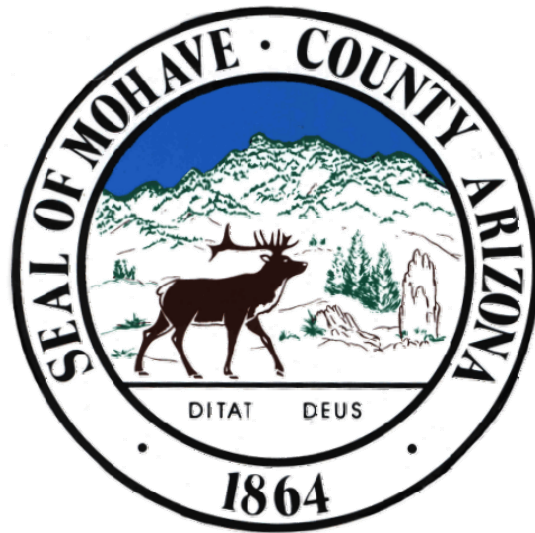


Office of Criminal Justice Services



FY 2010 Indigent Defense Services Annual Report

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Executive Summary

This report is prepared in accordance with A.R.S. §11-584(A)(2) & (3) which requires the preparation and filing of an annual report of indigent defense services rendered during the prior fiscal year with the Board of Supervisors, the Presiding Judge of the Superior Court, and the Chief Probation Officer on the average cost of defending a felony case. This report combines the requirements of A.R.S. §11-584(A)(2) & (3) by setting forth the number of cases filed and to which an indigent defense attorney was appointed during FY 2010 together with an accounting of funds expended in FY 2010. This report is the first annual report issued under the new structure of Indigent Defense in Mohave County. One of the major changes is that all expenditures related to every criminal case are now allocated to the agency which was assigned the representation of the case. This report encompasses data from FY 09 which was not submitted as a result of significant organizational changes made within the area of criminal justice services during the latter part of FY 09. The report will also highlight several accomplishments during the year. Finally, the report provides an analysis of the statistics for future planning purposes.

This report also incorporates data relevant to the Loan Repayment Assistance and Relocation Assistance Programs that were approved by the Board of Supervisors in January of 2005. This data will review the number of attorneys on staff at the beginning of the fiscal year that were projected to be eligible for participation in the Loan Repayment Assistance Program together with data regarding their individual and collective comparison of employment history in relation to historical trends in attorney retention.

FY 2010 represented the twenty-fifth full year of operation for the Law Offices of the Mohave County Public Defender, the twenty-first year of operation for the Mohave County Legal Defenders Office and the first year for the Appellate Defenders Office (ADO - handling appeal cases arising out of the representation of an indigent defendant). Together with private contract counsel these offices continue to provide quality legal services to those persons whose defense has been entrusted to Mohave County for representation.

The Law Office of the Mohave County Public Defender, Legal Defenders Office and Appellate Defender's Office continue to strive to fulfill their goal of providing indigent defense services in a cost efficient manner. The staff at all offices remain dedicated to considering the impact of internal operations and organizational structure on the effectiveness and efficiency provided to the taxpayers of Mohave County. During the latter part of FY 09, responsibility for providing contract counsel was shifted from the Public Defenders Office to an office of Criminal Justice Services. The Office of Criminal Justice Services also is responsible for the provision of all non-county services required within the Mohave County justice system.

FY 2010 marked a substantial landmark in recruiting and retention in the indigent defense offices of Mohave County. During FY 2010 no new attorneys were hired and two attorneys were laid off as a result of a reduction in overall case filings within the criminal justice system, (One from PDO and one from LDO). Other than the reduction in force no other attorneys left employment during FY 10. At the end of the fiscal year, one hundred percent (100%) of the professional staff had over a year experience with the office. The outlook for staff licensed attorneys is very strong going into FY

2011. All current professional staff is licensed at the time of the finalization of this report. This has resulted in the highest level of staffing ever for indigent defense and a current vacancy rate of roughly five percent (5%). As a result of this increase in experienced staff, the use of outside contract counsel was reduced by an additional twelve percent (12%). For FY 2010, the vacancy rate was the lowest since this data has been recorded (2001) at six percent (6%). Overall productivity, as measured by hours worked, was among the highest ever at a total of 41,774 man hours, or an average of 42.98 hours per week.

FY 2010 was the third full year the Law Offices of the Mohave County Public Defender has been operating in the renovated historic St. John's United Methodist Church (former Mohave County Public Health) building. The renovated facility has significantly improved morale, efficiency and overall professionalism within the office. Long term benefits are being seen in greater success at recruiting and retention efforts. The Legal Defenders Office continues to be located on Pine Street.

Compared to over 700 cases which were "overflowed" to private counsel in FY 2008 due to an inability to handle them in-house, no cases were sent to "overflow" contractors during FY 10. Overall use of outside contract attorneys dropped to only 527 total cases versus 1271 in FY 08 and 578 in FY 09. Private contract counsel costs for direct non-death penalty legal services on criminal cases rose from \$470,086 in FY 09 to \$558,209 in FY 10 predominantly as a result of several related cases arising from a major drug sting operation.

FY 10 was the first year that both the Legal and Public Defender office's began to handle mental health cases¹. These cases had previously been handled by contract counsel with all costs paid through the courts mandated services budget. There are no historical records which would provide a readily accessible basis for determining the cost per case of those private counsel cases prior to the cases being handled internally by the staffed legal offices. However, since there was no additional cost associated with taking these cases on, it is fair to state that there was a direct cost savings. Assuming the prior costs were in line with comparative costs, this would have represented a savings of roughly one thousand dollars per case. With a total of forty-three (43) cases being handled internally during FY 10, the savings is approximated at forty three thousand dollars (\$43,000) this compares to a projected savings of ten to twenty thousand dollars (\$10,000 - \$20,000) predicted to the Board in backup materials for the November 16, 2009 Board of Supervisors meeting.

Additionally, since the implementation of the "Hot Job" incentive program for recruiting and retention in 2005, retention is up from 25% to virtually 100%. There are now sufficient data points to make an initial assessment that the "Hot Job" incentive program (LRAP and Moving Expenses) is a fiscally responsible program that has more than paid for itself since inception.

The provision of legal services through the staff at the Public Defender's Office was the cheapest manner of providing service on a weighted case basis. The use of private contract counsel remained the most expensive delivery method, coming in roughly two hundred and twenty five dollars (\$225) per case higher than the overall average cost per case, one hundred and ninety nine dollars (\$199) more than the average cost of a Legal Defender and over three hundred forty dollars (\$340) more than the average case cost of the Public Defender.

¹ The authorization to handle these cases was only obtained at the November 16, 2009 Board meeting.

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Introduction

This report is intended to provide an overview of indigent defense legal services provided by Mohave County for Fiscal Year 2010.

The first section of this report will discuss indigent defense caseloads and statistics. The caseloads will be broken down by type of case (i.e.: felony, juvenile, misdemeanor) and by major charge (i.e.: assault, theft, etc.).

The second section will discuss costs associated with indigent defense and provide a breakdown of the costs per case on a weighted case basis for FY 2010. The term “weighted case” is used throughout this report to represent an adjustment to raw caseload figures based on acceptable annual workload standards under State (*Joe U. Smith*) and Federal (*US Department of Justice Compendium of Standards for Indigent Defense Systems*) law. Felony cases are weighted as a complete case and are therefore fully credited (a 1:1 ratio). Misdemeanor cases are weighted as .375 cases (a 3:8 ratio) based on the standard caseload permissible being 400 versus 150 for felonies. Juvenile cases are weighted as .75 cases (a 3:4 ratio) based on the standard permissible caseload being 200 versus 150 felonies. Probation violation cases are weighted as .375 cases (a 3:8 ratio) based on the standard caseload permissible being 400 versus 150 for felonies. Appeals are weighted as 6 cases based on the standard permissible caseload being 25 (a 6:1 ratio) while post-conviction relief proceedings are weighted as 2 cases based on the standard permissible caseload being 70 (a 2:1 ratio). Mental Health cases are weighted as .5 cases based on anecdotal review of cases (a .5:1 ratio). During FY 2010 the necessity of ensuring that caseloads were properly managed and reviewed continued to be governed by the American Bar Association’s ethics opinion 06-0441 (Appendix A).

Caseload/workload issues have become a major issue not only in Mohave County, but throughout the nation. The current status of this issue, as it impacts operational considerations in Mohave County, is addressed in this section.

The third section will highlight several of highlights and achievements within the indigent defense sector during the year.

The fourth section will detail human resource issues and participation in the Loan Repayment and Relocation Assistance Programs.

The final section is a conclusion that will discuss challenges and trends that need to be considered in future planning for success.

Part I - Indigent Defense Caseload Statistics

A. Service Delivery Methods

In Mohave County, there is one method by which indigent persons² accused of committing criminal acts are provided legal services. They are appointed an attorney and the initial case paperwork is referred to the Office of Criminal Justice Services. As soon as paperwork is received, the individuals' name is screened for potential conflicts in representing the individual within the Law Offices of the Mohave County Public Defender. If there is no apparent conflict based on the initial paperwork, a case file is opened and the case is sent to the Public Defender for the assignment of a specific attorney.³ If a conflict is identified, the Legal Defender's Office is contacted and a similar conflict check is performed for that office. If there is a conflict in both the Public and Legal Defender offices, the case is then assigned to a contract counsel based on a rotating schedule and attorney qualifications.

Data is maintained within the newly created Office of Criminal Justice Services on all cases to which an individual has been assigned government funded counsel. This data is cross-checked and verified to the greatest extent possible at each year end to ensure the best information is included within this report.

B. Case Classifications

There are four major classifications of indigent defense services: (1) felony cases; (2) juvenile cases (juvenile cases previously included only delinquency cases, however in FY 2008 the Board of Supervisors authorized the Law Offices of the Mohave County Public Defender to also represent dually adjudicated youth in both their delinquency and dependency cases.⁴); (3) misdemeanor cases; and (4) mental health cases.^{5, 6}

Prior to reviewing the figures below, please review Appendix A entitled, "Where the Numbers Came From and What They Represent" for a discussion about how the statistics are kept, what they mean and how they may differ from the case statistics kept by the other agencies.

² It is important to note, that there is a very minimal screening process to determine the true financial eligibility of individuals based on income and assets.

³ This process usually takes a complete business day.

⁴ Statutorily the Board of Supervisors may authorize local indigent defense offices to handle "All juvenile proceedings other than delinquency and incorrigibility proceedings under subdivision (f), including serving as a guardian ad litem, when appointed by the court pursuant to section 8-221, if the court appoints the public defender and the board of supervisors has advised the presiding judge of the county that the public defender is authorized to accept the appointment." A.R.S. § 11-584(H).

⁵ In FY 10, the Board of Supervisors also approved the authorization to handle psychiatric security review, during the November 16, 2009 meeting. Additional representational duties are authorized by statute, but such authorization along with accompanying staffing has not occurred in Mohave County to date.

⁶ The Board of Supervisors approved the handling of Title 36 case appointments for both the Public and Legal Defender offices in the 2nd quarter of FY 10 and these numbers will be included in the FY 10 annual report. Additionally it is anticipated that responsibility for extended juvenile dependency representation will be sought later in FY 11 along with representation for psychiatric security review board hearings.

Raw Caseload Counts FY 2010		
<u>PDO</u>		
	Misdemeanor	1449
	Felony	1526
	Juvenile	264
	PCR	
	Appeals	8
	Probation Violations	380
	Mental Health	35
	Psychiatric Security Review	1
	Sexually Violent Person	1
	Witness Representation	1
	Juvenile Dependency	16
	Subtotal	3681
<u>LDO</u>		
	Misdemeanor	446
	Felony	511
	Juvenile	130
	PCR	
	Appeals	
	Probation Violations	162
	Mental Health	8
	Psychiatric Security Review	
	Sexually Violent Person	
	Witness Representation	
	Juvenile Dependency	
	Subtotal	1257
<u>Appellate Defender</u>		
	PCR	61
	Appeals	46
	Subtotal	107
<u>Private Contract</u>		
	Misdemeanor	69
	Felony	256
	Juvenile	97
	PCR	7
	Appeals	5
	Probation Violations	93
	Mental Health	
	Psychiatric Security Review	
	Sexually Violent Person	
	Witness Representation	
	Juvenile Dependency	
	Subtotal	527
	Total	5572

Table 1 – This table shows the raw caseloads assigned to each of the three respective delivery providers of indigent defense for FY 2010. Raw case assignments are NOT used for calculating per case costs! Weighted caseloads are utilized in order to make the number more meaningful.

1. Felony Cases

A felony is a crime which carries a potential sentence of at least one year in prison. The first type of felony case generally begins with an arrest. An arrested individual must appear before a magistrate or justice of the peace within 24 hours for a determination as to whether there is sufficient reason to believe the person committed an offense for which they can be lawfully arrested. This first hearing is known as an initial appearance. These hearings currently are held without any counsel being present. At the hearing, a decision is made regarding whether the individual should remain in custody and if so what bond should be required for them to be released. If an individual requests counsel during this first hearing, counsel is appointed to represent the individual. The physical paperwork indicating that appointment is now forwarded by the court to the Office of Criminal Justice Services for opening of a case file and initial conflict checking before being assigned to a staffed office or contract counsel as appropriate. During FY 10, significant improvements in the timeliness of paperwork transmittal were achieved through cooperative efforts with the courts and the implementation of digital scanning technology. Initial paperwork is generally received between 1 to 12 hours after the initial appearance depending on the court. An individual who remains in custody is entitled to a *preliminary hearing*⁷ within 10 days. An individual who is out of custody is entitled to a preliminary hearing within 20 days.

For individuals that are appointed counsel by a court, the case assignment office conducts a conflict check to identify any potential conflict of interests which would preclude representation by a member of the Law Offices of the Mohave County Public Defender. If there is a conflict, the case is sent to either the Legal Defender, or a private contract attorney, depending on whether the Legal Defender has a conflict or not. This process is to be complete within one business day of receiving a new case within the case assignment office. If the case is assigned to the Law Offices of the Mohave County Public Defender, or the Legal Defender's Office, it is assigned internally within that office pursuant to policy set by the department head for internal case assignments.

Felony cases are divided into two classifications in terms of internal administration. The first group of cases is those which are filed in one of the five outlying Justice Courts⁸.

The second group of felony cases is known as *original indictments*. An original indictment is generally a case in which an individual was not arrested and a complaint was never filed in a justice court, but rather proceeds directly to Superior Court after the indictment is returned. If the grand jury finds probable cause to believe an individual committed a criminal offense the grand jury returns a signed Indictment. In general, these cases involve more complex factual issues which were presented to the grand Jury for investigative or political reasons.

In FY 2010 there were a total of 2,293 felony cases to which an attorney was assigned (up from 2,207 in FY 09 for an increase of 3.9%). For fiscal year 2010, the Law Offices of the Mohave County Public Defender averaged 19 attorneys; and the Legal Defender averaged 6 attorneys. During FY 2010 the Law Offices of the Mohave County Public Defender represented 1,526 (down

⁷ A preliminary hearing is a hearing at which a judge must make a determination as to whether there is probable cause to believe that the individual has committed the offense that they are charged with. The hearing generally consists of a law enforcement officer (who may, or may not, have been involved in the arrest and investigation of the individual) detailing the arresting officers report to the court. The court must view any evidence presented by the State in the light most favorable to sustaining a finding of probable cause.

⁸ Kingman, Cerbat, Bullhead City, Lake Havasu City and Moccasin are the 5 justice courts within Mohave County.

from 1,537 in FY 09 for a decrease of 0.7%) felony defendants (66.6% of all felony filings), the Legal Defender represented 511 (up from 387 in FY 09 for an increase of 32%) felony defendants (22.3% of all felony filings) and contract attorneys represented 256 (down from 283 in FY 09 for a decrease of 9.5%) felony defendants (11.2% of all felony filings). Since FY 08, the volume of felony cases being sent to private contractors has been reduced from 875 to only 256. **This represents roughly half a million dollars in annual savings in the cost of legal services for indigent defendants in Mohave County over that two year period.**

The total of 2,293 felony cases represents an increase of 3.9% in total felony cases assigned in FY 10 versus FY 09⁹. This follows a 23.6% reduction in felony filings in FY 09 from FY 08 and a 17% reduction in felony filings in FY 08 from FY 07. Overall felony filings were at the lowest number since FY 03. Overall felony filings have dropped from 3,490 in FY 07 to only 2,293 in FY 10. This is a total reduction of almost 34.3%. This reduction in filings appears to be tracking reported decreases in reported property crimes within the county during FY 10. As a result of this downward trending in case filings, workload related layoffs were mandated for one public defender position and one legal defender position. An additional public defender position has been left vacant as a result of attrition pending additional data trending results. Case trends are reflected in Figure 1

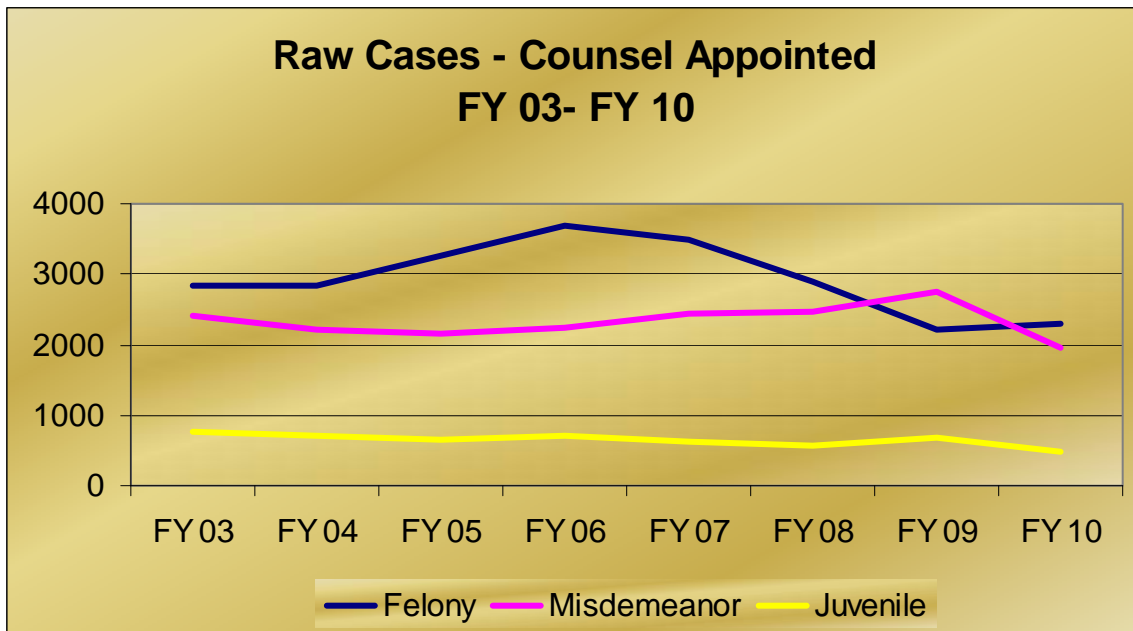


Figure 1 – Case appointment trends from Fiscal year 2003 through 2010 for criminal and delinquency cases.

2. Juvenile Cases

Juvenile cases consist of juvenile *delinquency* cases (persons under the age of 18 charged with crimes) and *dependencies* (see Section B below) if the child is dually adjudicated¹⁰. Legal services are provided to children whom are charged with delinquent offenses and dependencies under

⁹ It is important to note that roughly 20% of all felony filings resulted in a low level dismissal, or non-filings of charges. For purposes of weighting these cases, they are counted as misdemeanors rather than felony due to the much lighter amount of work required to resolve.

¹⁰ The term “dually adjudicated” refers to a child who has both a pending delinquency and a dependency case ongoing at the same time.

appropriate circumstances.

A. Delinquent and Incurrigible Juveniles

A “Delinquent Juvenile” is a juvenile who committed an act which if committed by an adult would be a criminal or petty offense. An “Incurrigible Juvenile” is one who has been adjudicated to have committed an offense which can only be committed by a juvenile, such as refusing to obey one’s parents, truancy, runaway, etc.

The number of delinquencies cases to which counsel was appointed decreased slightly from 667 in FY 2009 to 491 in FY 2010 (a 26.4% decrease). Overall juvenile delinquencies are down since FY 03, although FY 09 filings were right at the average annual filings for the period from FY 03 – FY 09. Case trends are reflected in Figure 1.

B. Dependencies

Legal representation for all parties to a juvenile dependency case is coordinated through the Courts. The Court has separate contracts with private counsel which pays on different terms than those contracts managed by the public defender’s office. In January of 2008, Board approval was given to expand representation of staff attorneys to include the representation of juveniles who had both a delinquency and a dependency case pending at the same time. These are referred to as dually adjudicated juveniles. In FY 10, a total of 16 dually adjudicated youth were represented by staff offices. This represents a increase from 9 in FY 09. While these numbers are currently small enough to not significantly impact overall caseload figures they are included to establish a baseline for future comparison. For FY 11, a new Office of Juvenile Representation has been formed to take on the primary representation of children in dependency, adoption and guardianship cases. It is anticipated that if case filings remain the same, this move will save Mohave County a minimum of two hundred thousand dollars (\$200,000 per year).

A "dependent child" is one who is:

1. In need of proper and effective parental care and control and has no parent or guardian, or the parent or guardian is not willing to exercise or incapable of exercising care and control, or
2. a child who is destitute, or is not provided with the necessities of life, including adequate food, clothing, shelter or medical care, or where the home is "unfit" by reason of abuse, neglect, cruelty or depravity by a parent, guardian or other person having care or custody of the child, or
3. A child who is incompetent or not restorable to competency and who is alleged to have committed a serious offense.

There is a high level of cross-over between juveniles accused of delinquent acts and those that the State¹¹ seeks to declare dependent.

¹¹ Notably these cases are handled by the Attorney General’s Office, not the County Attorney’s.

3. Misdemeanor Cases

A misdemeanor is an offense for which a sentence to a term of incarceration other than to the custody of the department of corrections is authorized by state law. Jurisdiction for adjudicating these offenses lies with the Justice Courts of Mohave County. Total misdemeanor case assignments during FY 2010 were 1964 as compared to 2751 in FY 2009, a decrease of 28.6 %. The highest concentrations of cases in this area are driving under the influence and domestic violence related cases. Case trends are reflected in Figure 1.

4. Appeals and Post Conviction Relief Cases

This year there were 107 Appeals and Post Conviction Relief (PCR) cases filed as compared to 78 in FY 2009. This is an increase of 37.2 %. An appeal is a case which occurs automatically after a trial results in the conviction of a defendant. Exceptions occur at the sole choice of the defendant and are predominantly limited to instances where the defendant is convicted of only a very minor charge and does not wish to remain entangled in the court system any longer than necessary. Post Conviction Relief cases are filed pursuant to Criminal Rule of Procedure 32 and are essentially a claim that the quality of legal representation was below professional standards. While information is anecdotal, there is an obvious connection between the workload an attorney has and the perceived performance each particular client has of that attorney's ability to work their cause. Higher per attorney caseloads inevitably result in a greater percentage of post-conviction relief proceedings. When you consider that the case weighting is 2 for a post-conviction relief case (Requires attorney to review everything that was originally done, re-do everything that was originally done, and evaluate whether the methodology falls below professional standards) it is certainly less expensive to do it right the first time.

Overall case trends are reflected in Figure 2.

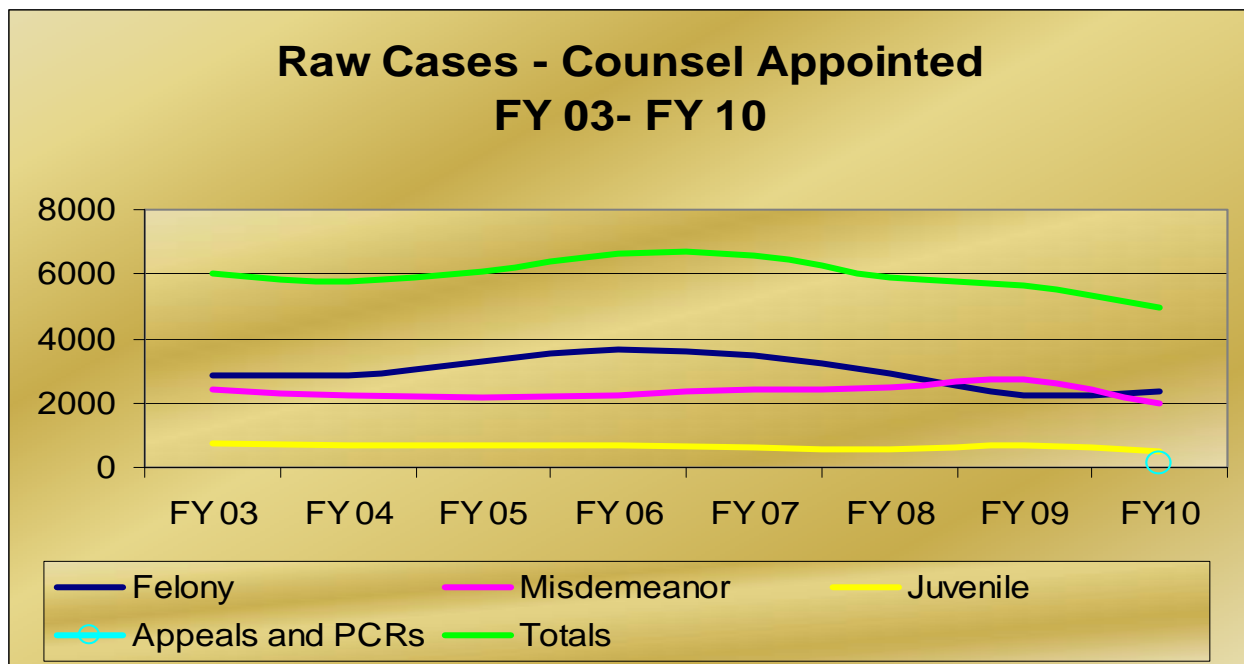


Figure 2 – Case filing trends from Fiscal year 2003 through fiscal year 2010 by case type.

Part II - Indigent Defense Costs

The Law Offices of the Mohave County Public Defender was approximately 4 % under authorized budget for FY 2009. The bulk of the savings were realized in three areas: 1) a reduction in the use of outside counsel; 2) lower costs for health insurance; and 3) savings related to reduced attorney turnover.

Public Defender General Fund FY `10		ORIGINAL	REVISED	SPENT	% Used
40110	REGULAR SALARIES/WAGES	1,651,707	1,651,707	1,622,795	98
40210	EMP.BENE.-FICA	126,356	126,356	123,699	98
40230	CTY.HEALTH INS.	259,904	259,904	237,175	91
40240	WORKERS COMP	2,364	2,364	2,414	102
40260	STATE RETIRE.	155,260	155,260	150,968	97
41100	OFFICE SUPPLIES	9,362	4,762	4,273	90
41140	COPIES/DUPL. SUPPLIES	2,964	4,089	3,872	95
41150	DATA PROCESSING SUPPLIES	3,011	3,141	1,861	59
43115	INVESTIGATION FEES	4,939	2,779	1,762	63
	DATA PROCESSING SERVICES				
43120		65,752	65,752	65,752	100
43177	EDUCATIONAL ASSISTANCE	47,000	47,000	27,358	58
43180	TRAINING COSTS	2,950	2,950	2,950	100
43210	TELEPHONE	23,304	28,234	28,325	100
	TELEPHONE COMPUTER DATA				
43215		3,909	3,909	3,909	100
43216	CELL PHONE CHARGES	1,950	1,181	866	73
43230	POSTAGE	3,450	4,457	4,478	101
43310	TRAVEL EXPENSES	3,248	4,248	3,685	87
43320	MOTORPOOL CHGS	25,045	28,645	28,607	100
43325	VEHICLE REPLACEMENT	9,384	9,384	9,384	100
43340	MOVING EXPENSES	11,000	11,000	0	0
43510	PRINTING EXP'S	1,503	858	446	52
43530	COPIER CONTRACT	4,149	4,149	4,150	100
43730	WATER EXPENSE	360	420	440	105
43810	LEASE COMPUTER (IT ONLY)	19,000	19,000	19,000	100
43910	R&M AUTOMOTIVE	315	154	0	0
43920	R&M OFFICE EQUIP	579	579	408	70
	COURT COSTS/INVESTIGATIONS				
47910		6,500	2,350	2,068	88
	DUES,				
47930	SUBSCRIPTIONS/MEMBERSHIP	8,740	9,373	9,373	100
GRAND TOTAL		2,454,005	2,454,005	2,360,015	96

Table 2 – This table lists the totality of expenditures under the primary General Fund account which comprises the main budget for the Law Offices of the Mohave County Public Defender.

The Legal Defender was approximately 5 % under authorized budget for FY 2010. The bulk of the savings were realized in a staff vacancy imposed by the County mandated hiring freeze.

Legal Defender General Fund FY '10		ORIGINAL	REVISED	ACTUAL	% Spent
40110	REGULAR SALARIES/WAGES	600,704	600,704	593,301	99
40150	TRANSCRIPT PAY	0	0	56	100
40210	EMP.BENE.-FICA	45,954	45,954	44,407	97
40210	EMPLOYEE BENEFIT FICA	0	0	4	100
40230	CTY.HEALTH INS.	83,840	83,840	88,248	105

40230	COUNTY HEALTH INSURANCE	0	0	10	100
40240	WORKERS COMP	856	856	832	97
40260	STATE RETIRE.	56,466	56,466	55,789	99
40260	STATE RETIREMENT	0	0	5	100
41100	OFFICE SUPPLIES	4,405	4,205	3,981	95
43120	DATA PROCESSING SERVICES	24,921	24,921	24,921	100
43177	EDUCATIONAL ASSISTANCE	36,000	36,000	3,711	10
43210	TELEPHONE TELEPHONE COMPUTER DATA	8,287	7,887	6,441	82
43215		1,268	1,268	1,268	100
43216	CELL PHONE CHARGES	650	1,050	985	94
-43230	POSTAGE	2,500	2,550	2,532	99
43310	TRAVEL EXPENSES	1,900	1,900	1,388	73
43320	MOTORPOOL CHGS	12,960	12,270	6,833	56
43325	VEHICLE REPLACEMENT	4,488	4,488	4,488	100
43340	MOVING EXPENSES	2,000	2,000	0	0
43510	PRINTING EXP'S	360	560	525	94
43530	COPIER CONTRACT	2,596	2,596	2,597	100
43730	WATER EXPENSE	138	438	426	97
43810	LEASE COMPUTER (IT ONLY)	5,500	5,500	5,500	100
43860	BUILDING LEASES COURT COSTS/INVESTIGATIONS	1,568	688	684	99
47910		1,000	1,400	1,284	92
47930	DUES, SUBSCRIP./MEMBERSHIP	3,500	3,440	3,383	98
47990	MISCELLANEOUS OTHER	100	980	456	47
GRAND TOTAL		901,961	901,961	854,056	95

Table 3 - This table lists the totality of expenditures under the primary General Fund account which comprises the main budget for the Mohave County Legal Defender.

Appellate Defender General Fund FY '10		ORIGINAL	REVISED	ACTUAL	% Spent
40110	REGULAR SALARIES/WAGES	160,722	160,722	157,670	98.1
40210	EMP.BENE.-FICA	12,295	12,295	11,846	96.3
40230	CTY.HEALTH INS.	16,768	16,768	14,733	87.9
40240	WORKERS COMP	224	224	172	76.8
40260	STATE RETIRE.	15,108	15,108	14,843	98.2
43120	DATA PROCESSING SERVICES	7,108	7,108	7,108	100
43180	TRAINING COSTS	2,500	2,400	2,400	100
43210	TELEPHONE	4,599	4,599	1,284	27.9
43215	TELEPHONE COMPUTER DATA	423	423	423	100
43230	POSTAGE	1,200	1,549	1,549	100
43810	LEASE COMPUTER (IT ONLY)	2,000	2,000	2,000	100
47930	DUES, SUBSCRIP./MEMBERSHIP	930	781	771	98.7
GRAND TOTAL		223,877	223,977	214,799	95.9

Table 4 – This table lists the totality of expenditures under the primary General Fund account which comprises the main budget for the Mohave County Appellate Defender.

Criminal Justice Services General Fund FY '10		ORIGINAL	REVISED	ACTUAL	PCT
34115	FIDUCIARY FEES	0	0	-10,799	100
40110	SALARIES/WAGES	281,778	285,596	285,596	100
40150-1100	TRANSCRIPT PAY	0	131	797	610.7
40210	EMPLOYEE BENEFIT FICA	21,556	21,556	19,212	89.1
40210-1100	EMPLOYEE BENEFIT FICA	0	10	61	625
40230	COUNTY HEALTH INSURANCE	41,920	48,875	50,105	102.5
40230-1100	COUNTY HEALTH INSURANCE	0	15	15	100
40240	WORKERS COMP	414	414	350	84.5
40260	STATE RETIREMENT	26,487	26,487	26,885	101.5
40260-1100	STATE RETIREMENT	0	12	75	610.6
41100	OFFICE SUPPLIES	1,638	1,443	1,422	98.5
41140	COPIES DUPLICATING SUPPLIES	480	480	160	33.4
41150	DATA PROCESSING SUPPLIES	489	1,039	1,033	99.4
43110	LEGAL SERVICES	799,721	413,333	413,333	100
43110-1203	LGL SVCS-DPNDNCY	0	622,549	626,135	100.6
43110-1204	LGL SVCS-DEATHPENALTY	0	237,732	235,644	99.1
43110-1206	LGL SVCS-TITLE 14&36	0	15,524	15,862	102.2
43120	DATA PROCESSING SERVICES	8,885	8,885	8,885	100
43155	MENTAL HEALTH SERVICES EXAMS	198,000	4,342	4,781	110.1
43155-1202	MENTAL HEALTH SERVICES EXAMS (Appeals)	0	2,075	2,075	100
43155-1204	MENTAL HEALTH SERVICES EXAMS (Death Penalty)	0	8,748	13,676	156.3
43155-1205	MENTAL HEALTH SERVICES EXAMS (Rule 11)	0	46,796	49,028	104.8
43155-1206	MENTAL HEALTH SERVICES EXAMS (Title 14 & 36)	0	131,908	154,231	116.9
43155-1207	MENTAL HEALTH SERVICES EXAMS (Pub Def)	0	3,134	3,471	110.8
43180	TRAINING COSTS	5,000	4,562	1,367	30
43210	TELEPHONE	4,922	4,922	4,004	81.4
43215	TELEPHONE COMPUTER DATA	211	211	211	100
43216	CELL PHONE CHARGES	650	650	417	64.2
43230	POSTAGE	650	900	874	97.1
43310	TRAVEL EXPENSES	3,792	3,732	2,678	71.8
43312	TRAVEL RECRUITING	1,000	2,450	1,855	75.7
43430	JOB ADVERTISING	330	330	250	75.8
43510	PRINTING EXPENSE	156	156	126	80.5
43530	COPIER CONTRACT	304	442	441	99.9
43730	WATER EXPENSE	207	207	157	75.7
43810	LEASE COMPUTER (IT ONLY)	1,000	1,000	1,000	100
43920	R&M OFFICE EQUIP	100	100	0	0
43948	R&M SOFTWARE	1,152	1,152	200	17.4
47910	COURT COSTS INVESTIGATIONS	113,000	79,674	98,747	123.9
47910-1202	COURT COSTS INVESTIGATIONS (Appeals)	0	3,209	3,207	100
47910-1204	COURT COSTS INVESTIGATIONS (Death Penalty)	0	204,244	214,999	105.3
47910-1206	COURT COSTS INVESTIGATIONS (Title 14 & 36)	0	7,727	6,663	86.2
47910-1207	COURT COSTS INVESTIGATIONS (Pub Def)	0	51,821	53,346	102.9
47910-1208	COURT COSTS INVESTIGATIONS (Legal Def)	0	6,179	6,179	100
47930	MEMBERSHIP DUES SUBSCRIPTIONS	6,250	4,505	4,395	97.6
GRAND TOTAL		1,520,092	2,259,256	2,303,147	101.9

Table 5 - This table lists the totality of expenditures under the primary General Fund account which comprises the main budget for the Office of Criminal Justice Services.

Cost per Case Analysis

The average cost per weighted case for an appointed attorney from the Law Offices of the Mohave County Public Defender was \$ 1,050.28 during FY 2010. This is up about \$ 170.95 (19.4%) per case from FY 2009, and up \$ 211.62 (25.2%) per case from FY 2008. By comparison, the average cost per case for an appointed attorney from the Legal Defender's Office was \$ 1,088.32 for FY 2010, down \$ 171.27 (13.6%) per case from FY 2009 and down \$ 51.53 (4.5%) per case from FY 2008. The average cost per case for a contracted case was \$ 1,287.68, an increase of \$ 352.65 (37.7%) from FY 2009, and an increase of \$ 314.35 (32.3%) from FY 2008. The significant jump in the average cost of cases for the Public and Legal Defender offices from FY 2008 to FY 2010 was due primarily to an increase in staffing in FY 08 that was overdue, but predicated on old case trends that did not continue during the 08-10 period. This has been remedied by a reduction in staffing achieved by moving one FTE to a newly created Appellate Defender's Office to reduce outside contractor costs for appeals and post-conviction relief proceedings and a reduction in force of two professional staff members (one at Legal Defender and one at Public Defender) at the end of FY 10. The increase in outside contract costs per case is due to better tracking of costs associated with those cases. Previously the non-legal fee costs of those cases (experts and investigation) were tracked in the court budget, but are now consolidated within the new Office of Criminal Justice Services. The total number of cases which were required to be sent to contract counsel was reduced by 54.5% from 1271 in FY 2008 to 578 in FY 2009 and by an additional 4% in FY 2010 (527 total cases). The chart in Figure 3 shows the comparative costs of the three delivery methods for FY 2010. The chart in Figure 4 shows an eight year comparison of the costs of the three delivery systems and the eight year average for all three systems. The chart in Figure 5 shows the change in the raw number of cases handled through each delivery method over a six year period (FY 2003-2010). Table 6 shows the distribution of funding to the major service providers for FY 10.

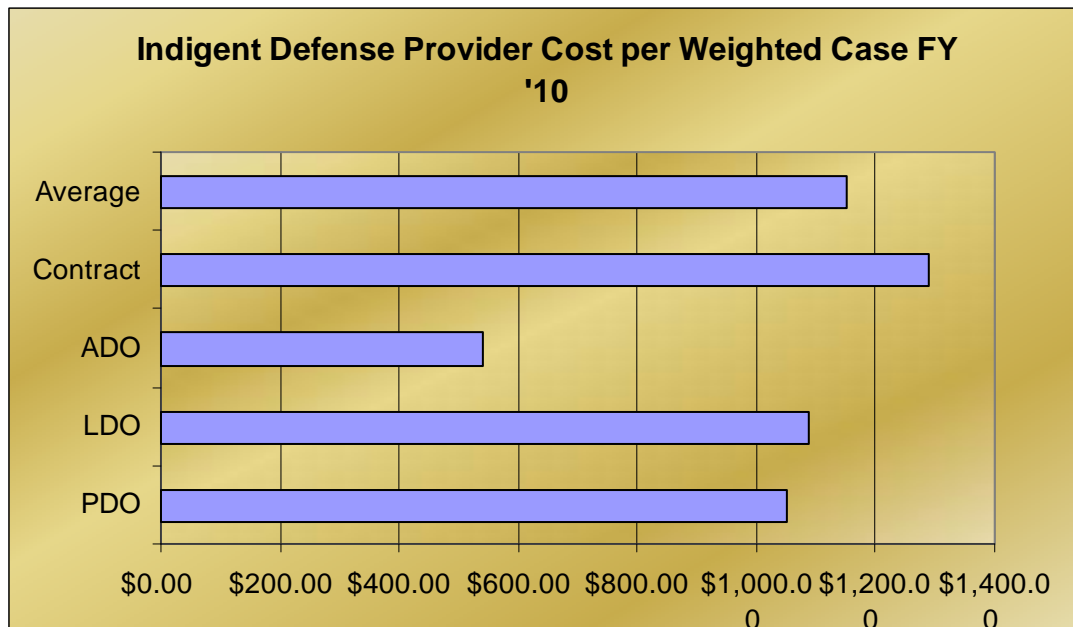


Figure 3 - This Chart illustrates the average cost per case for all four forms of legal service

providers, as well as the average for all services for fiscal year 2010.

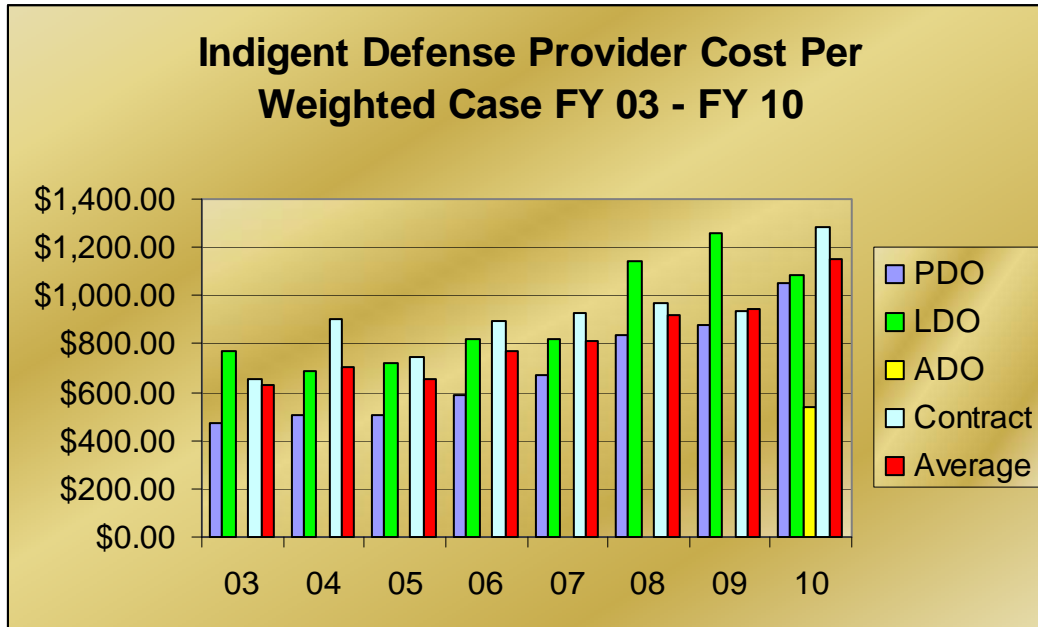


Figure 4 - This Chart shows an annual comparison for all four indigent defense provider systems and the average for the county provided service.

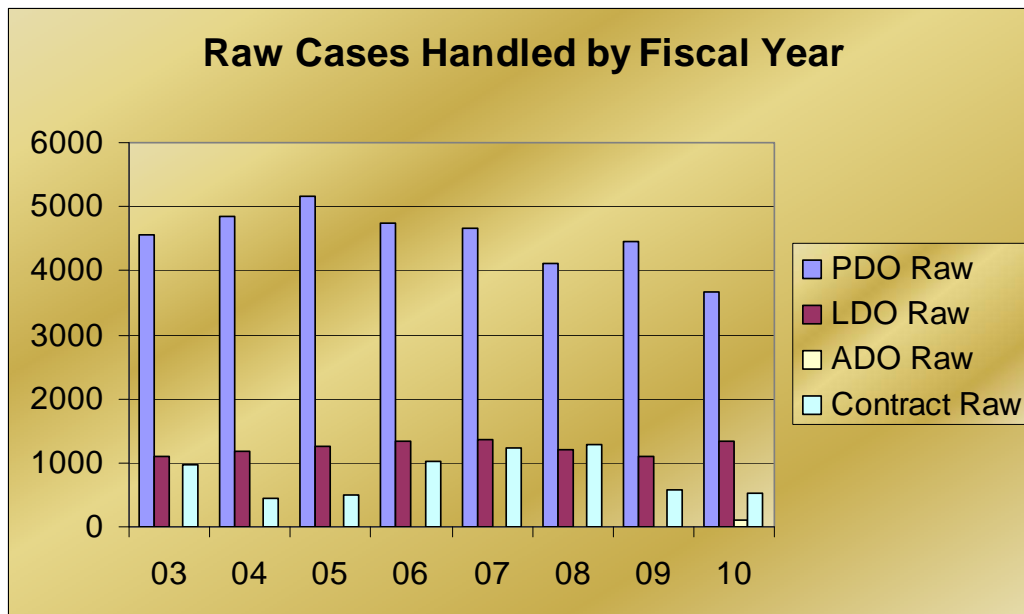


Figure 5 - This chart shows the volume of raw cases handled by the respective service provider systems within Mohave County.

Percentage of Funding by Provider Agency								
Agency	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010
PDO	59.3	65.2	65.1	54.6	56.1	55.1	66.6%	59.2%
LDO	24.3	22.3	24	21.8	19.8	21.5	21.6%	21.4%
ADO								5.4%
Contract	16.4	12.5	10.8	23.6	24.1	23.3	11.8%	14.0%

Table 6 – This table shows the percentage of total indigent defense expenditures for Mohave County that were attributable to each of the three delivery providers. It is reasonable to expect roughly 60% of all funding to be through the PDO, 15% to be to contracts, 5% to appeals and 20% to LDO in an average year.

It is important to comment briefly on the structure of the conflict contracts. Under the contract, a private attorney can either accept, or decline an offered case. If they accept the case, the price is established as a flat rate for the first 25 hours of work. There are minor exceptions which can reduce the flat rate if the case resolves quickly. However, if the case exceeds 25 hours, the attorney simply asks the court to order the contract administrator (now within the Office of Criminal Justice Services) to pay an hourly rate for all work beyond the 25th hour. Such converted hourly cases are generally a very small percentage, but when they occur (generally in complex cases) the result is an extreme deviation to the average cost.

The cost per case calculation is a little more complex than may first appear due to the fact that the actual number of cases is derived based upon a weighted average. The reason for this is consistency. Different types of cases as set forth in the introduction require differing amounts of effort to perform an effective job of representing accused persons. The contract system is set up to recognize this difference by paying more for more complex cases and less for simpler ones. Similarly two similarly paid staff attorneys can handle significantly different caseloads based on the complexity. Therefore the cases are “weighted” to standardize the average work required per case and this weighted figure is used to determine the average case cost. This use of weighted case counts provides a more accurate picture of case costs than using raw figures, but there remains significant room for improvement in the reporting and analysis of case weights and counts. Another caveat is that both Public and Legal Defender costs are based on general fund budget expenditures for the fiscal year and do NOT include facility operation and maintenance (O&M) costs for the fiscal year. Much of the apparent increase in average costs for FY 10 is actually attributable to an increased ability to track the total costs associated with cases. Previously expert and investigative costs were paid through a court budget and were not tracked to the case of origin. Under the re-organization model approved in late FY 09, all costs are now tracked with a Criminal Justice Services budget and can be accurately attributed to the case they are associated to. In essence prior reports under-reported the true costs by not being able to include these expenses.

The numbers speak for themselves. It cost the County more tax dollars, per case, to retain a contract attorney than it does for a staff attorney to handle a case “in-house.” The reasons for this include 1) economies of scale; 2) fixed salaried employees versus the variable cost of contract attorneys; 3) centralized management; 4) improved record keeping; 5) organized division of labor; 6) a centralized databank and 7) increased amount of state and federal funding. The costs for the Law Offices of the Mohave County Public Defender are the lowest primarily because of economies of scale that enable an organizational structure which provides a heightened level of efficiency, and therefore, slightly higher caseloads per attorney without an accompanying increase in the time

required to provide effective representation. Over the course of eight fiscal years (03-10) the average cost per case has been Six Hundred Sixty Three dollars and Thirty Three cents (\$ 663.33) for the Law Offices of the Mohave County Public Defender, Eight Hundred Ninety Five dollars and Thirty Five cents (\$ 895.35) for the Mohave County Legal Defender's Office and Nine Hundred Twelve dollars and Five cents (\$ 912.05) for private contractors. Figure 6 illustrates shows an eight year cost averaging by provider.

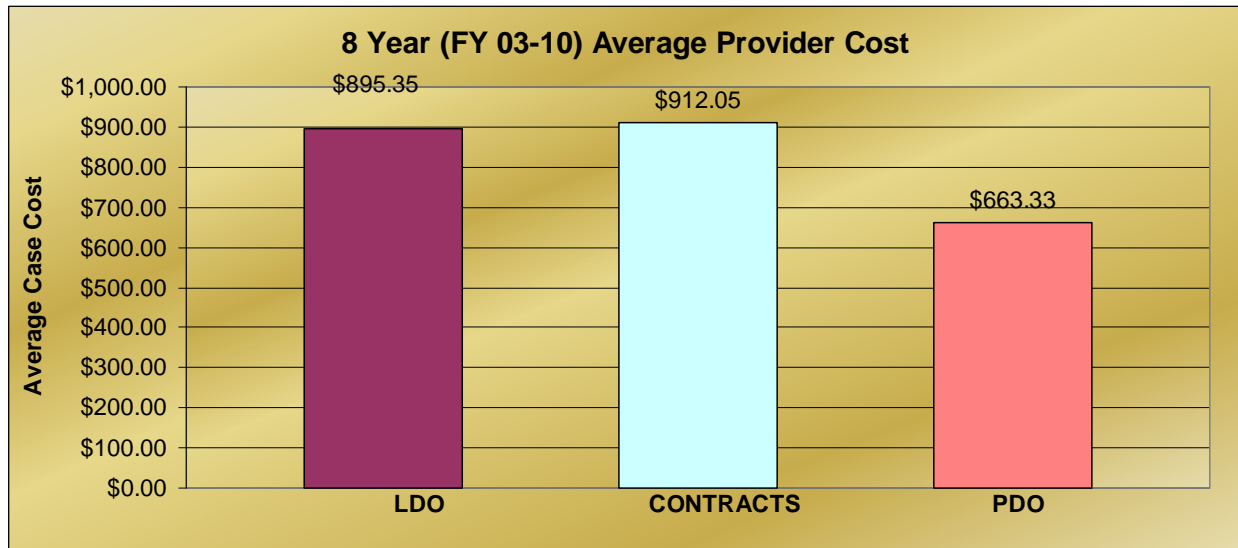


Figure 6 – This Figure illustrates the eight year average cost of handling a case between the three major legal service providers.

It is important to note that a significant portion of the increased internal per case cost for FY 2010 is attributable to the unexpected decrease in overall case filings. An eight year trending of case appointments is shown in Figure 7. Once the trend in reduced filings was confirmed a reduction in force was conducted to lower employee salary costs. A combined savings of over two hundred thousand dollars in salary savings is anticipated for FY 11 to help offset the reductions in case filings.

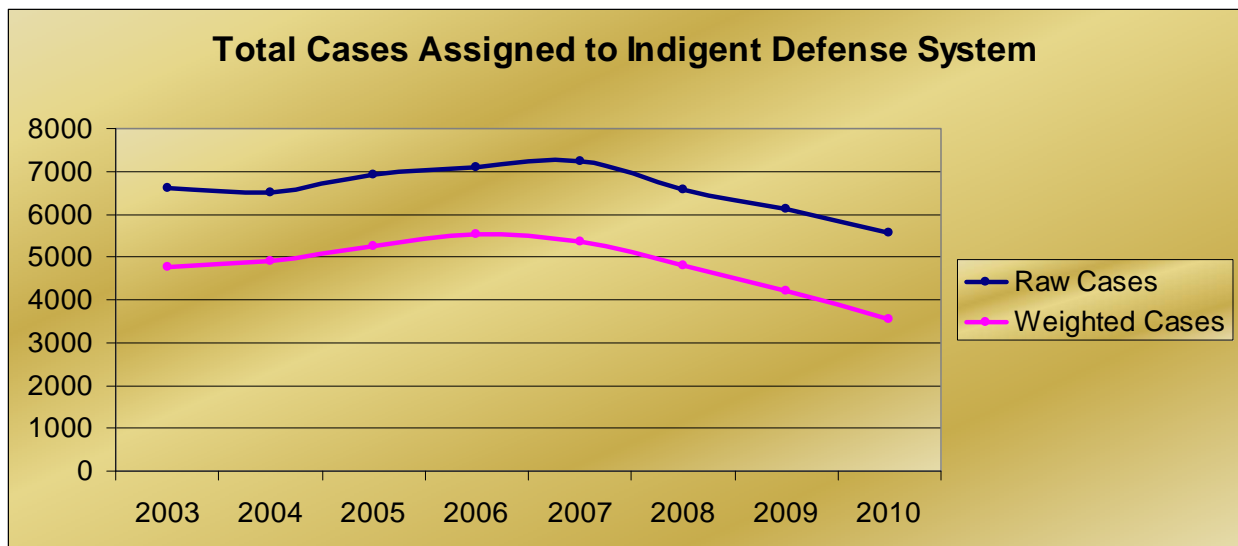


Figure 7 - This figure represents the trending of total and weighted case appointments for Mohave County over the past eight fiscal years. It is notable that the significant increase in appointments from 2003-2007 has been reversed in the period 2007-2010.

FY 10 represented the first year in which no professional staff positions were filled by unlicensed law school graduates awaiting bar results. While this is an enviable position relative to prior years, it is also creating a log jam of movement. There is an identified concern over staff departures when the national and state economy begins to recover. If the County does not reflect salary adjustments commensurate with similar professional opportunities at the time the economy begins to recover, there is a significant loss of losing trained professional staff to urban areas offering higher pay. Future recruiting efforts should include a strong mix of out of state experienced lawyers along with new law school graduates. There is a risk of alienating younger attorneys in creating too high a ratio of experienced attorneys and creating the impression that there are limited career growth opportunities in the office.

Part III - FY 2010 Highlights and Achievements

During FY 2010, technology invested in during FY 2002 was expanded upon. Automation played a huge part in the ability to hold costs low while providing quality representation. Forty Two Thousand Six Hundred Thirty Six (42,636) documents were created through an automated document assembly system which retrieved data from the case management database. This is an increase of roughly 47% from FY 2009. However, relative to the decrease in cases handled during FY 09, there was a significant increase in the average number of automated documents per case. Each of these documents was created with a time savings of 30-120 seconds. Individually this seems like a small amount, but collectively this is a time savings of 355 to 1,421 FTE hours!

FY 2010 was a banner year with respect to personnel. The year began with a virtually full staff of licensed attorneys and not a single attorney left employment, other than the two who left as a result in a reduction in workforce.

Subsequent to the approval of the Loan Repayment and Relocation Assistance Programs by the

Board of Supervisors in January of 2006, interest in positions with the Law Offices of the Mohave County Public defender has grown phenomenally. In previous years an average annual total of applications would be roughly two dozen. By contrast since the implementation of these programs, the number of applications from 3rd year law students has been at or above 200 each successive year. Of the employees who were hired with the incentive of future participation in the Loan Repayment Program, all remain employed (except for the two who were involuntarily separated as a result of a reduction in workforce). The total cost of the Loan Repayment program for Indigent Defense offices in FY 10 was Thirty One Thousand Sixty Nine dollars (\$31,069). Relative to the amount spent on outside contractors during periods of personnel shortages and staffing of individuals awaiting bar results, this is a significantly lower amount. This is the equivalent of sending roughly 40 cases to a private contractor. Considering the use of outside contractors has been reduced by over 400 cases annually since full staffing has been attained, this equates to a projected savings of over Two Hundred Fifty Thousand dollars (\$250,000). It is strongly recommended that the Board of Supervisors adopt the Loan Repayment incentive program as a permanent part of the County's long term budgeting approach.

Appropriate caseloads and staffing have a definite role in the level of stress and accompanying job satisfaction felt by employees. In FY 2010 the professional staff of the Law Offices of the Mohave County Public Defender handled 2500 felony equivalent cases (Weighted Cases). Pursuant to *Joe U. Smith* standards, this should have been handled by 17 attorneys; however the load was borne by an average of 19 attorneys over the course of the fiscal year. As a result of the trend in reduced case appointments, one attorney was involuntarily separated through a reduction in workforce and a second position has been left vacant pending additional data collection and analysis. Going into FY 11, staffing levels at the Law Offices of the Mohave County Public Defender more accurately reflect proper staffing levels for the reduced case assignment trends. No cases were sent to contract on an *overflow* basis during FY 2010. In FY 2010 the professional staff at the Legal Defender's Office handled 840 felony equivalent cases (Weighted Cases). Pursuant to *Joe U. Smith* standards, this should have been handled by slightly less than 6 attorneys. As a result of the trend in reduced case appointments, one attorney was involuntarily separated through a reduction in workforce at the end of the fiscal year to achieve staffing levels more reflective of proper staffing ratios.

Continuing losses in general fund revenue as well as a strong desire to implement better controls on outside contract costs motivated the development of a plan to re-organize indigent defense within Mohave County. This plan was approved by the Board of Supervisors in April of 2009 and became fully effective on July 1, 2009. The results and analysis of this re-organization will not be fully known until the second phase in which an Office of Juvenile representation was formed in July of 2010.

Part IV – Human Resources / Participation in Loan Repayment and Relocation Assistance Programs

Human Resources –

FY 2010 was a banner year with respect to personnel. The year began with a virtually full staff of licensed attorneys and not a single attorney left employment, other than the two who left as a result

in a reduction in workforce.

Subsequent to the approval of the Loan Repayment and Relocation Assistance Programs by the Board of Supervisors in January of 2006, interest in positions with the Law Offices of the Mohave County Public defender has grown phenomenally. In previous years an average annual total of applications would be roughly two dozen. By contrast since the implementation of these programs, the number of applications from 3rd year law students has been at or above 200 each successive year. Of the employees who were hired with the incentive of future participation in the Loan Repayment Program, all remain employed (except for the two who were involuntarily separated as a result of a reduction in workforce). The total cost of the Loan Repayment program for Indigent Defense offices in FY 10 was Thirty One Thousand Sixty Nine dollars (\$31,069). Relative to the amount spent on outside contractors during periods of personnel shortages and staffing of individuals awaiting bar results, this is a significantly lower amount. This is the equivalent of sending roughly 40 cases to a private contractor. Considering the use of outside contractors has been reduced by over 400 cases annually since full staffing has been attained, this equates to a projected savings of over Two Hundred Fifty Thousand dollars (\$250,000). It is strongly recommended that the Board of Supervisors adopt the Loan Repayment incentive program as a permanent part of the County's long term budgeting approach. An extension of the LRAP and relocation programs for 5 years was granted to carry the program through June of 2013 in order to allow for sufficient program participation to evaluate whether it will have the desired impact on retention.

Part V – Conclusion (Challenges and Trends for the Future)

Systemically the Indigent Defense Offices of Mohave County are light years ahead of where they were in FY 2001. Organizational structure and technological advances have been put in place which can allow near optimal human efficiencies. The lack and delay of providing appropriate physical facilities caused a significant delay in the advancement of the organization as one which can become self-sustaining. However the occupation of the renovated former health department facility has been instrumental in assisting in a significant advancing that goal.

It remains imperative to avoid a knee-jerk reaction to simply hire “*bodies*” to fill chairs and create additional problems down the line and it is therefore imperative that caseloads be maintained with professional standards. This will require that cases which can not be absorbed by remaining staff due to numbers or experience be sent to outside private contract counsel. Without the recruiting and retention of appropriate licensed staff to handle the incoming cases while maintaining ethical caseload/workload limits, it will be necessary to revert to reliance on outside contract counsel. In order to not exacerbate the use of private counsel at higher cost, it will be imperative to retain the ability to recruit for any vacancies under an exemption to any general hiring freezes which may be in place. It is important to note that if the County knowingly fails to provide effective counsel by maintaining a system which is known to be ineffective, the county can be held civilly liable for under 42 U.S. C. § 1983 (See, *Miranda v. Clark County*, 319 F.3d 465, 03 Cal. Daily Op. Serv. 1037, 2003 Daily Journal D.A.R. 1353 (9th Cir.(Nev.) (Feb 03, 2003), *certiorari denied* by *Clark County, NV v. Hernandez Miranda*, 540 U.S. 814, 124 S.Ct. 64, 157 L.Ed.2d 28, 71 USLW 3724, 72 USLW 3206, 72 USLW 3235 (U.S. Oct 06, 2003) and *Powers v. Hamilton County Public Defender Comm.*, 2004 FED App. 0288P (6th Cir.) (August 29, 2007).

If the positive aspects of the issues raised and addressed in this report can be enhanced and pursued, the future looks bright for all of the citizenry of Mohave County to know that the justice system in Mohave County will be fair and that they can have faith in the integrity of the results of that system. Failure to follow through is likely to result in continued depletion of quality attorneys in the government defense offices which will result in a significantly lower quality of representation at a higher cost. Lower quality representation as discussed will result in additional costs beyond the initial contract cost of representation due to the potential for an increase in post-conviction relief cases and civil liability.

All in all FY 2010 was one of the most efficient and successful years for indigent defense in Mohave County. Long term planning and the development of innovative programs such as the Loan Repayment Assistance program and enhanced physical and technological support has positioned indigent defense for an ongoing sustainment of the high levels achieved in FY 10. If a commitment to continuing the positive changes can be maintained, Mohave County will be well on its way to having an Indigent Defense system which will ensure that every citizen of Mohave County can view the justice system with confidence and pride.

Appendix A - Where the Numbers Come From and What They Represent

In order to best analyze the caseload statistics, it is important to understand where the numbers came from and what the numbers represent.

The caseload/crime statistics contained in this report were compiled from the Public Defender case management database known as *Justware*. This database was implemented in 2001 and was designed to track caseload information at several different levels. Because many crimes are unreported and because many crimes are not solved, the numbers compiled in this report in no way reflect the crime rate in Mohave County. Those figures should be obtained from law enforcement agencies. Similarly, not every reported crime, or arrest becomes a case, so the internal case data is unlikely to directly reflect local law enforcement data.

In addition, the figures represent the number of individuals charged with a crime, not necessarily the number of cases filed in the Superior Court. For example, when a crime is committed by multiple defendants our office records the number of defendants. This is because each defendant will need a lawyer. The Superior Court and the County Attorney, on the other hand, may record that case as a single filing. For this reason, our statistics may differ from those of the Superior Court and the County Attorney.

It is also helpful to understand that the type of crimes recorded represent the crimes *as charged* (ie: assault, theft, etc.), and not the ultimate disposition (not the crime of which the defendant was found guilty, pled to, or was acquitted of). Many defendants plead to lesser offenses. Sometimes felonies are reduced to misdemeanors or dismissed outright. Sometimes defendants are found not guilty by a jury. For the purpose of staffing, management and planning analysis it is important to know what a defendant is charged with initially. It is the initial charge which determines whether counsel is appointed and how much the County must ultimately spend for the defense.

In addition, the crime figures mentioned in this report reflect only the main crime charged. Many defendants are charged with multiple offenses arising out of a single act. For example, a defendant may be charged with Possession of Marijuana, Possession of Marijuana with Intent to Sell, Possession of Drug Paraphernalia and Underage Drinking. The following statistics would reflect only the main charge, to wit, Possession with Intent to Sell. If we counted all of the multiple charges which the prosecutor decided to file, analysis would prove meaningless, because indigent defense attorneys are not compensated based upon the number of charges filed.

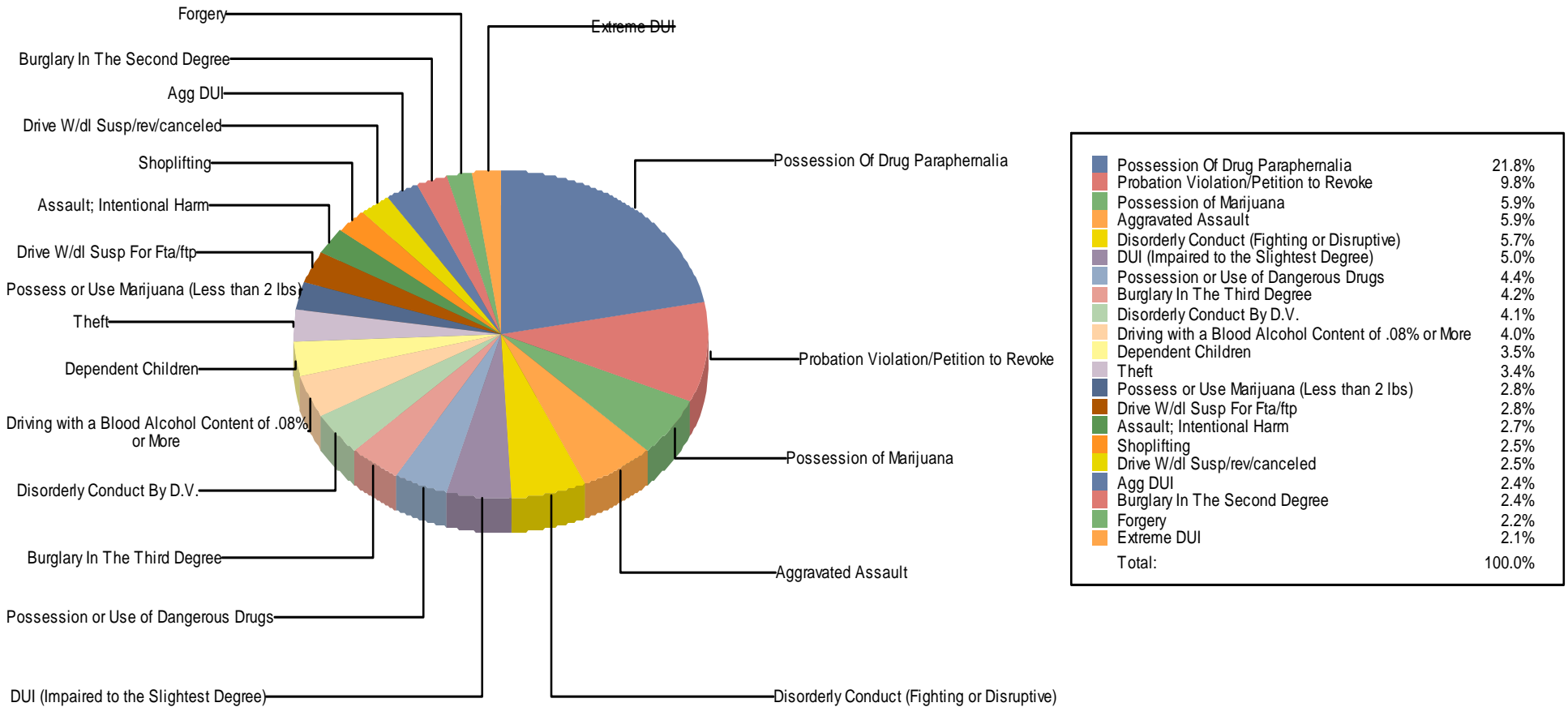
Finally, our statistics reflect only charges filed against indigent defendants. We estimate that 95% of all persons charged with felony and juvenile offenses are found to be indigent and are provided counsel through the Law Offices of the Mohave County Public Defender.

Appendix B - Breakdown of Most Prevalent Crimes for FY 2010 By Charge

Possession Of Drug Paraphernalia	1,437
Probation Violation/Petition to Revoke	644
Possession of Marijuana	391
Aggravated Assault	388
Disorderly Conduct (Fighting or Disruptive)	373
DUI (Impaired to the Slightest Degree)	327
Possession or Use of Dangerous Drugs	288
Burglary In The Third Degree	277
Disorderly Conduct By D.V.	268
Driving with a Blood Alcohol Content of .08% or More	264
Theft	224
Possess or Use Marijuana (Less than 2 lbs)	187
Drive W/dl Susp For Fta/ftp	184
Assault; Intentional Harm	180
Shoplifting	167
Drive W/dl Susp/rev/canceled	163
Agg DUI	160
Burglary In The Second Degree	156
Forgery	142
Extreme DUI	139

Table 7 – This table is solely based on the number of charges filed. It is possible for a single case to contain multiple charges, and therefore the numbers can NOT be used to calculate caseloads.

Top 20 Charges filed in Mohave County FY 2010



Appendix C – Cost per Case Analysis using Weighting Factors

Caseload Counts FY 2010						
		Raw Number	Conversion Factor	Weighted Cases	FY '10 Budget	Per case Weighted Cost
PDO					(Actual Expenditures)	
	Misdemeanor	1854	0.375	695.25		
	Felony	1121	1	1121		
	Juvenile	264	0.75	198		
	PCR		2			
	Appeals	8	6	48		
	Prob Violations	380	0.375	142.5		
	Mental Health	35	0.5	17.5		
	Psych Rev	1	1	1		
	SVP	1	1	1		
	Witness Rep	1	0.375	0.375		
	Juvenile Dep	16	1.4	22.4		
	Subtotal	3681		2247	\$2,360,014.95	\$1,050.28
LDO						
	Misdemeanor	524	0.375	144		
	Felony	426	1	564		
	Juvenile	130	0.75	55.5		
	PCR	0	2	0		
	Appeals	0	6	0		
	Prob Violations	162	0.375	70.875		
	Mental Health	8	0.5	4		
	Psych Rev		1			
	SVP		1			
	Witness Rep		0.375			
	Juvenile Dep		1.4			
	Subtotal	1250		784.75	\$854,055.95	\$1,088.32
Appellate Defender						
	PCR	61	2	122		
	Appeals	46	6	276		
	Subtotal	107		398	\$214,799.07	\$539.70
Private Contract						
	Misdemeanor	69	0.375	25.875		
	Felony	256	1	256		
	Juvenile	97	0.75	72.75		
	PCR	7	2	14		
	Appeals	5	6	30		
	Prob Violations	93	0.375	34.875		
	Mental Health		0.5			
	Psych Rev		1			
	SVP		1			
	Witness Rep		0.375			
	Juvenile Dep		1.4			
	Subtotal	527		433.5	\$558,209.12	\$1,287.68
Total		5458		3465.275	\$3,987,079.09	\$1,150.58

