants to different components of these treatments and programs making the incremental cost lower than the full estimate.
8. **Long-term Impact:** The cost-benefit impact of the LEAD program will be more evident in the long-term as the upfront investment of intensive treatment and support services pays off in reduced recidivism and cost to the current systems over time. Other long-term positive impacts include prevention of drug addiction and related criminal activities, improved wellbeing of individuals, family and community, and positive contribution to earnings and economic productivity through re-integration to society and job market. LEAD is intended to move individuals from the chronic “revolving door” of drug-to-incarceration and-ER-visits toward long-term sustainable recovery and livelihood.
9. **Sensitivity Analysis - Target Reduction in Recidivism:** **38% reduction in arrest, incarceration and drug-related ER / hospital recidivism** will provide positive economic benefits for the LEAD program over a **10 year** time period under the current conservative assumptions. **The required reduction in recidivism is lower (22~28%) for the City of SF** if the LEAD cost is adjusted for **Medicaid coverage of 60~80%** for certain medical treatments.

1. 100 Target Eligible Individuals: 100 individuals were identified for opiate related arrests by the City of Santa Fe law enforcement officers over the past 3 years

**All data summarized for a three-year time period (2010-2012) unless otherwise noted*

**100 target eligible
individuals for
LEAD**

Arrested and booked

- As **opiate-related (possession or sales)** primary offense on record
- By the **City of Santa Fe Law enforcement officers**
- **Over the past 3 year time period (2010-2012)**

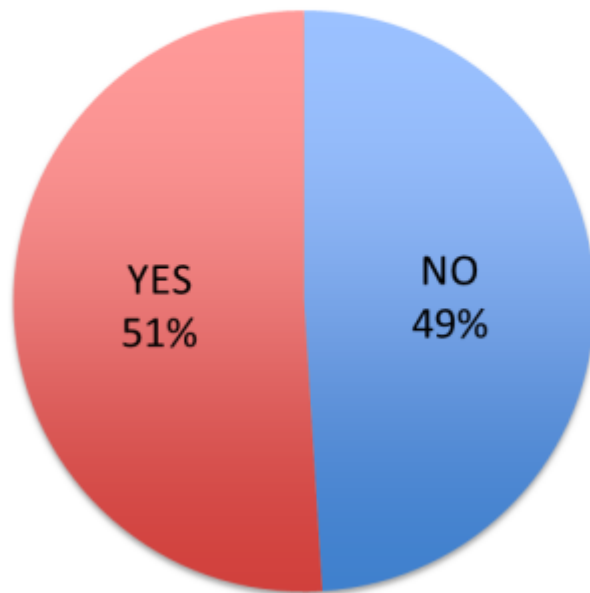
- *During the 3 year period, the target 100 individuals, on average,:*
 - *were **arrested 5.9 times** for drug, property crime, or other offenses, and*
 - *spent **115 days in Santa Fe County Jail.***
- *Under the current incarceration-based approach without addressing the core problem of drug addiction, these individuals incur significant and recurring burden and financial cost to the criminal justice system as well as the medical and social support systems.*

2. Significant Overlap with Property Crimes: Over half (51%) of the 100 individuals arrested for opium possession or sales had a history of property crime or were soon arrested for property crime

“A majority of the property crimes are related to drugs” (SFPD Detective Sergeant)

History of Property Crime

100% = 100 individuals arrested for Opiate Sales & Possession in 2010-2012



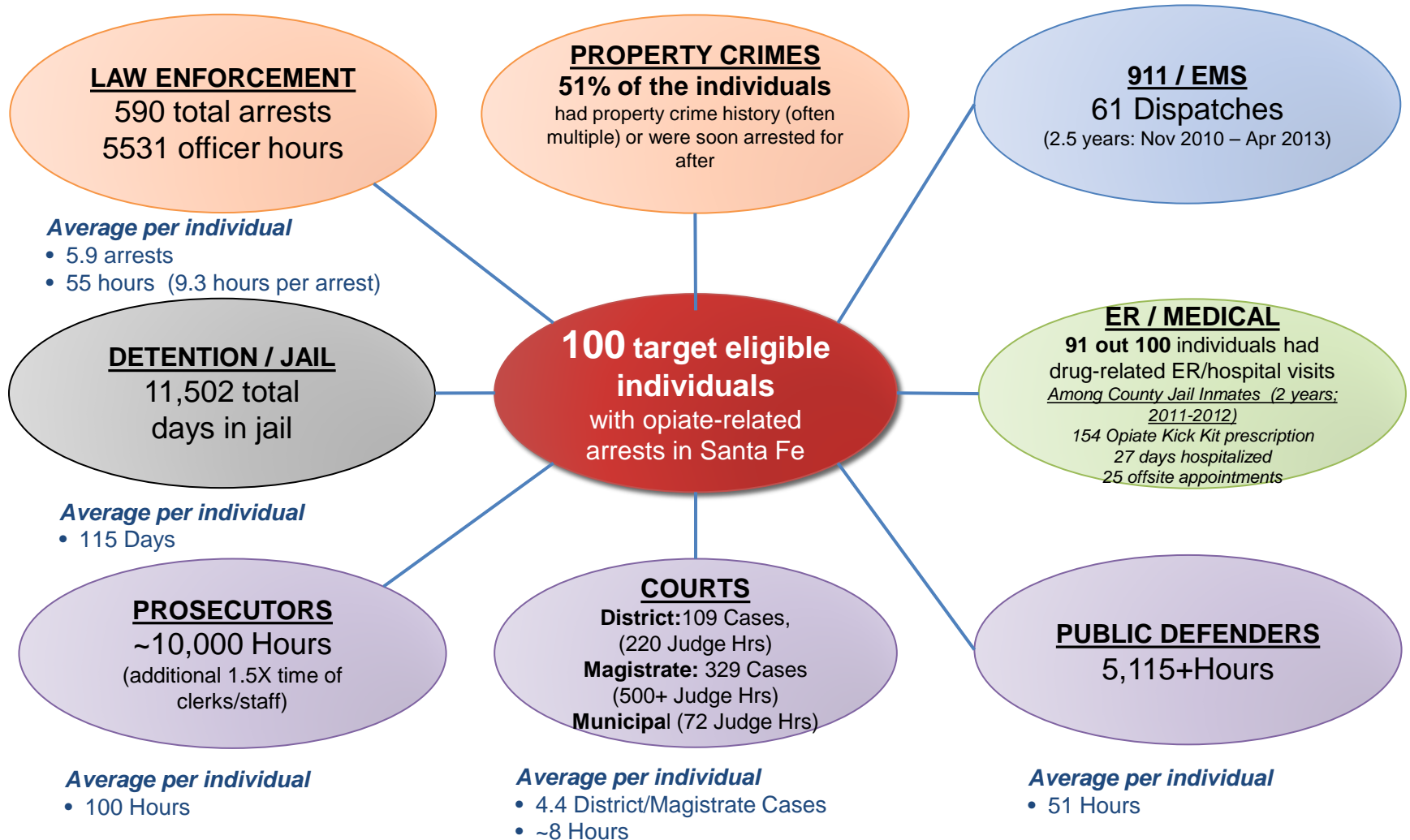
- ***“I will do anything to get my hands on drugs so I can get ‘well’.”*** (quote from an inmate explaining why drug addiction leads to desperate property crimes)
- **Over half of the individuals** arrested for opiate possession or sales also had a **history of property crime*** or were soon arrested for property crime. Many more are suspected of property crimes although may not have been arrested
- **The number of burglary “reports” is approximately 10 times the number of actual “arrests”**, suggesting significantly higher costs related to property crimes than what is documented through police arrests (For example, Santa Fe Police Department had a total of **966 reports** for burglary but only **94 actual arrests** from June 1, 2011 to May 31st, 2012)

* Property Crime includes burglary, larceny, breaking & entering, shoplifting, robbery, receiving or transporting stolen goods

3. Burden on the System: These 100 individuals collectively represented a significant burden across systems for law enforcement, justice, health, safety and social services

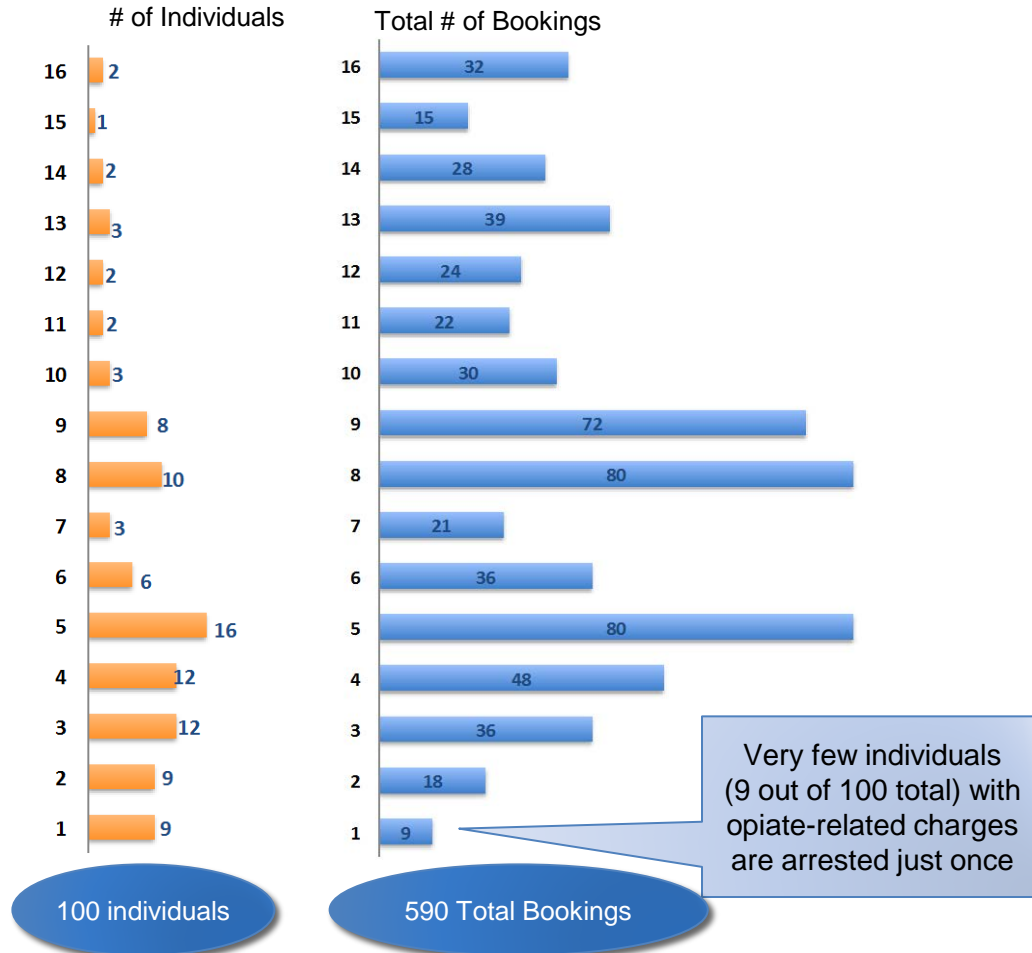
**All data summarized for a three-year time period (2010-2012) unless otherwise noted*

Quantified in the scope of this initial analysis



4. “Revolving Door” with Systematic Recidivism: A majority (91 out of 100) arrested for opiate possession or sales in 2010-2012 were **repeat offenders** with a pattern of being **re-arrested every 6 months** on average.

Number of Individuals and Total Booking by Frequency of Arrest
(3 year period, 2010-2012)

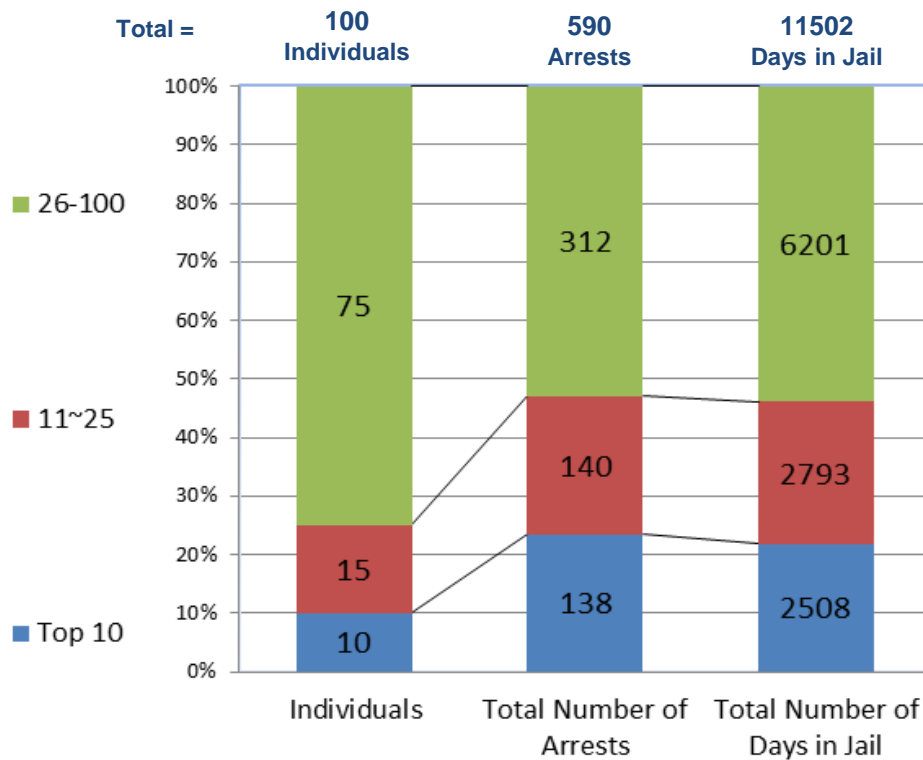


- These 100 individuals had **total 590 bookings** across opiate, drug paraphernalia, property crime, and other offenses
- **91 out of total 100** individuals arrested for opiate possession or sales in 2010-2012 had **two or more arrests over the past 3 years**
- **Average recidivism was 6 month intervals** between arrests in average **or 5.9 times over 3 year** period (2 times / year)

* Included Opiate Possession or Sales, Other Drugs, Drug Paraphernalia, Property Crime Arrests, Probation Violations, Warrants, Failure to Appear etc.

5. “Frequent Offenders” – Law Enforcement and Jail: A small number of individuals disproportionately burden the system with the top 25 individuals making up nearly 50% of the usage for law enforcement and detention / jail facilities

Summary of Individuals, Arrests, and Days in Jail by Recidivism Ranking Group (3 year period, 2010-2012)

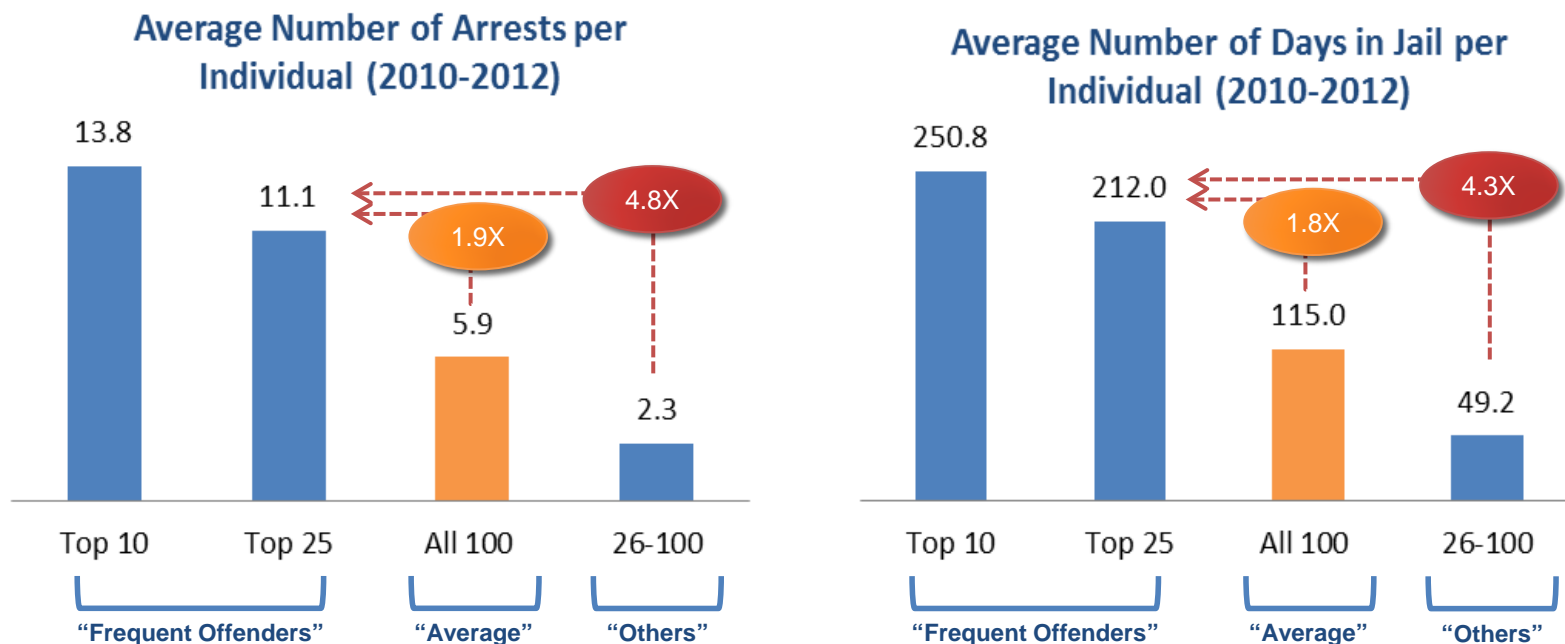


Top 25 individuals make up:

- Approximately **50% of the law enforcement and detention center / jail burden** among the total 100 target eligible population
- **278** total arrests (average **11.1** arrests per individual)
- **5301** combined days in jail (average 212 days per individual) over the past 3 years

5. “Frequent Offenders”- Law Enforcement and Jail: Top 25 “Frequent Offenders” are responsible for 4~5 times more arrests and length of jail stays compared to “Others”

Comparison of Arrests and Jail Stays for “Frequent Offenders” vs. “Average” and “Others” (3 year period, 2010-2012)

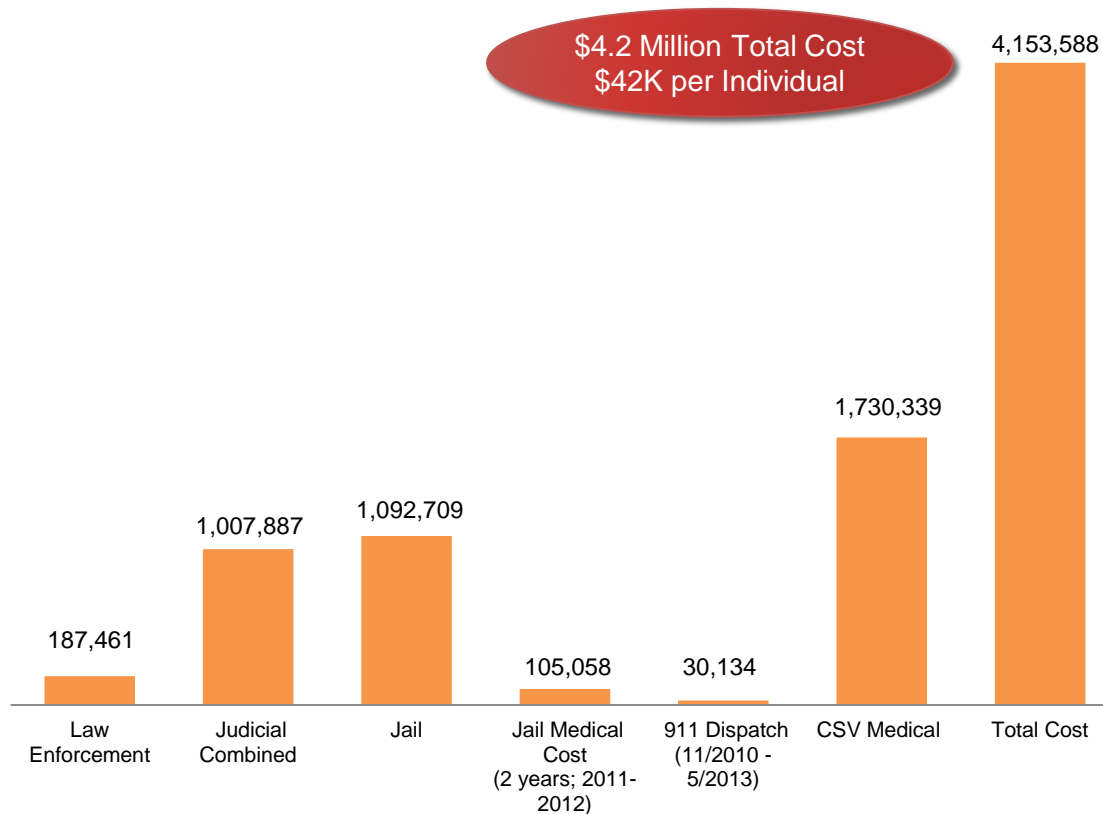


Which population LEAD program targets will likely have significant impact on cost savings from the current system as well as the cost of new LEAD treatment / programs to meet the needs of the individuals

6. Cost to the Current System - Summary: The 100 target eligible population cost more than **\$4.2 million** or an average of **\$42K per individual** across systems over the past 3 year period (2010-2012)

VERY ROUGH ESTIMATE

3-Year TOTAL Cost to the System for the 100 Individuals



\$4.2M is a relatively **CONSERVATIVE ESTIMATE** due to:

- Taking a generally conservative approach to cost assumptions (see appendix for detailed assumptions in each area)
- Not fully capturing some of the burden on the broader systems in the quantitative analysis including loss of productivity and earnings and cost on social support systems (see next page for more details)

See Appendix for detailed assumptions in each area

6. Cost to the Current System – Judicial Cost Breakdown: The highest cost for the Judicial System is with the District Attorney Office, responsible for prosecuting the individuals with drug-related and other crimes (total 438 cases, over 10,000 DA prosecutor hours)

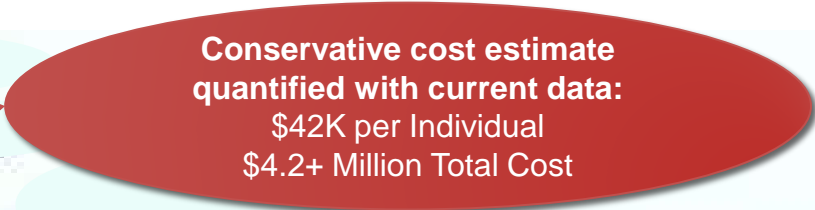
VERY ROUGH ESTIMATE

Breakdown of Judicial Costs Related to 100 target LEAD eligible Individuals
3 Year Total Cost Estimate (2010-2012)

	Judge (including clerk & assistant staff)	Prosecutor (including clerk , assistant , & victim’s advocate)	Public Defender (including Private Contractors)	Total
Municipal Court	\$19,207	\$6,192	\$9,523	\$34,923
Magistrate Court	\$67,946	\$652,063	\$224,817	\$972,964
District Court	\$28,139			
Total	\$115,292	\$658,255	\$234,340	\$1,007,887

See Appendix for detailed assumptions

6. Cost to the Current System – What’s NOT Included: The overall cost to the system is likely to be much higher than the current \$41K per individual or \$4.1M total conservative estimate



Conservative cost estimate
quantified with current data:
\$42K per Individual
\$4.2+ Million Total Cost

Additional burden on the system NOT fully captured in the current scope of quantitative analysis

- **Loss of productivity and earnings** for the individuals from incarceration and other issues related to drug addiction
- **Impact on families and costs on the social systems** for services provided to the individuals and their families when a parent is incarcerated
- **Cost of current drug treatments and services being provided to the individuals on an “ad hoc” basis** (e.g., sobering center, medication assistance)*
- **Increased public safety and health issues** including domestic violence, crimes (including property crimes), undocumented immigrant status, injuries, STDs, and other communicative diseases that affect overall community wellbeing
- **Opportunity cost of time and resources diverted from addressing other potentially more critical cases** by law enforcement officers, judicial system, jail, and medical institutions
- Time spent by **other individuals involved in judicial process**** (e.g., witnesses, jury, social services, etc.)

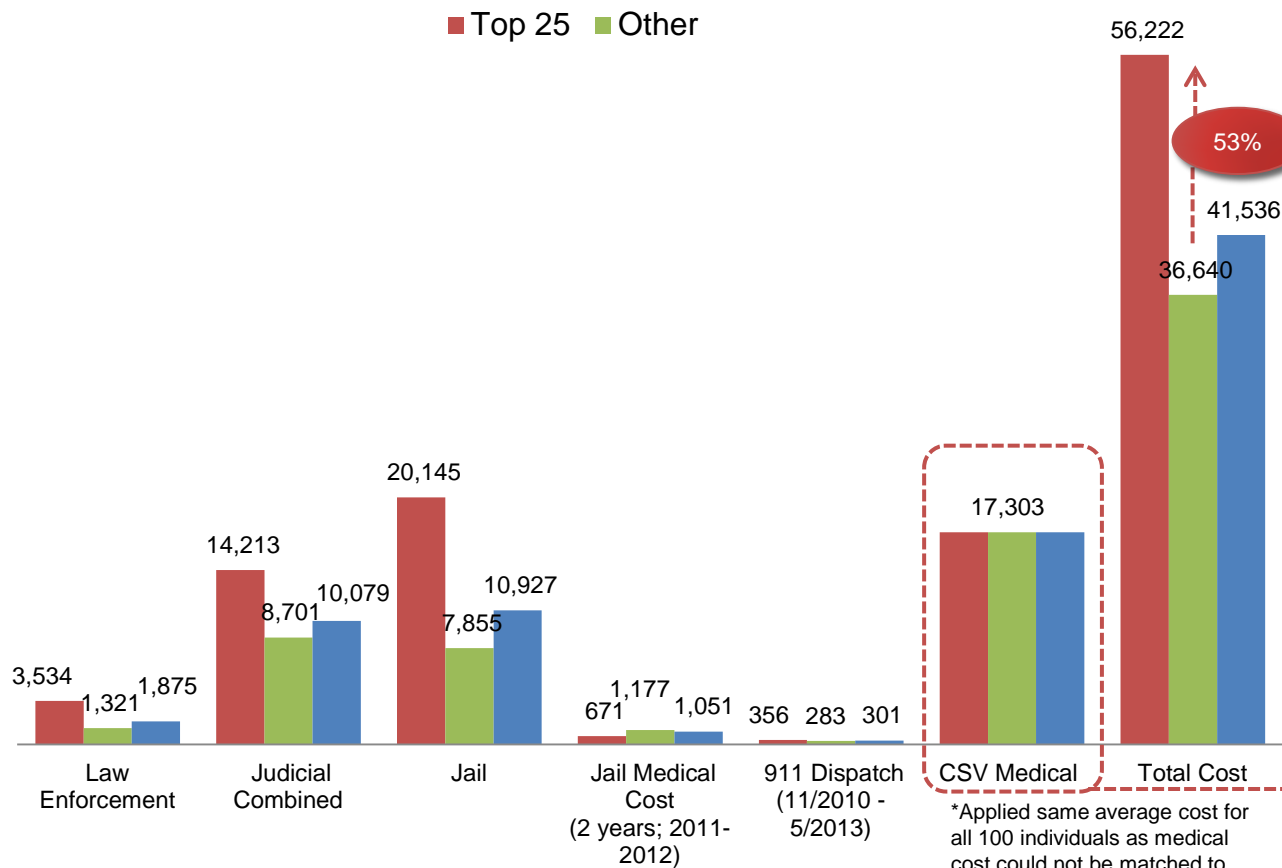
* For example, 8 individuals have been to the CSV Sobering Center; 43 have gone through the Care Connection assessment center and were issued a voucher for services that add up to \$1,200; 3 Individuals have used both the assessment center and the Sobering Center.

** Current analysis for judicial system covers direct labor costs for judges, prosecutors, public defenders, clerks, assistants, victim’s advocate and probation officer (municipal only); See Appendix for detailed assumptions in each area

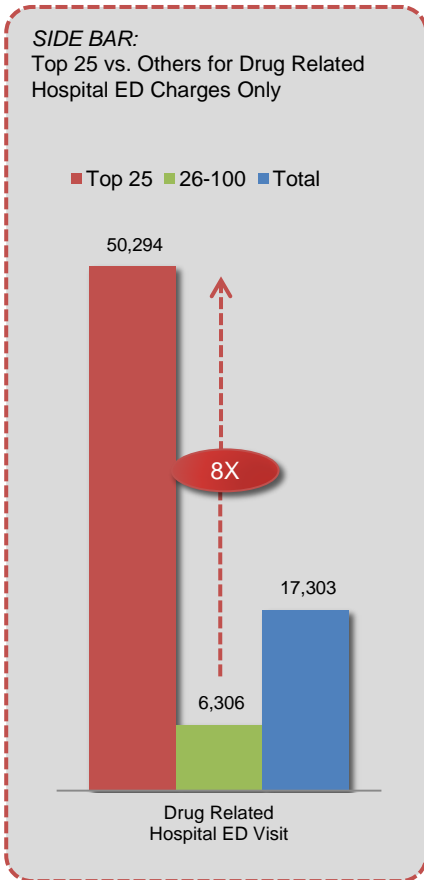
6. Cost to the Current System – Top 25: The cost per individual is significantly higher for the top 25 frequent offenders (\$~56K) vs. “Others” (~\$37K)

VERY ROUGH ESTIMATE

3-Year Average Cost to the System per Individual - Top 25 vs. Others



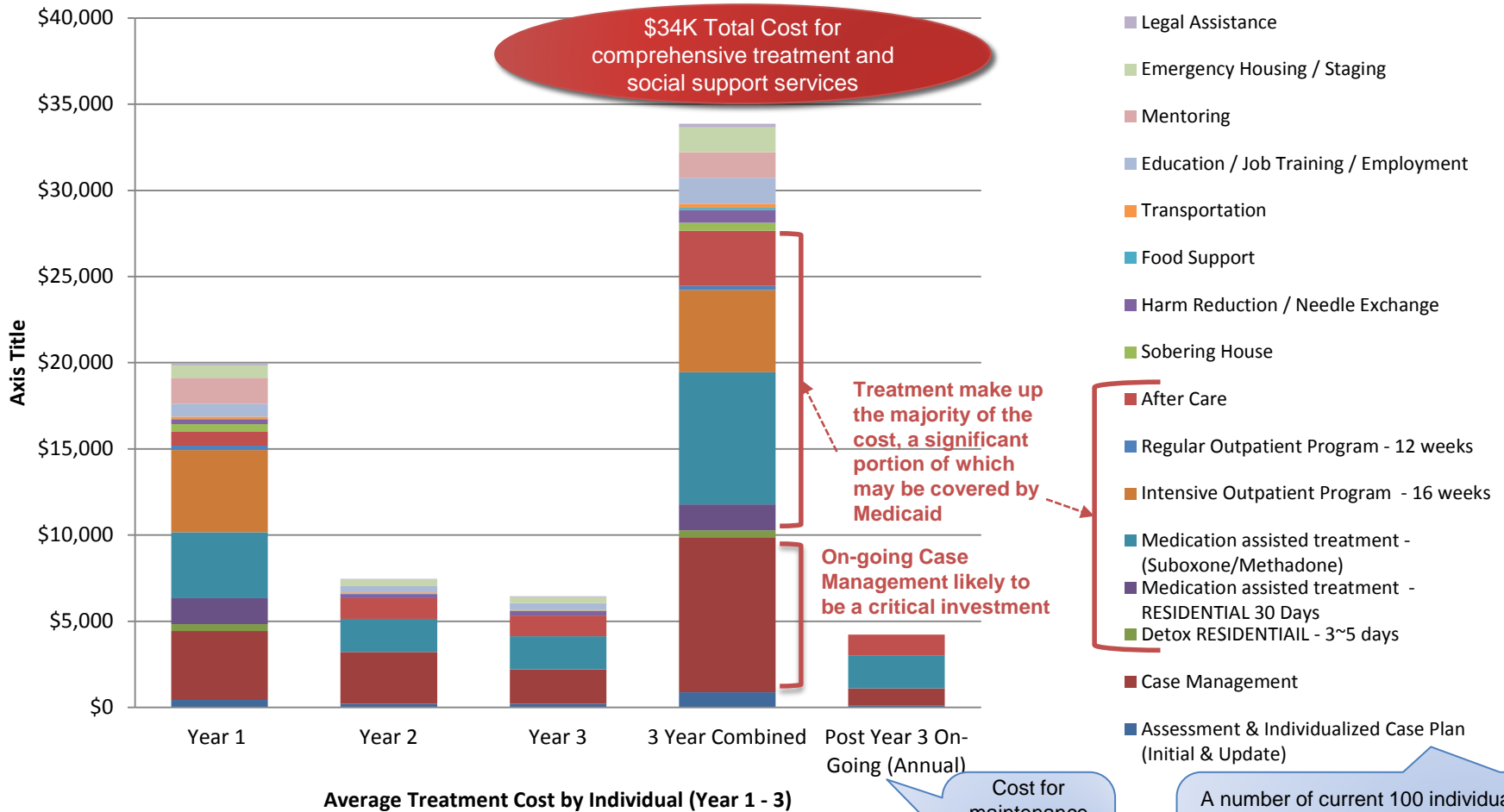
*Applied same average cost for all 100 individuals as medical cost could not be matched to specific individuals in the list due to HIPPA Privacy rule



*Top 25 vs. Others for Drug Related Emergency / Hospital Charges (The names of individuals for Top 25 are different from the graph on the left)

7. Potential LEAD Treatment & Program Cost: While the specific needs will vary, an average LEAD cost per individual including intensive treatments and wrap-around services is estimated at ~\$34K per individual over 3 years, less than the cost of the current system.

VERY ROUGH ESTIMATE



See next page for detailed assumptions on treatment and services

Cost for maintenance likely to be significantly lower after initial years

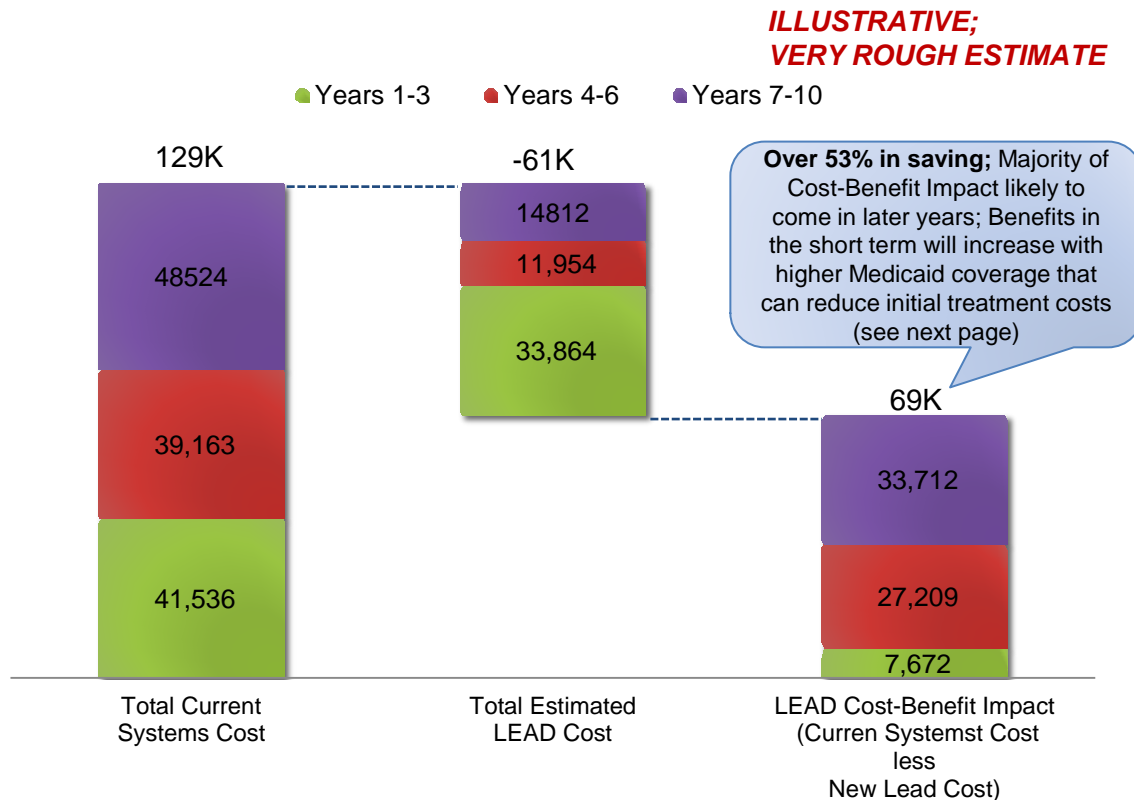
A number of current 100 individuals are already participating in some of these treatments and programs on an "ad hoc" basis (have not been quantified as part of current systems cost)

7. Potential LEAD Treatment & Program Cost: Detailed Assumptions

Area	[a] Potential Cost of Service	[b] % of LEAD Participant s	[c] Potential Medicaid Coverage	Cost Per Individual (Adjusted for Participation %; NOT adjusted for Medicaid)					Assumptions
				Year 1	Year 2	Year 3	3 Year Combined	Post Year 3 On- Going (Annual)	
Assessment & Individualized Case Plan (Initial & Update)	\$440	100%	YES (60~80%?)	\$440	\$220	\$220	\$880	\$110	Initial assessment followed by quarterly re-assessment update for 1st year; semi-annual for Year 2 and 3 Each session \$110~120; SFRCis reimbursed at \$110/hr for Treatment Plan - Initial/Update; Optum can bill up to 4X year; Approximately ~3 hours by a trained program officer (e.g., Care Connection) using computerized assessment tool at roughly \$35~40 /hour
Case Management	\$4,000	100%	YES (60~80%?)	\$4,000	\$3,000	\$2,000	\$9,000	\$1,000	Approximately 10 individuals per case manager at roughly \$40,000 for Year 1; Reduced in Year 2 and 3, and subsequent years for follow-up maintenance; Significant cost potentially funded through Comprehensive Community Support Services (CCSS) program.
Detox RESIDENTIAL - 3~5 days	\$800	50%	-	\$400	\$0	\$0	\$400		\$200 per day for average 4 days (3~5 days) based on state reimbursement rate of \$100 for social detox and \$250 medical detox.
Medication assisted treatment - RESIDENTIAL 30 Days	\$6,000	25%	-	\$1,500	\$0	\$0	\$1,500		30 days at \$200/day
Medication assisted treatment - (Suboxone/Methadone)	\$5,110	75%	YES (60~80%?)	\$3,833	\$1,916	\$1,916	\$7,665	\$1,916	Assumed average \$14/day (Methadone: ~\$10/day, Suboxone: \$17~18/day) including provider cost (SFRC example for Suboxone) Consumption for the full year for Year 1; Reduced by 50% for Year 2 and 3 and on-going; Medicaid covered for up to 18 months; Seattle uses Methadone primarily at \$11/day cost which are mostly Medicaid paid
Intensive Outpatient Program - 16 weeks	\$6,352	75%	YES (60~80%?)	\$4,764			\$4,764		\$397 per week for 16 weeks. 3-4 times per week for a total of 9 hours per week of individual, group, and family therapy (based on SFRC reimbursement rate data)
Regular Outpatient Program - 12 weeks	\$1,020	25%	YES (60~80%?)	\$255			\$255		Two group therapies a week and two individual therapies a month; recommended for a small sub-group completing intensive outpatient, but needing a relatively intensive step-down; Individual therapy \$70 per hour, and groups \$25 per hour.
After Care	\$1,200	100%	YES (60~80%?)	\$800	\$1,200	\$1,200	\$3,200	\$1,200	Approximately \$100/month following Residential and other Intensive or Regular Outpatient Programs Either 1 group a week or 1 individual therapy session a month, depending on the needs of the individual
Sobering House	\$1,800	25%	-	\$450			\$450		\$400/ months for 3~6 months (average 4.5 months)
Harm Reduction / Needle Exchange	\$250	100%	-	\$250	\$250	\$250	\$750		Rough estimate using total budget for SFMC Harm Reduction program and clients served
Food Support	\$240	25%		60	30	30	\$120		Assume about 60 days per year support for food per individual (or ~90 meals); \$2 per meal (FEMA rate) X 2 meals X 60 days
Transportation	\$240	50%		120	60	60	\$240		\$20 for 31 day pass; 12 months
Education / Job Training / Employment	\$1,500	50%		750	375	375	\$1,500		Rough estimate; GED, certificate, or job training program participation support in addition to skills workshops
Mentoring	\$1,500	100%		1500			\$1,500		Cost of recruiting, matching and training mentors
Emergency Housing / Staging	2880	25%		720	360	360	\$1,440		90 days at \$32/bed night (including 2 meals and case management program) - St. Elizabeth Shelter example (\$36 for men, \$28 for women)
Legal Assistance	400	25%		100	50	50	\$200		10 hours of legal assistance for \$40/hr
TOTAL COST	\$33,732			\$19,942	\$7,461	\$6,461	\$33,864	\$4,226	

8. Long-term Cost Benefit Impact: The cost-benefit impact of the LEAD program will be more evident in the long-term as the upfront investment of intensive treatment and support services pay off in sustained reduction in recidivism and cost to the current systems.

**LEAD Cost Benefit Impact Over 10 Years
Per Successful Individual Case - Simplified**



Other long-term positive impact include:

- Prevention of and reduction in drug addiction and related criminal activities
- Improved safety, health, and wellbeing of individuals, family and community
- Positive contribution to earnings and economic productivity through re-integration to society and job market

*LEAD is intended to move individuals from the **chronic pattern of “revolving door” from drug to incarceration and costly ER visits toward long-term sustainable recovery and livelihood.***

IMPORTANT NOTES on the simplified analysis:

- Assumes 100% reduction in recidivism and no Medicaid coverage
- Cost and benefit estimates for Years 4 – 10 have been discounted with 3% inflation rate assumption
- See sensitivity analysis on the next two pages on how reduction in recidivism and Medicaid coverage affect cost-benefit

9a. Sensitivity Analysis - Target Reduction in Recidivism (Before Medicaid): 38% reduction in arrest, incarceration and drug-related ER / hospital recidivism* will provide positive economic benefit for LEAD program over a 10 year time period under the current conservative assumptions

Cost-Benefit Impact of LEAD Program over 10 Years
based on Varying Assumptions on Reduction in Recidivism
 (Before accounting for Medicaid Coverage)

Breakeven Point: 38%

Reduction in Recidivism (Assumption)	10%	20%	30%	40%	50%	60%	70%
LEAD Cost Benefit Impact	\$(31,338)	\$(20,234)	\$(9,131)	\$1,972	\$13,076	\$24,179	\$35,283

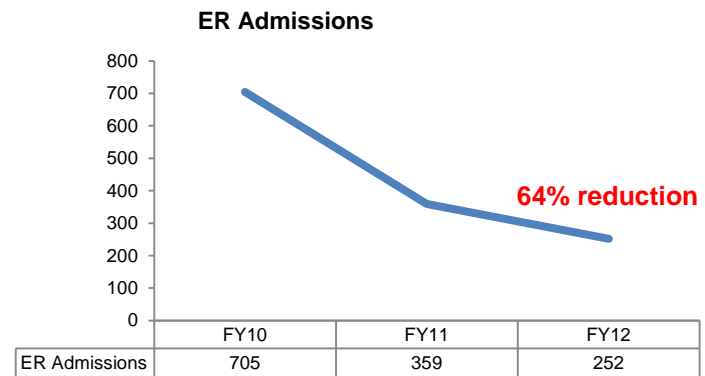
How achievable is 38% reduction in arrest, incarceration and drug-related ER / hospital recidivism?

HUGS example (High Utilizer Group Services)

- Two year track record (2010-2012) showed:
 - **64% reduction in ER Admissions**, and
 - **60% reduction in Inpatient / Outpatient Care**
- Current status as of March 2013 for a sample of 16 individuals also **56% as “sober or off drugs”**

Impact on reducing **arrest, incarceration, and drug-related ER/hospital recidivism** expected to be higher than the impact on reducing **“relapse” for substance abuse**

Two Year Track Record for HUGS
2010-2012



*Does not necessarily mean a reduction in substance abuse relapse rate; Assumes that LEAD Cost is reduced by 30% when an individual falls back to recidivism incurring “current systems costs”.

**Adopted “Coordinated Community Care Model” to work with high utilizers with behavioral health conditions

SOURCE: LEAD Cost Benefit Analysis; “High Utilizer Group Services (HUGS) - Reducing Preventable Hospitalizations”, CSV Regional Medical Center Department of Community Health, March 2013

9b. Sensitivity Analysis – Medicaid Implication on Cost-Benefit Analysis for the City of Santa Fe: The required reduction in recidivism is lower (22~28%) for the City of SF if the LEAD cost is adjusted for Medicaid coverage of 60~80% for certain medical treatments.

How Does Medicaid Coverage Affect the Economic Cost / Benefit of Potential LEAD Program for Santa Fe City?

Sensitivity Analysis: LEAD Cost Benefit Impact Over 10 Years with Varying Assumptions on a) Reduction in Recidivism and b) Medicaid Coverage for Certain Treatment Costs*

VERY ROUGH ESTIMATE

a) Reduction in Recidivism / Current Systems Cost

		-	10%	20%	30%	40%	50%	60%	70%
b) Medicaid Coverage % on Certain Treatment Costs*	0%		\$(35,108)	\$(25,802)	\$(16,496)	\$(7,190)	\$2,116	\$11,422	\$20,727
	20%		\$(29,405)	\$(19,865)	\$(10,325)	\$(784)	\$8,756	\$18,296	\$27,836
	40%		\$(23,702)	\$(13,928)	\$(4,153)	\$5,621	\$15,396	\$25,171	\$34,945
	60%		\$(17,999)	\$(7,991)	\$2,018	\$12,027	\$22,036	\$32,045	\$42,054
	80%		\$(12,297)	\$(2,054)	\$8,190	\$18,433	\$28,676	\$38,920	\$49,163
	100%		\$(6,594)	\$3,884	\$14,361	\$24,839	\$35,316	\$45,794	\$56,272

The red box represents the target reduction in recidivism for a positive economic outcome of LEAD.

The break-even point is 22% - 28% reduction in recidivism assuming 60-80% Medicaid coverage for certain medical treatments*

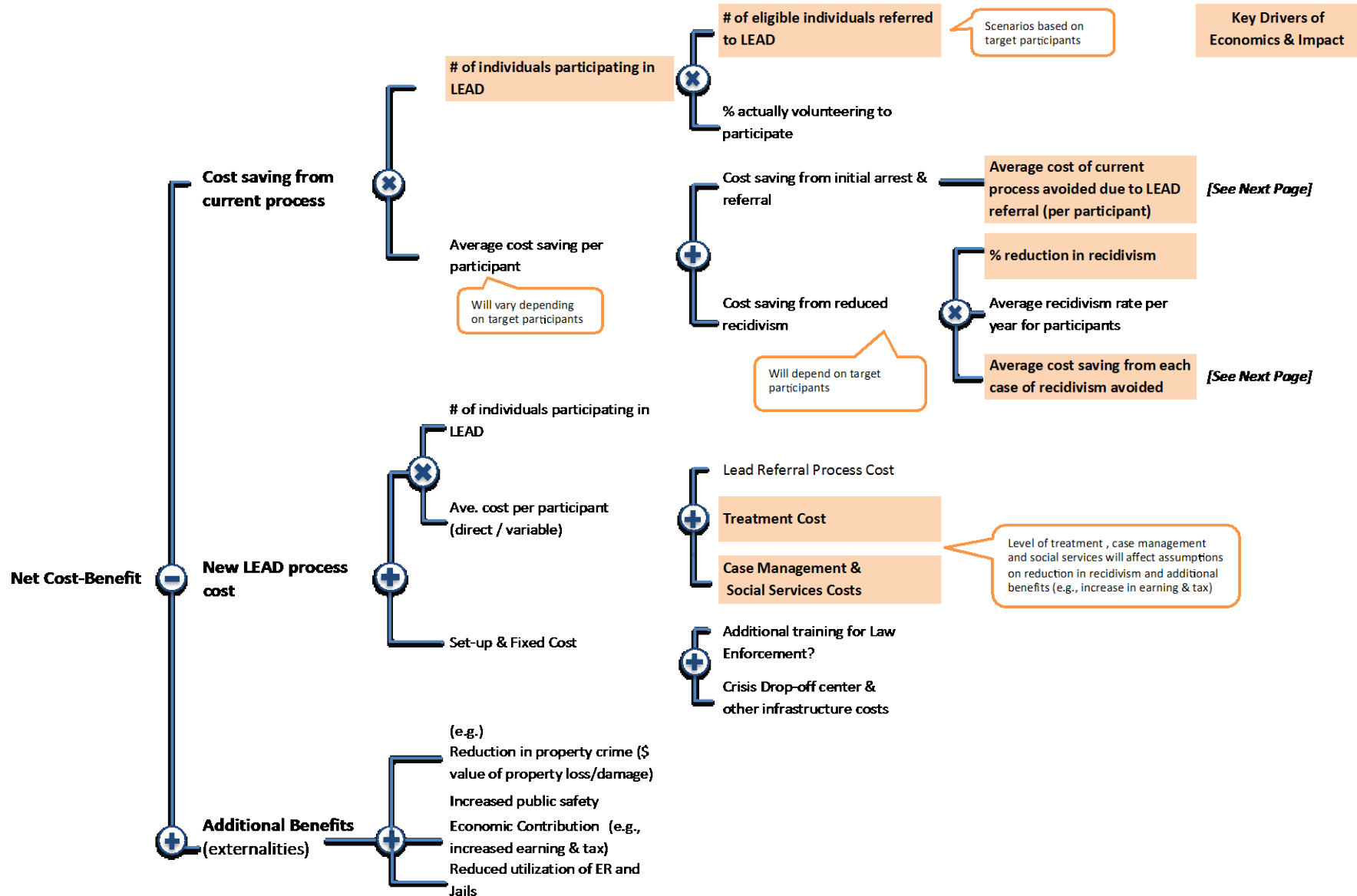
*See page 15 for details on which treatments are assumed to have potential Medicaid coverage. CSV ER and hospital costs under current system costs are also adjusted for Medicaid coverage for this analysis which explains why the row with 0% Medicaid Coverage does not look the same as the numbers on the previous table on page 20 of this document.

Appendix

- LEAD Cost Benefit Analysis Framework
 - Law Enforcement / Property Crimes
 - Judiciary
 - Jail / Jail Medical
 - CSV ER / Medical (excluding Jail Medical)
- Key Assumptions and Data Sources
- Example Profile of Target Eligible Population

LEAD Cost Benefit Analysis Framework - 1. Overall

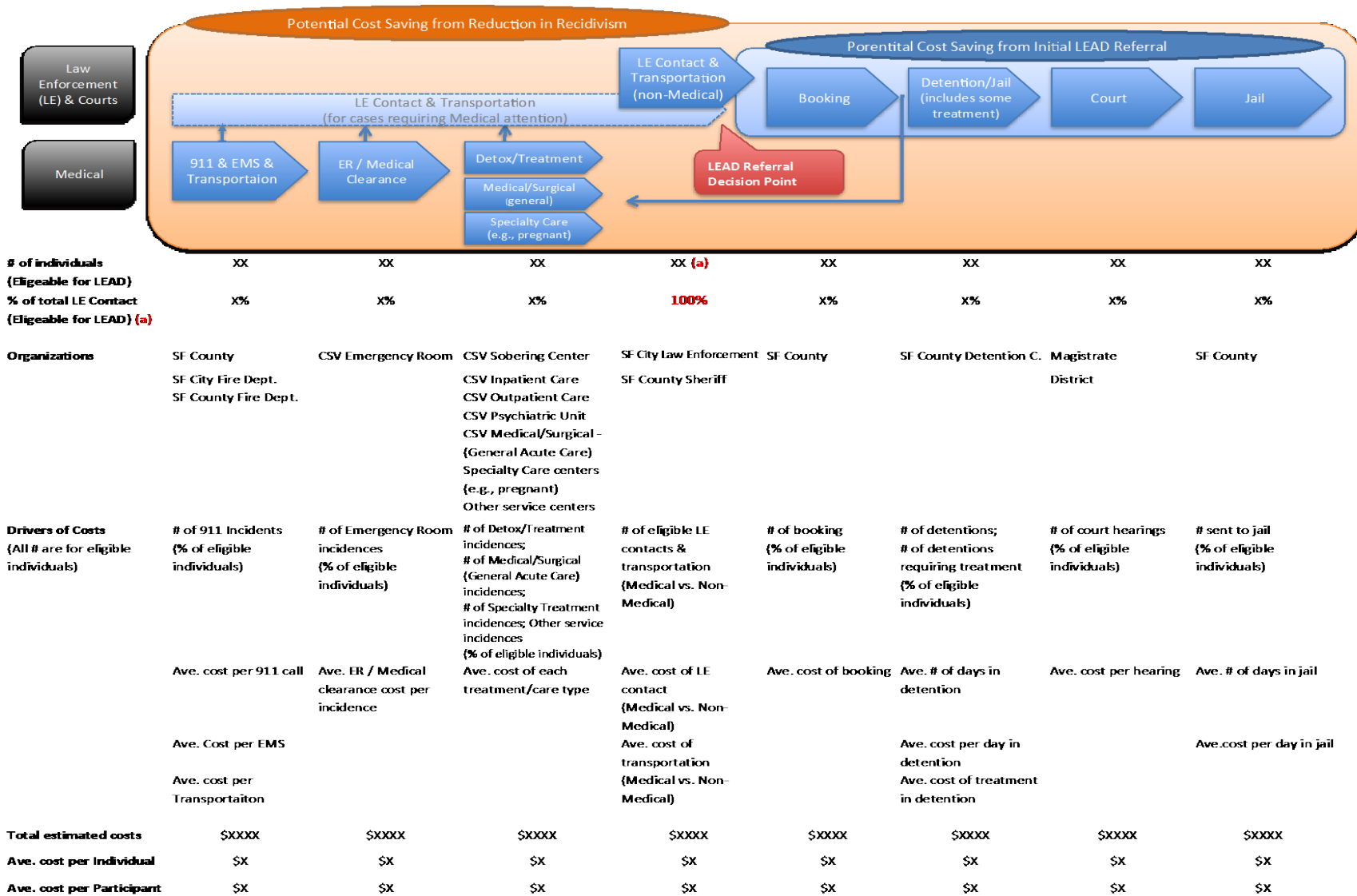
(To be refined w/ Task Force input)



LEAD Cost Benefit Analysis Framework

2. Current Process for Opiated-Related Arrests & Potential Savings

(To be refined w/ Task Force input)



Key Assumptions and Data Sources: Law Enforcement / Property Crimes

LAW ENFORCEMENT SUMMARY
100 Individuals **590** total arrests
5531 officer hours **\$187K** Total Cost
51% of Individuals arrested for Property Crime

Key Assumptions

- All data over 3 year period (2010-2012) unless specified otherwise
- 100 individuals identified from Santa Fe City police arrest records for **opiate sales and possession** from 2010-2012; Non-opiate drugs excluded from original 170+ records
- 590 bookings by the 100 individuals from cross-referencing the names of 100 individuals list against the Santa Fe County Jail inmates record from 2010 -2012
- 9.4 Hours average # of officer hours per booking (Total 5531 hours)
- \$318 Average cost per booking (\$354 for felony; \$225 Misdemeanor)
- 51% had Property Crimes Arrest

Data Source

- Santa Fe Police Department
 - Arrest records 2010-2012
 - Expert interview w/ Detective Sergeant Jerome Sanchez for key assumptions
- Santa Fe County Jail Online Inmates Inquiry http://www.santafecountynm.gov/inmate_lookup.php

Detailed Calculations

HOURS (a)

Column1	Arrest/ Transportation	Booking	Documentation	SUM
Misdemeanor	2	1	1	4
Felony	2	1	3	6

of Officers for Tasks (b)

Column1	Arrest/ Transportation	Booking	Documentation
Misdemeanor	2	1	1
Felony	3	1	1

Hourly rate for Patrol Officers \$24.81
 Benefit 30%
Average hourly rate for officers incl. benefits (c) \$ 32.25

Total Law Officer Hours (a X b)

Column1	Arrest/ Transportation	Booking	Documentation	SUM
Misdemeanor	4	1	1	6
Felony	6	1	3	10

Cost of Law Officer Hours (a X b X c)

Column1	Arrest/ Transportation	Booking	Documentation	SUM
Misdemeanor	\$ 129	\$ 32	\$ 32	194
Felony	\$ 194	\$ 32	\$ 97	323

% of Felony 72%

Transportation
 Arrest & Booking 30 Miles
 Mileage 0.5 \$/Miles
 \$ 15.00

Additional Cost if Medical Clearance Required

Approximate % of Total Booking requiring Medical Clearance 5%
 Additional Law Officer Hours 10
 *Additional 4 hours for 2 officers + 1 more officer for 2 hours of arrest/transportation
 Additional Cost of Law Officer Hours \$ 323

Additional Transportation Cost 20 Miles
 Additional Transportation Cost \$ 10

Total Additional cost for medical clearance \$ 333
 Average additional cost of medical clearance per booking \$ 17

Average Cost per Booking - before Medical Clearance adjustment

Average # of Law Officer Hours 8.9
 Cost of Law Officer Hours \$ 286
Transportation \$ 15.00
Average Cost per Booking \$ 301

Felony \$ 338
Misdemeanor \$ 209

Average Cost per Booking - after Medical Clearance adjustment

Average # of Law Officer Hours 9.4
Average Cost per Booking \$ 318

Felony \$ 354
Misdemeanor \$ 225

Total # of Officer Hours for 100 individuals 5531

Key Assumptions and Data Sources:

JUDICIARY - Courts / Judges

JUDICIARY: Court / Judges
 District: 109 Cases, (220 Judge Hrs)
 Magistrate: 329 Cases (500+ Judge Hrs)
 Municipal (72 Judge Hrs)

Key Assumptions

- All data over 3 year period (2010-2012) unless specified otherwise
- 438 District and Magistrate Court Cases for 100 individuals identified by cross-referencing the names of 100 individuals list against the New Mexico Courts case data online
- District Court
 - Judge hours spent on each individual estimated based on analysis of court hearing records by District Court Administrative Assistant
 - Applied ratios for Clerk and Assistant time spent on cases in relation to the Judge time (1: 1.5: 0.5 ratio for Judge: Clerk: Assistant per case)
- Magistrate Court: Applied 20% discount on time spent and cost per case in comparison to District Court (estimate provided by City Prosecutor Krishna Picard based on her previous experience)
- Municipal Court: Actual hours and average hourly rate provided by Court Administrator

Data Source

- Mew Mexico Courts Case Lookup <https://caselookup.nmcourts.gov/caselookup/app>
- Municipal Court Administrator, Arlene Sisneros
- First Judicial District Court Administrative Assistant, Tyra J. Chavez
- First Judicial District Adult Drug Court Administrative Assistant, Kim Moore
- Magistrate Court (estimate provided by City Prosecutor Krishna Picard based on her previous experience)

Detailed Calculations & Assumptions

District Court Summary

	Judge	Clerk	Assistant
Time Ratio	1	1.5	0.5
Total # of Hours	220	330	110
Salary	\$96,512	\$34,362	\$42,650
Hourly Rate	\$56	\$20	\$25
Benefit	30%	30%	30%
Cost per Hour	\$73	\$26	\$32
Total 3-yr Cost	\$16,033	\$8,563	\$3,543

Sum
\$28,139

of work days

215

Municipal Court Summary

	Judge	Clerk	Probation Officer
Total # of Hours	72	220	364
Salary	\$96,512	\$34,362	\$42,650
Hourly Rate	\$48	\$18	\$20
Benefit	30%	30%	30%
Cost per Hour	\$63	\$23	\$27
Total 3-yr Cost	\$4,516	\$5,038	\$9,653

Sum
\$19,207

Key Assumptions and Data Sources:

JUDICIARY – State Public Defenders

**JUDICIARY –
State Public Defenders**
5,115 total hours by public defenders
\$513 average cost per case
\$225K total cost

Key Assumptions

- All data over 3 year period (2010-2012) unless specified otherwise
- 438 District and Magistrate Court Cases for 100 individuals
- Each court case was assigned a “primary case type” based on review of charges
- Rough estimate for hours spent by Public Defenders on each “type” of cases and average hourly rate (\$30) provided by NM Public Defenders Office (Interview with Ben Bauer)
- Estimate adjusted by use of Private Attorneys (25% of cases)

Data Source

- Mew Mexico Courts Case Lookup
<https://caselookup.nmcourts.gov/caselookup/app>
- NM Public Defenders Office: Bennett Baur

Detailed Calculations & Assumptions

Estimate of Time Spent by Public Defenders by Case Type

	Hours	Others (incl. probation violation)	Drug Possession (incl. paraphernalia)	Drug Trafficking/Sales	Burglary	Shoplifting	Robberies
Breakdown by length of Public Defender time within type (hours)	2	25%				30%	
4	25%	50%		30%			20%
6			40%				
10	50%	50%		60%	65%	60%	
12			40%				
25					5%		
30				10%		20%	
40			20%				
Sum Check	100%	100%	100%	100%	100%	100%	100%
Weighted Average Hours	6.5	7	15.2	10.2	8.35	12.8	
Adjustments							
+3 Hours for preindictment time (excl. probation violation)	1.5	3.0	3.0	3.0	3.0	3.0	3.0
+2 Hours for appellate (excl. probation violation)	1.0	2.0	2.0	2.0	2.0	2.0	2.0
Adjusted Weighted Average Hours	9.0	12.0	20.2	15.2	13.4	17.8	

Summary of Public Defender & Support Staff Hours and Costs by Case Type

	Others (incl. probation violation)	Drug Possession (incl. paraphernalia)	Drug Trafficking/Sales	Burglary & Receiving/transporting Stolen Goods	Shoplifting * Receiving / Transporting stolen goods	Robberies (incl. aggravated Burglary)	Combined (using % of cases)
Weighted Average Public Defender Hours	9.0	12.0	20.2	15.2	13.4	17.8	11.7
Total # of Public Defender Hours	1,422	2,136	81	1,049	267	160	5,115
Add average support staff hours	2	2	2	2	2	2	2.0
Total Number of Cases	158	178	4	69	20	9	438
% of total cases	36%	41%	1%	16%	5%	2%	100%
Total Weighted Average Cost for Public Defender Office	\$393	\$510	\$829	\$634	\$562	\$736	\$497
Total Cost for Public Defender Office	\$62,031	\$90,709	\$3,318	\$43,774	\$11,245	\$6,622	\$217,698
Average Cost per case							\$497

Adjustment for Private Contractor and Salary Level

	Before adjustment (Public Defender = 100%)	Private Contractor Adjustment = 25% of total cases		Total
		Misdemeanor = 75% of cases	Felony	
Misdemeanor vs. Felony Cases		28%	72%	
Contractor Flat Rate per Case		\$210	\$700	
Total Cost	\$217,698	\$163,274	\$6,474	\$55,069
Average Cost per case				\$513
Adjustment Factor for Private Contractor				1.0

Key Assumptions and Data Sources:

JUDICIARY – District Attorney / Prosecutors

JUDICIARY – Prosecutors

10K + hours by prosecutors
(additional 15K+ hours by support staff)
\$1,489 average cost per case
\$652K total cost

Key Assumptions

- 438 District and Magistrate Court Cases for 100 individuals
- Each court case was assigned a “primary case type” based on review of charges
- Rough estimate for hours spent by prosecutors, support staff, and victim’s advocates on each “type” of cases based on interview with District Attorney Office (Spence Pacheco and Lucas Gauthier (CFO))

Data Source

- Mew Mexico Courts Case Lookup
<https://caselookup.nmcourts.gov/caselookup/app>
- District Attorney / Prosecutor’s Office:
Spence Pacheco, Lucas Gauthier (CFO)

Detailed Calculations & Assumptions

	Others (incl. probation violation)	Drug Possession (incl. paraphernalia)	Drug Trafficking/Sales	Burglary & Receiving/transporting Stolen Goods	Shoplifting * Receiving / Transporting stolen goods	Robberies (incl. aggravated Burglary)	Combined Total
Prosecutor Time (Hourly Rate = \$25; \$32.5 after 30% benefit)	Non-Trial hours				12	8	12
	Related Preparation (X2)				24	16	24
	% of cases going to Trial				5%	5%	10%
	Trial-related hours				22	22	26
	Trial Preparation (X2)				44	44	52
	Total Weighted Ave. Hours excl. Wait Time		18	30	39	27	44
	Court Wait time		6	6	6	6	6
	Total Weighted Avg. Time incl. Wait Time	10	24	36	45	33	50
Total Weighted Avg. Cost per Case	\$ 325	\$ 780	\$ 1,170	\$ 1,472	\$ 1,082	\$ 1,619	
Victims Advocate Time (Hourly Rate = \$18; \$23.4 after 30% benefit)	Ave. time per case						8
	% assumption requiring victims advocate						50%
	Total Weighted Average Time per Case						4
Total Weighted Average Cost per Case						\$ 94	
Support Staff Time (Hourly Rate = \$16; \$20.8 after 30% benefit)	1.5 times the Time Spent by Attorney	15	36	54	68	50	75
	Total Weighted Average Cost per Case	\$ 312	\$ 749	\$ 1,123	\$ 1,413	\$ 1,039	\$ 1,554
Combined Cost per Case	\$ 637	\$ 1,529	\$ 2,293	\$ 2,886	\$ 2,121	\$ 3,176	\$ 1,489
Total Prosecutor Hours	1,580	4,272	144	3,126	666	448	10,236
Total Victims Advocate Hours	-	-	-	-	-	-	36
Total Support Staff Hours	2,370	6,408	216	4,689	999	672	15,354
Total # of Cases	158	178	4	69	20	9	438
Total Prosecutor Cost	51,350	138,840	4,680	101,585	21,645	14,567	\$ 332,667
Total Victims Advocate Cost	-	-	-	-	-	842	\$ 842
Total Support Staff Cost	49,296	133,286	4,493	97,522	20,779	13,984	\$ 319,360
Total Cost	\$ 100,646	\$ 272,126	\$ 9,173	\$ 199,107	\$ 42,424	\$ 28,586	\$ 652,063

Key Assumptions and Data Sources:

JUDICIARY – City Prosecutors & Public Defenders

JUDICIARY – Municipal Court Prosecutors and Public Defenders

Prosecutors: 173 hours, \$9,523
Public Defenders: 115 hours, \$6,192

Key Assumptions

- Rough estimate on time spent by City Prosecutors and Public Defenders based on interview with City Prosecutor: 4 times the Judge hours spent by City Prosecutor (40%) and Public Defenders (60%) collectively

Data Source

- Mew Mexico Courts Case Lookup
<https://caselookup.nmcourts.gov/caselookup/app>
- City Prosecutor, Krishna Picard

Detailed Calculations & Assumptions

Municipal Court Summary - Public Defender and Prosecutor

	Judge	Public Defender	Prosecutor
Time Ratio	1	2.4	1.6
Total # of Hours	72	173	115
Salary		\$ 73,000	\$ 71,200
Hourly Rate		\$ 42	\$ 41
Benefit		30%	30%
Cost per Hour		\$ 55	\$ 54
Total 3 Year Cost		\$ 9,523	\$ 6,192

of work days 215

Key Assumptions and Data Sources:

JAIL / JAIL MEDICAL

JAIL / JAIL MEDICAL
 11,502 total days in jail
 \$1.1M total jail cost
 \$105K additional medical cost for inmates over 2 years (2011-2012)

Key Assumptions

- All data over 3 year period (2010-2012) unless specified otherwise
- \$95 per diem rate provided by SF County Public Safety (includes some standard medical services / counseling expenses)
- Jail medical cost includes Opiate KK prescription, 27 hospitalization and 25 offsite appointments over 2 year period (2011-2012)

Data Source

- SF County Public Safety: Pablo Sedillo III (Director), Lisa Leiding (Nurse Administrator)
- Santa Fe County Jail Online Inmates Inquiry http://www.santafecountynm.gov/inmate_lookup.php

Detailed Calculations & Assumptions

Summary of Jail Medical Incidences (2011 - 2012)

	# of opiate kk prescribed	# of times kk completed	Days Hospitalized	office site appointments
2011	49	32	2	5
2012	105	78	25	5

Summary of Jail Medical Incidences (2011 - 2012)

	Opiate KK Cost*	Extra ordinary pharmacy costs	Security Transport costs	Hospitalization costs	Ambulance transportation costs	offsite appointment costs	Total
2011	\$ 1,617	\$ -	\$ 364	\$ 700	\$ -	\$ 1,700	\$ 4,381
2012	\$ 3,465	\$ 8,397	\$ 10,036	\$ 60,868	\$ 1,621	\$ 16,265	\$ 100,652
Total 2 year cost	\$ 5,082	\$ 8,397	\$ 10,400	\$ 61,568	\$ 1,621	\$ 17,965	\$ 105,033

* Assumed \$33 per Kick Kit (\$22 ~ 44); used number of opiate kk prescribed

Key Assumptions and Data Sources:

CSV ER / Medical (excluding Jail Medical)

ER / MEDICAL
91 out of 100 individuals had drug-related ED/hospital visits
 Total Cost \$1,730K

Key Assumptions

- Actual ER / Hospital Charges for 100 target eligible LEAD individuals collected from CSV Regional Medical Center accounting database (anonymous without individual names)
- Initial data for 41 months adjusted for 36 months proportionally

Data Source

- **Chris St. Vincent Regional Medical Center:**
 Kathy Armijo Etre (VP of Community Health),
 Kristin Carmichael

Detailed Calculations & Assumptions

Summary of total CSV Emergency /Hospital Charges for LEAD Individuals by Type

Type of Cases	Total Cost (41 month)	Total Cost (adjusted to 36 months)	%
Emergency	\$ 938,786	\$ 824,300	48%
IP	\$ 795,074	\$ 698,113	40%
OP	\$ 71,296	\$ 62,602	4%
Reoccurring	\$ 73,724	\$ 64,733	4%
Series	\$ 91,838	\$ 80,638	5%
Combined	\$ 1,970,718	\$ 1,730,386	100%

Summary of CSV ER / Hospital Charges for LEAD Individuals by Payor

FinClass	FinClass Description	Total (41 month)	Percent of Total Dollars
A	United Healthcare	\$ 172,064.90	9%
B	Blue Cross	\$ 22,335.23	1%
C	Commercial Non Contract	\$ 75,135.33	4%
G	CHAMPUS	\$ 634.83	0%
H	Commercial Contract	\$ 18,459.63	1%
I,U, X	Medicaid/HMO,Pending,Acute	\$ 621,415.07	33%
J,M	Medicare/HMO,Acute	\$ 455,669.76	23%
L	Lovelace	\$ 4,172.18	0%
P	Presbyterian	\$ 10,920.86	1%
R	SF Health Plan	\$ 26,060.32	1%
S	Self Pay	\$ 511,202.37	26%
Y	Indigent	\$ 52,593.13	3%
Grand Total		\$ 1,970,663.61	

5. “Frequent Offenders”: Top 25 Frequent Offenders, History of Property Crimes, and Burden on the Law Enforcement and Jail / Detention Systems

Rank	Arrestee's name	Drug Type	History of Property Crimes	# of Arrests / Bookings (2010-2012)	Total # of Days in Jail (2010-2012)
1	Vanity Rose	Heroin	Shoplifting/B&E	16	316
2	Ricky	Heroin	Shoplifting/Larceny	16	257
3	Crystal	Heroin/syringes/para	shoplifting	15	109
4	Mark	Heroin/Cocaine/para	N/A	14	162
5	Brandon	Heroin/syringes/para	Burglary/Larceny	14	681
6	Herman	Heroin/syringes/para	Shoplifting/Receiving Stolen Property	13	196
7	Frank	Heroin/syringe	Shoplifting/Larceny/Burglary/Receiving Stolen Property	13	263
8	Bernie	Heroin	Shoplifting/B&E/Receiving Stolen Property	13	283
9	Adrian	Heroin/syringe	Shoplifting	12	158
10	Tanya M	Crack/Cocaine/syringe	Shoplifting	12	83
11	Tanya N	Cocaine/Marijuana/Pills	Shoplifting	11	227
12	Michael	Heroin	Shoplifting/Larceny/Burglary/Receiving Stolen Property	11	316
13	Fernando	Heroin/Cocaine/Spoon	N/A	10	437
14	Lucas	Heroin/syringes/para	Shoplifting	10	106
15	Christina	Heroin	Shoplifting	10	348
16	Anthony	Heroin/Cocaine/para	N/A	9	229
17	Sonya	Heroin/Marijuana/Pills	Shoplifting/Burglary	9	25
18	Sammy Jr.	Heroin	Receiving Stolen Property/Burglary/Larceny	9	266
19	Shayla	Heroin/Syringe	N/A	9	114
20	Raul A	Heroin/Syringe	N/A	9	11
21	Raul	Heroin/Syringe	N/A	9	99
22	Monique	Heroin/Syringe	N/A	9	187
23	Valerie	Heroin	Shoplifting/Larceny	9	220
24	Larry John	Heroin	Shoplifting/Larceny	8	67
25	Ronnie	Heroin/syringe	shoplifting	8	141

Example Profile of Target Eligible Individuals

Bxxxx

- Male
- 23 years old
- Charged with possession of heroin and paraphernalia
- History of burglary, larceny, steeling a stolen vehicle, and shoplifting
- Charged once with battery on a house hold member
- 14 bookings since 2010 (majority of which were failure to comply and probation violation)
- Has spent 681 days in jail since 2010, costing the county jail system close to \$65,000

Mxxxx

- Male
- 27 years old
- Charged with possession of heroin and paraphernalia
- Also charged with shoplifting & burglary
- 1 booking since 2010
- Spent 8 days in jail for possession charge

Rxxxx

- Male
- 63 years old
- Charged with possession of heroin
- History of shoplifting at Albertson's and Lowes
- 2 bookings since 2010
- Spent 14 days in jail since 2010

Fxxxx

- Male
- 28 years old
- Charged with possession of heroin, cocaine, and paraphernalia
- No history of property crimes
- 10 bookings since 2010 (primarily failure to comply and probation violations)
- Potential violent past – charged with child abuse, obstructing/resisting an officer and battery on a house hold member
- Has spent 437 days in jail and cost the county jail system over \$40,000

Vxxxx

- Female
- 25 years old
- Charged with possession of heroin
- History of shoplifting & breaking and entering
- History of possessing cocaine to trade for heroin, charged once with simple battery and obstructing/resisting an officer
- 16 bookings since 2010
- Has spent 316 days in jail since 2010, costing the jail system over \$30,000

Cxxxx

- Female
- 25 years old
- Charged with possession of heroin
- History of shoplifting
- No history of violence
- 10 bookings since 2010 (possession, failure to comply, conspiracy, and probation violation)
- Has spent 348 days in jail since 2010, costing the county jail system over \$33,000