



ARIZONA CRIMINAL JUSTICE COMMISSION

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NOTICE OF PUBLIC HEARING

Development of the
2020-2025 Arizona Drug, Gang and Violent Crime Control Strategy

Tuesday, April 7, 2020

Phoenix, Arizona

10:00 am – 11:30 am

Arizona Criminal Justice Commission
1110 W. Washington, Suite 230
Phoenix, Arizona 85007

A public hearing will be conducted via web presentation on the development of the *2020-2025 Arizona Drug, Gang and Violent Crime Control Strategy (Strategy)*. Commission staff will be available to receive public testimony pertaining the *Strategy*. In addition a recording of the public meeting will be made available and comments can be e-mailed to Commission staff at dcadmin@azcjc.gov until April 21, 2020. Prior to finalizing the *Strategy*, a summary of public commentary will be provided to the Arizona Criminal Justice Commission for consideration.

A copy of the draft *Strategy* may be accessed at the at the Commission office located at 1110 W. Washington, Suite 230, Phoenix, Arizona 85007 between the hours of 8:00 a.m. and 5:00 p.m. Monday through Friday or by clicking on the following link:

https://azcjc.gov/sites/default/files/pubs/2020-2025_DGVCC_Strategy_DRAFT_VERSION.pdf

Pursuant to the Americans with Disabilities Act (ADA), the Criminal Justice Commission endeavors to ensure the accessibility of its meetings to all persons with disabilities. Persons with a disability may request a reasonable accommodation, such as sign language interpreter, by contacting the Commission office at (602) 364-1146. Requests should be made as early as possible to allow time to arrange the accommodation.

For additional information please contact Simone Courter, scourter@azcjc.gov, 602-364-1186.

ARIZONA CRIMINAL JUSTICE COMMISSION

2020 – 2025 State Strategy



Drug, Gang, and Violent Crime Control

Our mission is to continuously address, improve, sustain and enhance public safety in the State of Arizona through the coordination, cohesiveness, and effectiveness of the Criminal Justice System.

ARIZONA CRIMINAL JUSTICE COMMISSION



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VACANT

The Arizona Criminal Justice Commission (ACJC) is a statutorily authorized entity mandated to carry out various coordinating, monitoring and reporting functions regarding the administration and management of criminal justice programs in Arizona. In accordance with statutory guidelines, the Commission is comprised of 19 members who represent various elements of the criminal justice system in Arizona. Fourteen of the 19 Commissioners are appointed by the governor and are municipal, county or elected officials. The remaining five are state criminal justice agency heads. Appointed Commissioners serve for two years and terminate when the first regular session of the legislature is convened; they may be re-appointed.

The ACJC was created in 1982 to serve as a resource and service organization for Arizona's 480 criminal justice agencies on a myriad of issues ranging from drugs, gangs, victim compensation and assistance to criminal record improvement initiatives. The ACJC works on behalf of the criminal justice agencies in Arizona to facilitate information and data exchange among state-wide agencies by establishing and maintaining criminal justice information archives, monitoring new and continuing legislation relating to criminal justice issues and gathering information and researching existing criminal justice programs.

ACJC Mission: Our mission is to continuously address, improve, sustain and enhance public safety in the State of Arizona through the coordination, cohesiveness and effectiveness of the Criminal Justice System.

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Executive Summary

Review and analysis of drug, gang and violent crime data pertinent to Arizona indicate that the frequency of most crime, as measured by arrests, dropped slightly from 2013 to 2015, and then began to increase in 2016. When factoring in the significant increases in population the state has experienced, the data reveals that rates for most crimes have matched this pattern.

The number of arrests for drug sales or manufacturing fluctuated from 2013 to 2017 but declined overall, however, arrests for drug possession increased from 2013 to 2017. Gang activity in Arizona has decreased between 2013 and 2018. In 2018 agencies reported the highest share of gang involvement in drug sales and distribution since 2013. Data indicates that gangs in Arizona are highly active in the distribution of both marijuana and methamphetamine, however, heroin distribution experienced the largest percentage increase between 2013 and 2018. Arizona experienced declines in violent crime arrests from 2013 to 2015, and then saw violent crime arrests increase by 30 percent between 2015 and 2017.

Over the years, the Commission has supported a variety of projects across the criminal justice system designed to address the drug, gang and violent crime problem in Arizona. A structural hallmark of the DGVCC program has been the support of multi-agency, multi-jurisdictional drug, gang and violent crime task forces and their tandem prosecution projects. Additionally, the Commission has supported forensic support services, statewide forfeiture efforts, adjudication projects, and other criminal justice-related projects as a means of achieving the goals of the DGVCC program.

The DGVCC program's overall goals seek to curtail the flow of illicit drugs, drug proceeds and instruments used to perpetuate violence across Arizona, reduce violent crime, reduce illicit drug use through prevention and education, and reduce recidivism and implement effective reentry efforts in Arizona. In response to drug, gang and violent crime in Arizona, the following seven purpose areas have been identified as potential funding areas for the 2020-2025 time period:

- Apprehension
- Prosecution
- Forensic Support Services
- Adjudication and Sentencing
- Corrections and Community Corrections
- Substance Abuse Treatment for Corrections-Involved Individuals
- Prevention and Education

In addition to the seven purpose areas, a listing of strategic principles has been developed based on a thorough analysis of the strengths, weaknesses, opportunities and challenges of the DGVCC program. The seven purpose areas and strategic principles serve as the Commission's instruments for establishing funding priorities. Each grant year, the Commission will establish priorities based on statewide needs and the funding environment.

This strategy document supplies readers with a presentation of the scope of the problem, background on current programming, the strategic direction for allocation of resources for the 2020-2025 time period, and the program evaluation plan. It is through application of this comprehensive, data-driven strategy that the Commission will continue to maximize resources and promote valuable results for the state of Arizona.

Introduction

Drug, gang, and violent crime continue to be a persistent threat to the public safety and health of Arizonans. Through granting millions of dollars in federal and state funds to address drug, gang, and violent crime, the Arizona Criminal Justice Commission (ACJC) serves an integral role in responding to the problem. The *Arizona 2020-2025 Drug, Gang and Violent Crime Control Strategy* is the Commission's primary decision-making tool for the allocation of funds and to guide project activity for the Drug, Gang, and Violent Crime Control (DGVCC) program.

An Arizona drug control strategy was initially developed in 1987 with extensive input from local, state, and federal officials and agencies. Through the years, the drug control strategy was updated, refined, and expanded to include gang and violent crime. The first multi-year strategy was released in 2000 and continued for three years, followed by a four-year strategy developed in 2004 and subsequent strategies in 2008, 2012, and 2016. The 2020-2025 *Strategy* provides guidance for allocating resources through 2025.

The *Strategy* serves as the Commission's blueprint for directing funds to achieve the following four goals:

- **Curtail the flow of illicit drugs, drug proceeds, and instruments used to perpetuate violence across Arizona.**
- **Reduce violent crime by implementing strategies and methods to combat crime and ensure public safety and hold offenders accountable.**
- **Reduce illicit drug use by enhancing prevention efforts and educating the community about the harms posed by illegal drugs and their abuse.**
- **Reduce recidivism and implement effective reentry efforts through comprehensive and collaborative strategies focused on successfully reintegrating offenders back into the community.**

The DGVCC program is supported by multiple funding sources. The parameters of the various funding streams have been accounted for in the design of the *Strategy*. The following represent the funding sources associated with the program:

Edward Byrne Memorial Justice Assistance Grant (Byrne JAG): The Byrne JAG program is the primary source of federal criminal justice funding to state and local jurisdictions. Issued by the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance, the Byrne JAG program supports a wide range of program areas including law enforcement, prosecution and court programs, prevention and education programs, corrections and community corrections, drug treatment and enforcement, crime victim and witness initiatives, and planning, evaluation, and technology improvement programs.

Drug and Gang Enforcement Account (DEA): The DEA generates revenue through mandatory fines and surcharges from drug offenders that are collected pursuant to A.R.S. 41-2402. DEA funds are to be used for the purpose of enhancing efforts to deter,

investigate, prosecute, adjudicate and punish drug offenders as well as members of criminal street gangs.

Residential Substance Abuse Treatment (RSAT) for State Prisoners Grant: The RSAT Grant is a federal grant issued by the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance for purposes of developing and implementing substance abuse treatment programs in state, local, and tribal correctional and detention facilities and to create and maintain community-based aftercare services for offenders.

Matching funds: The Commission has elected to require recipients to provide matching funds to leverage the federal and state dollars committed to the program. Matching funds build buy-in and ownership for local criminal justice initiatives and increase the overall size and effectiveness of the program.

Other Sources: When additional resources become available, the Commission has the ability to allocate those funds to appropriate projects. For example, in 2015 the Commission had the opportunity to collaborate with the Arizona Department of Health Services to fund substance abuse prevention programs throughout the state.

In crafting this multi-year strategy to support the DGVCC program, special consideration has been given to the economic and political shifts in available resources. In order to remain a useful instrument for best directing funds to improve public safety and meet the needs of Arizona, the strategy has been designed to be flexible in response to fluctuations in resources supporting the DGVCC program.

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Nature and Extent of the Problem Data and Analysis

ACJC's DGVCC program is responsible for administering the Byrne JAG and RSAT grants as well as revenue from the DEA (see page 4). To help ensure the effective use of these federal and state monies, the DGVCC program uses data to inform its funding strategy. This section reviews publicly available data on drug, gang, and violent crime in Arizona.

Data Sources

Violent Offense and Drug Arrest Data

The primary state and local source for violent offense and arrest information is the Uniform Crime Reporting (UCR) program. Initiated nearly 90 years ago by the Federal Bureau of Investigation (FBI), the UCR program is a nationwide effort by law enforcement agencies to voluntarily report offense and arrest data on a set of specific crimes that occur within their jurisdictions.¹ The purpose of the UCR program is to provide reliable information regarding the nature and extent of criminal activity. UCR program data, particularly data on those crimes that form the violent crime index (e.g., murder and non-negligent manslaughter, rape, robbery and aggravated assault), have become some of the most common and widely recognized social indicators.

A major limitation of official crime data is that not all crimes are reported to law enforcement. According to the Bureau of Justice Statistics, only 46 percent of violent victimizations and 36 percent of property crimes were reported to the police in 2013.² Crime victims may not report their victimization to the police for a variety of reasons, including believing that the offense was too trivial to involve law enforcement, there was nothing the criminal justice system could do, and that crimes are a personal matter that should not be addressed through the justice system.³

To better understand the nature and extent of all crime, including crimes not reported to law enforcement, crime victim surveys can be used to complement data obtained from law enforcement. The Bureau of Justice Statistics administers the National Crime Victimization Survey, the nation's primary source of information on criminal victimization.⁴ Although informative, national victimization estimates have limited utility for local planning and policy development; thus, victimization data is not included in this report.

Even though not all crimes are reported to the police, official offense and arrest data from law enforcement agencies can provide insight into crime in a jurisdiction. Offense data include all crimes reported to the police while arrest data include only those offenses for which an alleged offender was arrested.⁵ This report uses both offense and arrest data to assess violent crime in Arizona.

¹ Federal Bureau of Investigations Uniform Crime Reporting Statistics website: <https://ucrdatatool.gov/>

² Truman, Jennifer L. and Lynn Langton. "Criminal Victimization, 2013" September 2014. Web. August 31, 2015.

³ Gottfredson, Michael R. 1986. "Substantive Contributions of Victimization Surveys." *Crime and Justice*. 7: pp #251-287.

⁴ Office of Disease Prevention and Health Promotion website: <https://www.healthypeople.gov/2020/data-source/national-crime-victimization-survey>

⁵ Arizona Department of Public Safety. "Crime in Arizona 2017." http://www.azdps.gov/sites/default/files/media/FINAL_Crime_in_Arizona_2017.pdf

The UCR program also allows for the collection and reporting of other crimes, including drug sales, manufacturing, and possession. Although the violent crime data rely on offenses reported to the police, the use of both arrest data in addition to offense data provides a more complete picture of drug crime behaviors.

Both the *rate* and *frequency* of violent crime in Arizona are discussed below. A jurisdiction with a growing population can experience a reduction in its crime rate at the same time that the frequency of crime in that jurisdiction changes little. This is particularly evident in Arizona where increases in the population of the state and all but two counties have occurred in recent years.⁶

Gang Data

Since 1990, ACJC has administered the Arizona Gang Threat Assessment to state, county, tribal, and local law enforcement agencies in Arizona. The Arizona Gang Threat Assessment was modeled after the National Gang Threat Assessment and is designed to gather information on gang involvement in crime, law enforcement suppression strategies, and information sharing tools among law enforcement agencies, among other topics. Results from the National Gang Threat Assessment are based on a collection of data provided by the National Drug Intelligence Center and its law enforcement partners.⁷

Drug Use Data

National illicit drug use prevalence data is obtained from the National Survey on Drug Use and Health (NSDUH).⁸ The NSDUH is funded by the Substance Abuse and Mental Health Services Administration (SAMHSA) and tracks substance use patterns among U.S. residents 12 years of age and older.⁹

Estimates of adult illicit drug use in Arizona come from the 2010 Arizona Health Survey, a St. Luke's Health Initiatives' data collection effort designed to assess the health and well-being of Arizonans. More than 8,200 heads of household were surveyed for the 2010 survey.¹⁰ Data from 2010 is the most recent available.

Youth substance use prevalence data discussed in this report come from ACJC's biannual Arizona Youth Survey (AYS). The 2018 administration had a final sample of 49,009 students from 246 schools. The AYS measures the prevalence of drug use and other risky behaviors among 8th, 10th, and 12th graders.

Finally, this report uses data from the Arizona Department of Corrections (ADC) and the Arizona Department of Juvenile Corrections (ADJC) to assess the consequences of drug use. Data is also included from the Arizona Department of Health Services (DHS), Arizona Department of Health, and Arizona Health Care Cost Containment System (AHCCCS) on drug related inpatient

⁶ <https://www.census.gov/quickfacts/fact/table/AZ,US/PST045218>

⁷ <https://www.fbi.gov/stats-services/publications/2011-national-gang-threat-assessment/>

⁸ NSDUH obtains information on 10 categories of illicit drugs: marijuana, cocaine (including crack), heroin, hallucinogens, inhalants, and methamphetamine, as well as the misuse of prescription pain relievers, tranquilizers, stimulants, and sedatives.

⁹ <https://www.samhsa.gov/data/sites/default/files/NSDUH-FFR1-2016/NSDUH-FFR1-2016.pdf>

¹⁰ <https://sirc.asu.edu/sites/default/files/%5Bterm%3Aname%5D/%5Bnode%3Acreate%3Acustom%3AYm%5D/ahs-2010-SubstanceUse-Dec10.pdf>

discharge, emergency room visits, overdose deaths, and drug treatment program participation.

Demographic Characteristics of the Arizona Population

Population

From 2013 to 2018, Arizona's population grew by 8.1 percent, more than twice as fast as the nation as a whole (see Table 1).¹¹ The population of most of Arizona's 15 counties increased between 2013 and 2018, with the greatest increases seen in Pinal and Maricopa counties. In contrast, the populations of Apache, Cochise and Santa Cruz counties decreased from 2013 to 2018 (see Table 2).

Year	Arizona Population	Year-to-Year % Change	United States Population	Year-to-Year % Change
2013	6,634,999		316,057,727	
2014	6,733,840	+1.5%	318,386,421	+0.7%
2015	6,833,596	+1.5%	320,742,673	+0.7%
2016	6,945,452	+1.6%	323,071,342	+0.7%
2017	7,048,876	+1.5%	325,147,121	+0.6%
2018	7,171,646	+1.7%	327,167,434	+0.6%
% Change 2013 – 2018	8.1%		3.5%	

Source: United States Census Bureau, Population Estimates

County	2013 Population	2018 Population	% Change 2013-2018
Apache	72,341	71,818	-0.7%
Cochise	129,608	126,770	-2.2%
Coconino	136,713	142,854	+4.5%
Gila	53,022	53,889	+1.6%
Graham	37,454	38,072	+1.7%
Greenlee	8,908	9,483	+6.5%
La Paz	20,532	21,098	+2.8%
Maricopa	4,019,019	4,410,824	+9.7%
Mohave	203,158	209,550	+3.1%
Navajo	107,145	110,445	+3.1%
Pima	997,437	1,039,073	+4.2%
Pinal	385,656	447,138	+15.9%
Santa Cruz	46,991	46,511	-1.0%
Yavapai	214,426	231,993	+8.2%
Yuma	202,589	212,128	+4.7%

Source: United States Census Bureau, Population Estimates

¹¹United States Census Bureau website: <https://www.census.gov/newsroom/press-kits/2018/pop-estimates-national-state.html>

Race and Ethnicity

Table 3 shows the racial and ethnic composition of the Arizona population.¹² As of 2018, a majority (83.1 percent) of residents in Arizona were White, followed by Hispanic (31.4 percent), American Indian/Alaskan Natives (5.3 percent), and Black (5.0 percent). About 31 percent of residents identified as Hispanic, while nearly 69 percent of residents were non-Hispanic.

Table 3: Race and Ethnicity of Arizona Residents, 2018	
	2018
Race	
White	83.1%
Black	5.0%
American Indian/Alaskan Native	5.3%
Asian	3.5%
Native Hawaiian/Pacific Islander	0.3%
Two or more races	2.8%
Ethnicity	
Hispanic	31.4%
Non-Hispanic	68.6%
Race and Ethnicity	
White Non-Hispanic	54.9%

Source: United States Census Bureau, Population Estimates

Nature and Extent of Drug, Gang and Violent Crime in Arizona

Statewide Drug Crime Trends

Arrests for Drug Sales or Manufacturing

According to the Arizona Department of Public Safety (DPS), the number of arrests for drug sales or manufacturing fluctuated from 2013 to 2017 but declined overall.¹³ Specifically, arrests for the sale or manufacture of drugs was 14.3 percent lower in 2017 than in 2013 (see Figure 1, page 11).

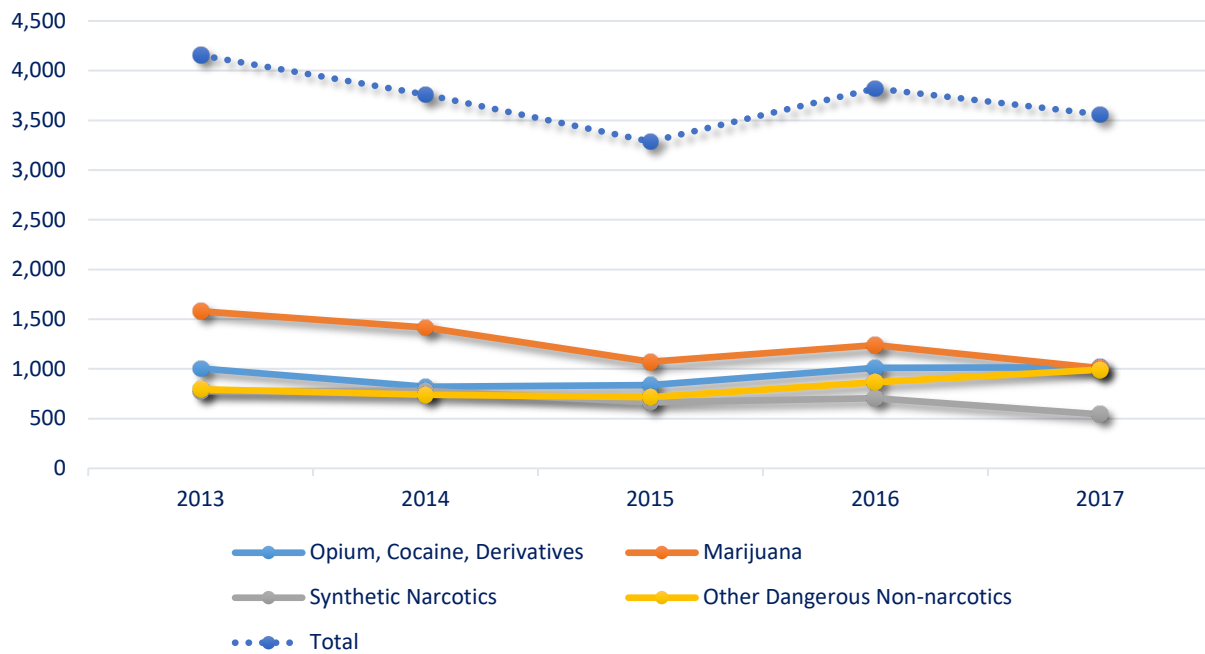
DPS also tracked arrests by drug type. Arrests for the sale or manufacture of marijuana and synthetic drugs decreased between 2013 and 2017 (by 36.2 and 30.1 percent, respectively).¹⁴ In contrast, the number of arrests for opium and other dangerous non-narcotic drugs increased (by 1.3 and 25.1 percent, respectively; see Figure 1, page 11).

¹² <https://www.census.gov/newsroom/press-kits/2018/pop-estimates-national-state.html>

¹³ Arizona Department of Public Safety. Crime in Arizona 2017. <https://www.azdps.gov/about/reports/crime>

¹⁴ Arizona Department of Public Safety. Crime in Arizona 2017. <https://www.azdps.gov/about/reports/crime>

Figure 1: Total Number of Arrests for Drug Sales and Manufacturing in Arizona, 2013-2017



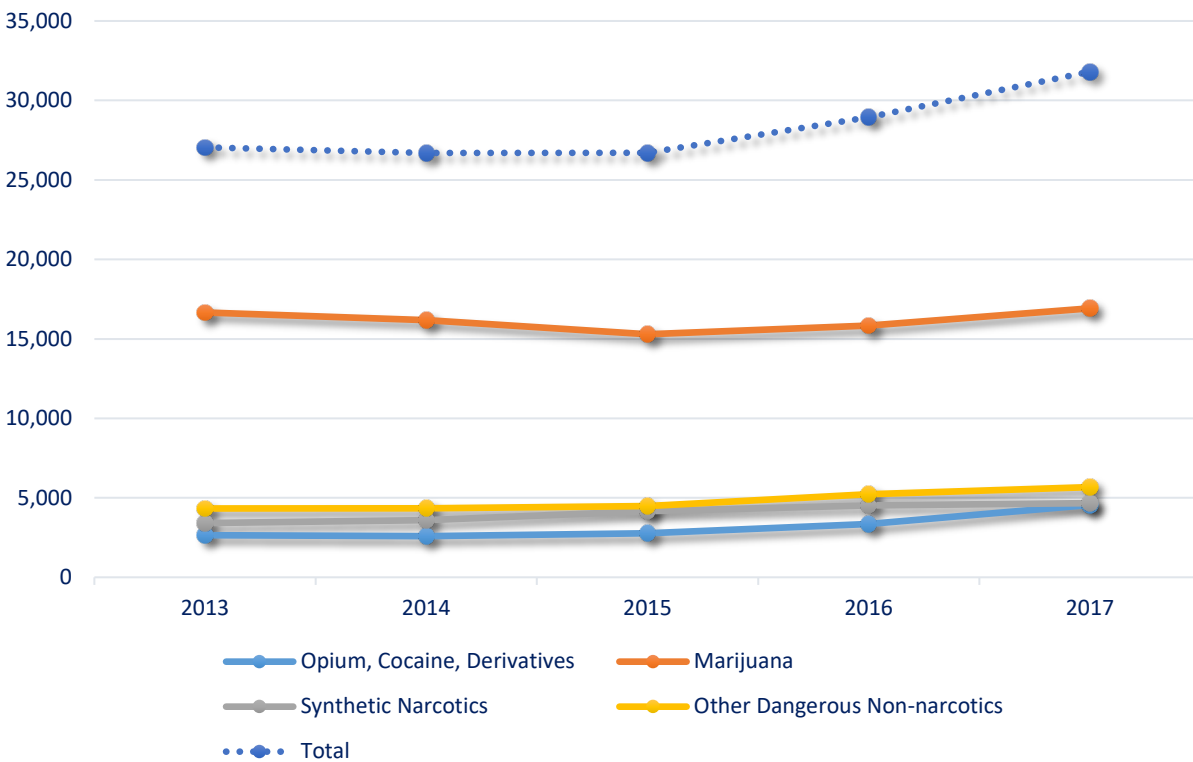
Source: Arizona Department of Public Safety *Crime in Arizona, 2013-2017*

Arrests for Drug Possession

Unlike the overall decline in the number of arrests for drug sales or manufacturing, arrests for drug possession increased by 17.6 percent from 2013 to 2017 (see Figure 2, page 12).¹⁵ This pattern was consistent across all drug types from 2013 to 2017, ranging from a 1.6 percent increase in the number of arrests for marijuana possession to a 71.3 percent increase for opium possession.

¹⁵ Arizona Department of Public Safety. Crime in Arizona 2017. <https://www.azdps.gov/about/reports/crime>

Figure 2: Total Number of Arrests for Drug Possession in Arizona, 2013-2017



Source: Arizona Department of Public Safety *Crime in Arizona, 2013-2017*

Statewide Gang Crime Trends

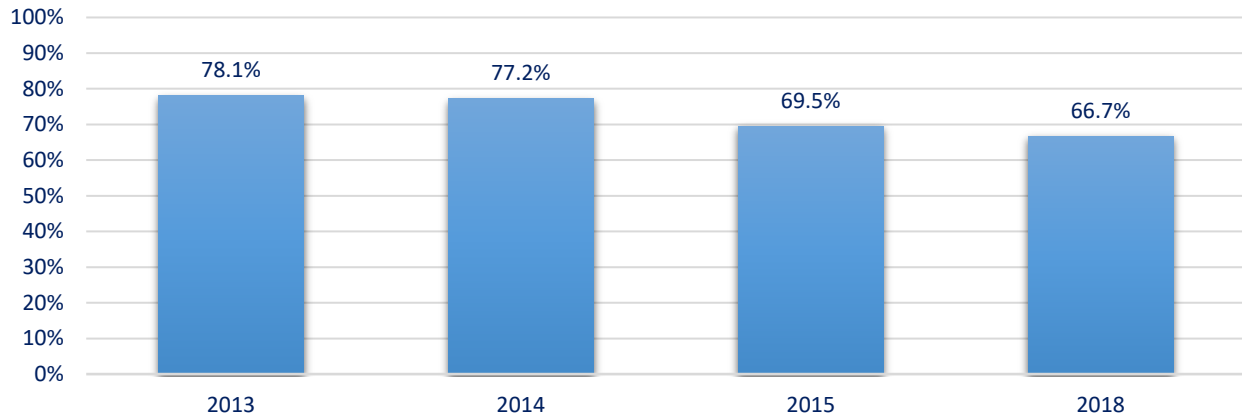
ACJC’s Gang Threat Assessment uses self-reported information from law enforcement agencies across the state to estimate the prevalence of gangs, gang members, and gang activity in Arizona’s communities. The following sections describe trends from the four most recent iterations of the survey in gang activity, gang crime, and gang involvement in the distribution of drugs.

Gang Activity in Arizona

From 2013 to 2018, gang activity decreased.¹⁶ In 2018, approximately 67 percent of jurisdictions in Arizona reported having active gangs in their communities, as compared to 78 percent in 2013 (see Figure 3, page 13).

¹⁶ Arizona Criminal Justice Commission. Gang Threat Assessment 2018. <http://azcjc.gov/publications>

Figure 3: Percentage of Surveyed Agencies Reporting Active Gangs and Gang Members, 2013-2018



Note: The Gang Threat Assessment was not administered in 2016 or 2017

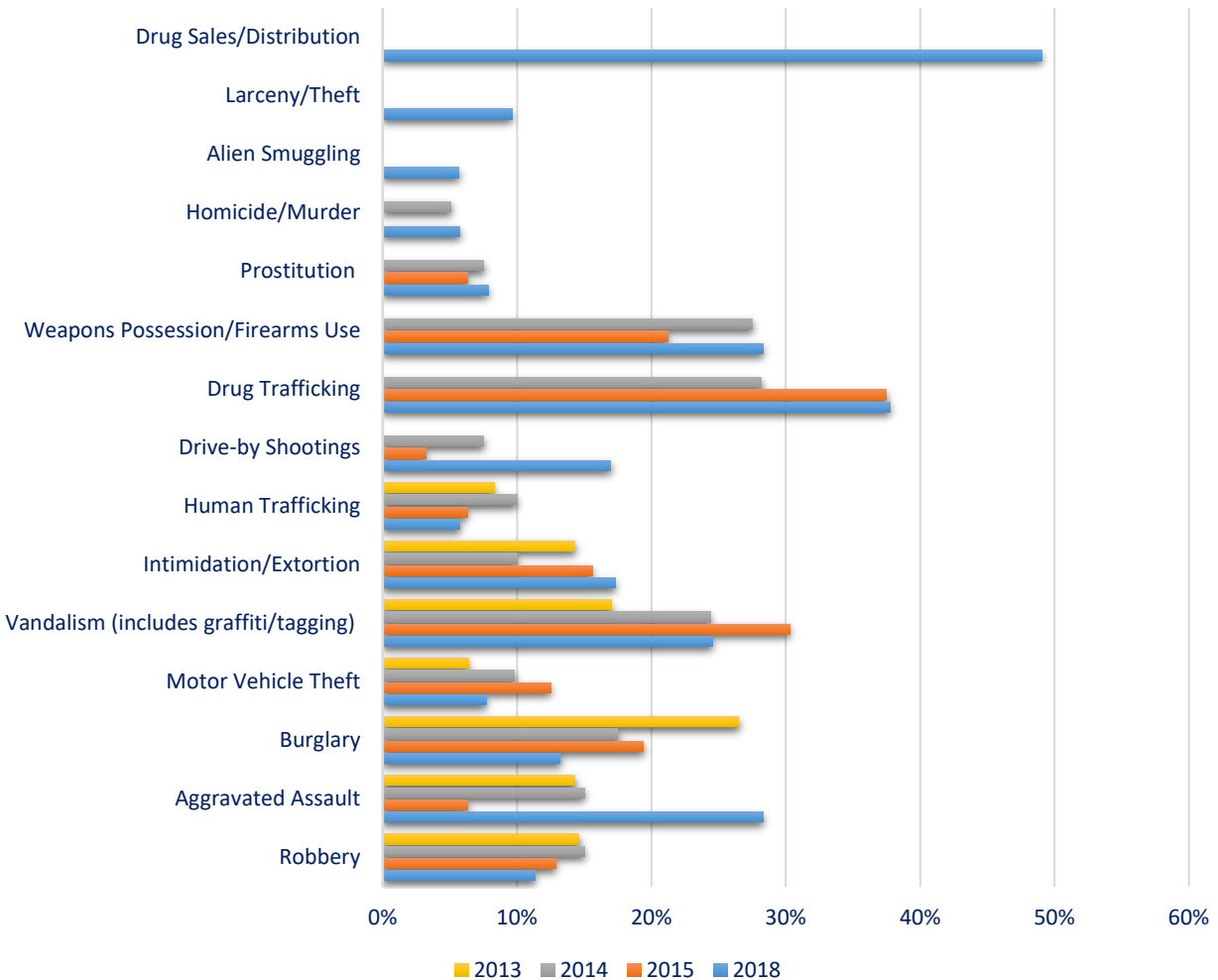
Source: Arizona Criminal Justice Commission, *Gang Threat Assessment, 2013-2018*

Gang Crime in Arizona

The Gang Threat Assessment reports on the types of criminal activity engaged in by gang members and the level of gang involvement in different categories of crime (high vs low). Figure 4 shows the proportion of agencies reporting high gang involvement in various crimes (see page 14). In 2018, 49.1 percent of surveyed agencies reported a high level of gang involvement in drug sales and distribution, the highest share reported by agencies in any crime type since the 2013 administration.¹⁷ Drug trafficking had the second highest share of agencies reporting high gang involvement in 2018 at 37.7 percent.

¹⁷ Arizona Criminal Justice Commission. Gang Threat Assessment 2018. <http://azcjc.gov/publications>

Figure 4: Surveyed Agencies Reporting High Gang Involvement by Crime Type*, 2013-2018



*Missing data is from crime type change.

Note: The Gang Threat Assessment was not administered in 2016 or 2017

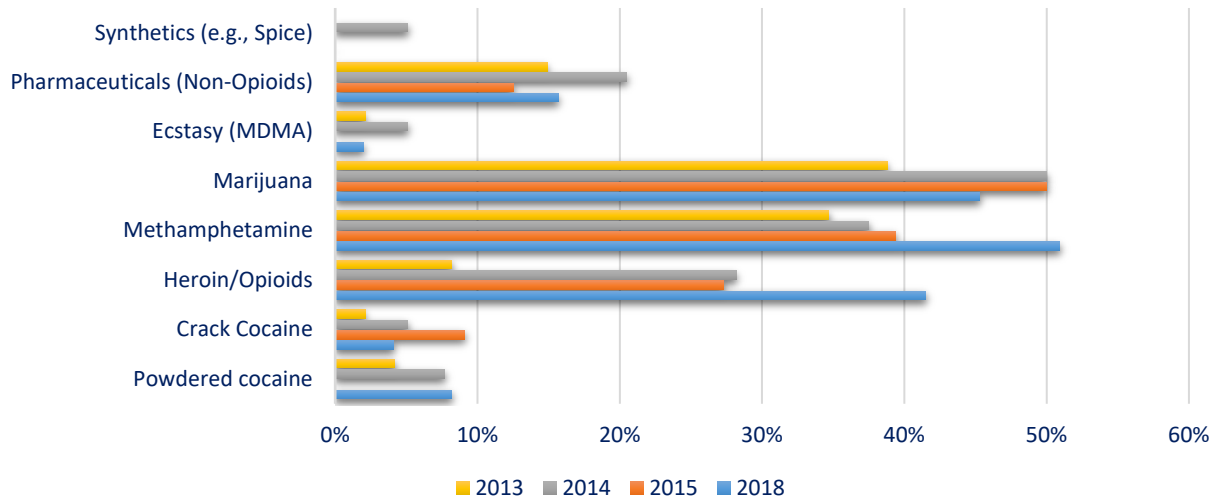
Source: Arizona Criminal Justice Commission, *Gang Threat Assessment, 2013-2018*

Gang Involvement in the Distribution of Drugs

The Gang Threat Assessment also asks respondents about gang involvement in the drug market. Figure 5 shows the percentage of responding agencies that reported high gang involvement in the distribution of different types of drugs. From 2013 to 2018, agencies most frequently reported high gang involvement in the distribution of marijuana and methamphetamine.¹⁸ In 2018 alone, nearly half of all agencies reported high gang involvement in the distribution of marijuana and methamphetamine. Finally, the percentage of agencies reporting high gang involvement in the distribution of heroin increased from 8.2 percent in 2013 to 41.5 percent in 2018, the largest increase of any of the surveyed drug types.

¹⁸ Arizona Criminal Justice Commission. Gang Threat Assessment 2018.

Figure 5: Surveyed Agencies Reporting High Gang Involvement in the Distribution of Drugs, 2013-2018

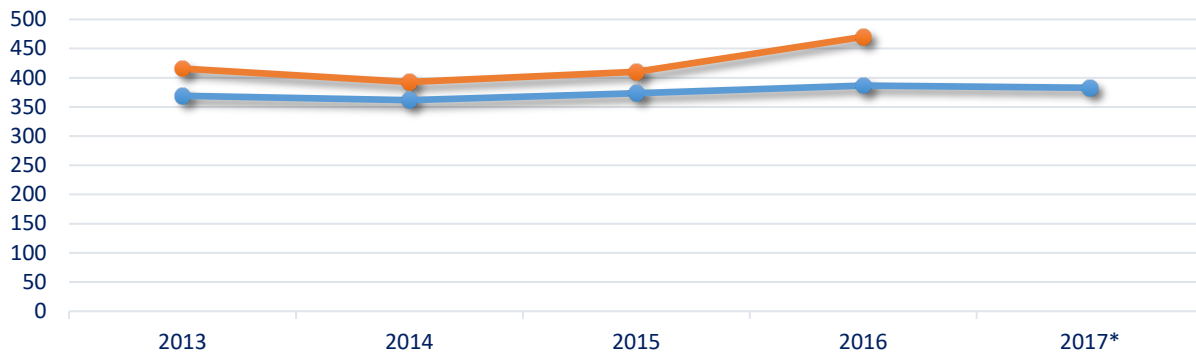


Note: The Gang Threat Assessment was not administered in 2016 or 2017
 Source: Arizona Criminal Justice Commission, *Gang Threat Assessment, 2013-2018*

Violent Offense Rates

In the FBI’s UCR program, violent crime includes the offenses of murder, non-negligent manslaughter, rape, robbery and aggravated assault.¹⁹ Although violent crime decreased in both Arizona and the nation between 2013 and 2014, the violent offense rate increased both at

Figure 6: United States and Arizona Violent Index Offense Rates, Rate per 100,000 Population, 2013-2017



*No data reported for Arizona Violent crime rate in 2017.
 Source: Federal Bureau of Investigation, *Crime in the United States, 2013-2017*

— U.S. Violent crime rate — AZ Violent crime rate

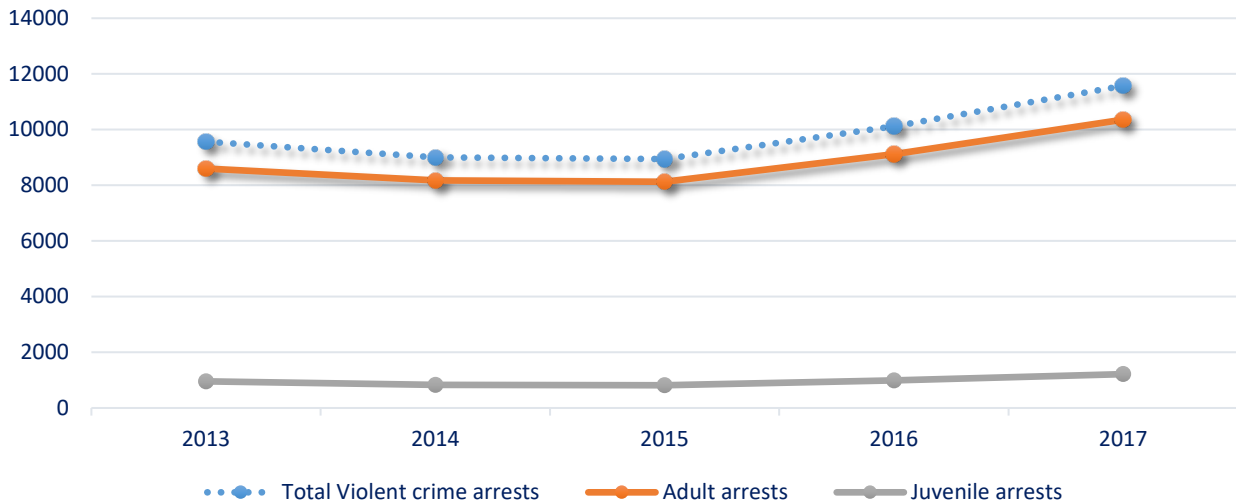
¹⁹ Federal Bureau of Investigations Uniform Crime Reporting Statistics website: <https://ucrdatatool.gov/>

the national level and in Arizona from 2014 to 2016 (see Figure 6).^{20, 21}

Violent Crime Arrests

Violent crime arrests in Arizona decreased from 9,564 in 2013 to 9,005 arrests in 2015, a change of 6.5 percent. From 2015 to 2017, however, violent crime arrests increased by nearly 30 percent, an overall increase of 21 percent since 2013 (see Figure 7). Both adult and juvenile crime arrests followed the same trend.²²

Figure 7: Violent Crime Arrests in Arizona, 2013-2017



Source: Arizona Department of Public Safety *Crime in Arizona, 2013-2017*

Drug Use

Adult Illicit Drug Use in the United States

In its 2016 National Survey on Drug Use and Health, SAMHSA estimated that 30.5 million Americans aged 12 or older (about 11 percent) reported using illicit drugs in the last month. Both illicit drug and marijuana use have increased since 2013 (see Figure 8, page 17).²³

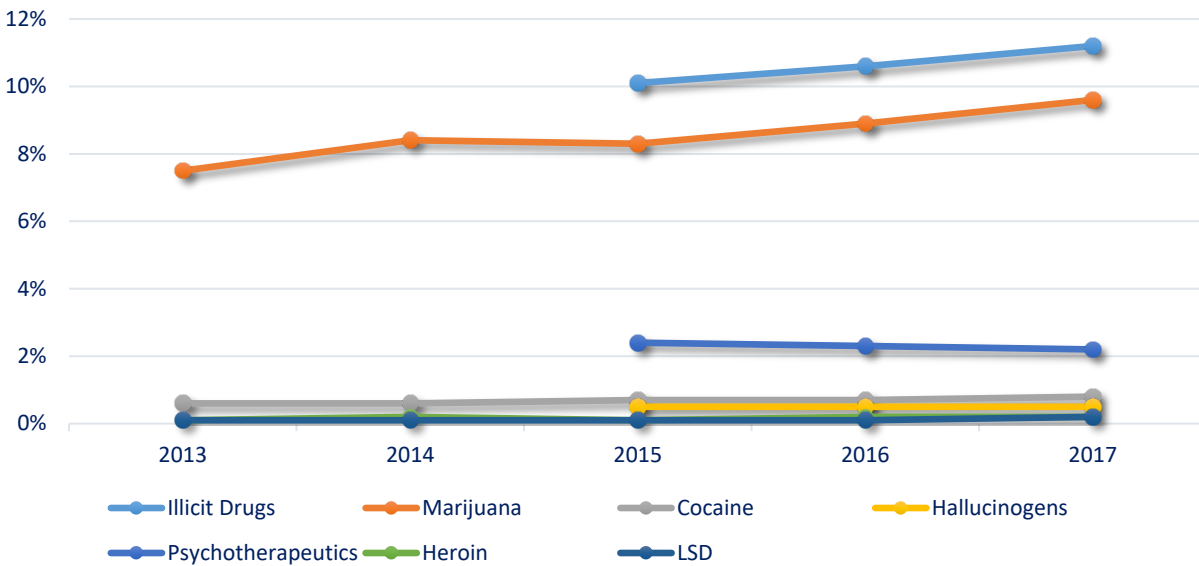
²⁰ Arizona Department of Public Safety, *Safety Crime in Arizona, 2013-2017*

²¹ Federal Bureau of Investigation, *Crime in the United States, 2013-2017*

²² Arizona Department of Public Safety, *Safety Crime in Arizona, 2013-2017*

²³ SAMHSA, Center for Behavioral Health Statistics and Quality, *National Survey on Drug Use and Health, 2002-2017*

Figure 8: National Reported Past Month Illicit Drug Use Aged 12 or Older, 2013-2017*



*Illicit drugs, psychotherapeutics, and hallucinogens data are not reported prior to 2015 due to methodological changes.

Source: SAMHSA, Center for Behavioral Health Statistics and Quality, National Survey on Drug Use and Health, 2002-2017.

Adult Illicit Drug Use in Arizona

According to the 2010 Arizona Health Survey, nearly one-third (31 percent) of adults in Arizona reported lifetime illicit drug use.²⁴ Of the 8,215 adults participating in this survey, 6.5 percent (n=533) reported using illicit drugs within the last year and half of reported using drugs within the past 30 days (n=263). Marijuana was the most commonly reported illicit drug used by adults in the past 12 months (5.6 percent) followed by cocaine (1.1 percent; see Table 4).

Drug*	In the Last 30 Days (Current Drug Users) (n=263)		In the Last 12 Months but Not in the Last 30 Days (n=270)		Combined Total for the Last 12 Months (n=533)	
	n	%	n	%	n	%
Marijuana	240	2.9	223	2.7	463	5.6
Crack	9	0.1	1	0.0	10	0.1
Cocaine	44	0.5	49	0.6	93	1.1
Heroin	13	0.2	8	0.0	21	0.3
Methamphetamine	24	0.3	29	0.4	53	0.6
Other	29	0.4	19	0.2	48	0.6

*Multiple responses allowed

Source: Arizona Health Survey 2010

²⁴ [Arizona Health Survey 2010](https://sirc.asu.edu/sites/default/files/%5Bterm%3Aname%5D/%5Bnode%3Acreate%3Acustom%3AYm%5D/ahs-2010-SubstanceUse-Dec10.pdf)
<https://sirc.asu.edu/sites/default/files/%5Bterm%3Aname%5D/%5Bnode%3Acreate%3Acustom%3AYm%5D/ahs-2010-SubstanceUse-Dec10.pdf>

Youth Substance Use in Arizona

In 2018, the substance most commonly used by Arizona students in both the last 30 days and in their lifetime was alcohol (les 5 and 6).²⁵ Over the past two administrations of the AYS, two new substance use questions were added (e-cigarettes in 2016 and marijuana concentrates in 2018). Reported e-cigarette use in 2018 was twice the rate of regular cigarette use for both lifetime (37.1 and 16.9 percent, respectively) and 30 day use (19.9 and 4.7 percent, respectively). Reported marijuana concentrate use for lifetime (23.5 percent) and 30 day (12.3 percent) use was similar to regular marijuana use (29.8 percent and 15.7 percent, respectively). The proportion of students reporting substance

Table 5: Percentage of Arizona Students Who Have Used Drugs in Their Lifetime, 2018

	8 th Grade	10 th Grade	12 th Grade	Total
Alcohol	30.6	47.4	59.6	45.0
Cigarettes	11.3	16.7	24.2	16.9
E-Cigarettes	27.7	39.4	45.8	37.1
Marijuana	15.7	32	44.2	29.8
Marijuana Concentrates	14.1	25.1	32.8	23.5
Hallucinogens	2.1	4.7	7.5	4.6
Cocaine	1.2	2.7	5.5	3.0
Inhalants	6.4	4.1	3.5	4.7
Methamphetamines	0.6	0.8	1.0	0.8
Heroin or Other Opiates	0.5	0.5	0.6	0.5
Ecstasy	1.4	2.4	3.6	2.4
Steroids	1.2	1.3	1.3	1.3
All Prescription Drugs	9.7	12.1	14.0	11.8
Prescription Pain Relievers	7.8	9.4	10.1	9.0
Prescription Stimulants	2.9	4.7	6.7	4.7
Prescription Sedatives	3.2	5.1	6.4	4.8
Over-the-Counter Drugs	5.2	6.5	6.5	6.0
Synthetic Drugs (Bath Salts, Spice, etc.)	2.0	1.4	1.9	1.7

Source: Arizona Youth Survey 2018

Table 6: Percentage of Arizona Students Who Have Used Drugs in the Past 30 Days, 2018

	8 th Grade	10 th Grade	12 th Grade	Total
Alcohol	11.5	20.3	30.8	20.2
Cigarettes	2.7	4.6	7.4	4.7
E-Cigarettes	13.5	21.3	26.1	19.9
Marijuana	8.1	17.0	23.3	15.7
Marijuana Concentrates	6.5	13.5	17.9	12.3
Hallucinogens	0.7	1.4	2.2	1.4
Cocaine	0.4	0.8	1.9	1.0
Inhalants	2.1	1.0	0.7	1.3
Methamphetamines	0.3	0.3	0.4	0.3
Heroin or Other Opiates	0.2	0.2	0.3	0.2
Ecstasy	0.5	0.7	0.8	0.6
Steroids	0.4	0.4	0.4	0.4
All Prescription Drugs	4.0	4.2	4.1	4.1
Prescription Pain Relievers	3.2	3.0	2.8	3.0
Prescription Stimulants	1.0	1.4	1.7	1.3
Prescription Sedatives	1.1	1.7	1.5	1.4
Over-the-Counter Drugs	2.1	2.0	1.7	1.9
Synthetic Drugs (Bath Salts, Spice, etc.)	0.7	0.4	0.4	0.5

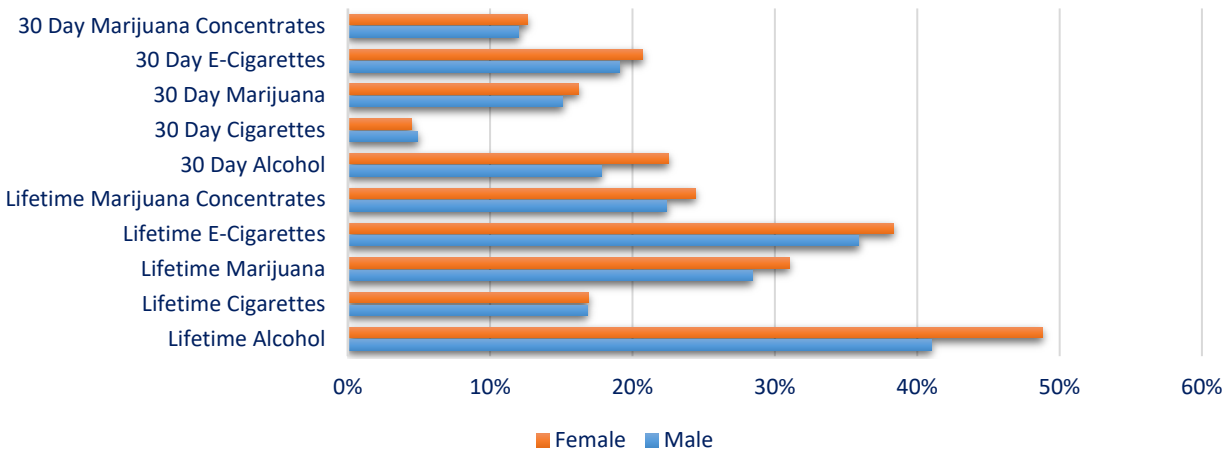
Source: Arizona Youth Survey 2018

use tends to increase with grade, with one exception being reported inhalant use, which is less common in higher grades (see Tables 5 and 6).

Figure 9 shows the rates of use by gender for the five most frequently reported drugs. Reported use of these substances was generally similar for males and females, though females reported slightly higher rates of use than males. Thirty-day cigarette use was the only drug of the five most frequently reported for which more males than females reported use.

²⁵ http://azcjc.gov/sites/default/files/pubs/2018_AYS_State_Report_FINAL.pdf

Figure 9: Lifetime and 30 Day ATOD Uses by Gender



Source: Arizona Youth Survey 2018

Drug Use Related Consequences

Drug Crime and Incarceration

Arizona Department of Corrections

Quantifying the impact of drug offenses on the corrections system in Arizona is challenging due to limited access to county jail data, though some drug offense statistics are available from the ADC. The number of offenders confined for drug offenses and the recidivism rate of drug offenders can be used to estimate the impact of drugs on the corrections system.²⁶ Drug offenses create a significant cost to the state since drug offenders make up the majority of ADC population more than any other serious offense.²⁷ According to the April 2019 ADC Corrections at a Glance report, drug offenses made up 20.7 percent of the current ADC population, more than any other felony offense (equivalent to 8,745 offenses of inmates incarcerated for see Drug Possession or Drug Sales/Trafficking in Table 7).²⁸ Assaults made up 13.2 percent of the inmate population (see Table 7). ADC assesses the programming needs of each inmate during intake, including the need for substance abuse treatment.

²⁶ Arizona Criminal Justice Commission. Drug, Gang, And Violent Crime Control 2016-2019 State Strategy Report

²⁷ https://corrections.az.gov/sites/default/files/REPORTS/Inmate_Population/inmatepopfactsheet_2018_121918.pdf

²⁸ <https://corrections.az.gov/sites/default/files/REPORTS/CAG/2019/cagapr19-update.pdf>

Table 7: Current Inmate Commitment Offenses*, April 2019		
Offense	Total	Percent
Arson	146	0.3%
Assault	5,585	13.2%
Auto Theft	2,046	4.8%
Burglary/Criminal Trespass	2,875	6.8%
Child/Adult Abuse	308	0.7%
Child Molestation	1,751	4.1%
Criminal Damage	150	0.4%
Domestic Violence	163	0.4%
Drug Possession (All)	3,876	9.2%
-Marijuana only	220	0.5%
Drug Sales/Trafficking	4,869	11.5%
DUI	1,463	3.5%
Escape	179	0.4%
Forgery	387	0.9%
Fraud	281	0.7%
Identity Theft	390	0.9%
Kidnapping	1,317	3.1%
Manslaughter/Neg. Homicide	751	1.8%
Murder	3,158	7.5%
Other	1,650	3.9%
Rape/Sexual Assault	588	1.4%
Robbery	3,593	8.5%
Sex Offense	2,872	6.8%
Theft	1,065	2.5%
Trafficking in Stolen Property	665	1.6%
Weapons Offense	1,924	4.6%
TOTAL	42,272	100%

*Inmates may have more than one offense, not mutually exclusive.

Source: Arizona Department of Corrections, *Corrections at a Glance*, April 2019

Arizona Department of Juvenile Corrections

Similar to ADC, ADJC also provides information related to the impact of drug crimes on the number of youths committed to ADJC's correctional facility.²⁹ In FY 2018, 17.5 percent of all new commitments were adjudicated for a drug offense (see Table 8). New drug offense commitments and total new commitments to ADJC have declined since 2014.

Table 8: Arizona Juvenile Drug Offenses, FY2014 – FY2018					
Most Serious Committing Offense	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Drug Offense - New Commitments	78 (24.1%)	54 (18.5%)	20 (12.6%)	39 (19.5%)	33 (17.5%)
Total New Commitments	352	292	159	200	189

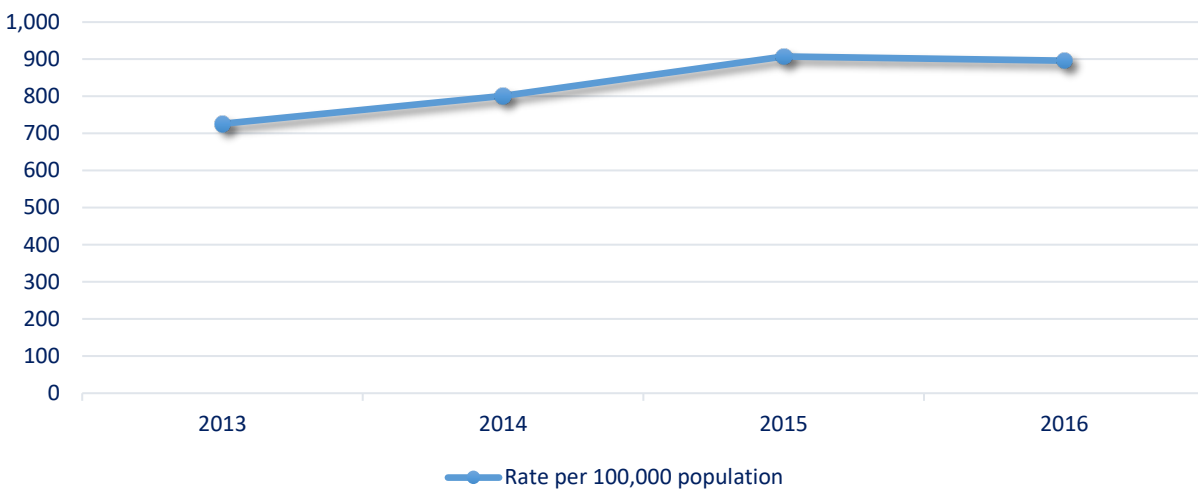
Source: Arizona Department of Juvenile Corrections, *New Commitment Demographic Data – FY2018*

²⁹ Arizona Department of Juvenile Corrections, *New Commitment Demographic Data – FY2018*, <https://adjc.az.gov/sites/default/files/media/annualreport18.pdf>

Drug-Related Health Consequences

Drug use affects Arizona communities beyond the criminal justice system through its impact on public health-related costs. Specifically, drug use has a measurable impact on emergency room (ER) visits, substance abuse treatment programs, and drug-related mortality. In 2016, 60,534 Arizona ER visits involved a mentioned drug-related diagnosis, including diagnoses for drug psychoses, drug dependence, and nondependent abuse of drugs.³⁰ This accounted for 2.5 percent of the 2.4 million total emergency department visits in 2016. Between 2013 and 2016, drug-related ER visits in Arizona increased by 23.5 percent, with a rate of 896.4 per 100,000 population in 2016 (see Figure 10).³¹

Figure 10: Arizona Drug-Related Emergency Room Visits, Rate per 100,000 Population, 2013-2016



Source: Arizona Department of Health Services, Population Health and Vital Statistics, 2013-2016 and U.S. Census Bureau Population Estimates by State, 2013-2016

Drug-Related Emergency Department Visits

A majority of drug-related ER visits involved nondependent abuse of drugs from 2013 to 2016.³² Visits in this category increased by 26.2 percent from 2013 to 2016, with a rate of 645.8 visits per 100,000 population in 2016 (see Figure 11, page 22).³³ Although the drug dependence visitation rate was lower than the rate for nondependent abuse visits in 2016, the former saw the greatest increase (27.0 percent) between 2015 and 2016 of the three categories of drug-related ER visits tracked by AZDHS. ER visits for drug psychoses were the least common of the three categories in 2016, with a rate of 49.0 per 100,000 population. Importantly, the total number of ER visits represents the sum of individual visits rather than the number of patients who went to the ER for a drug-related reason. As such, no distinction is made in the data between one-time or repeat patients.

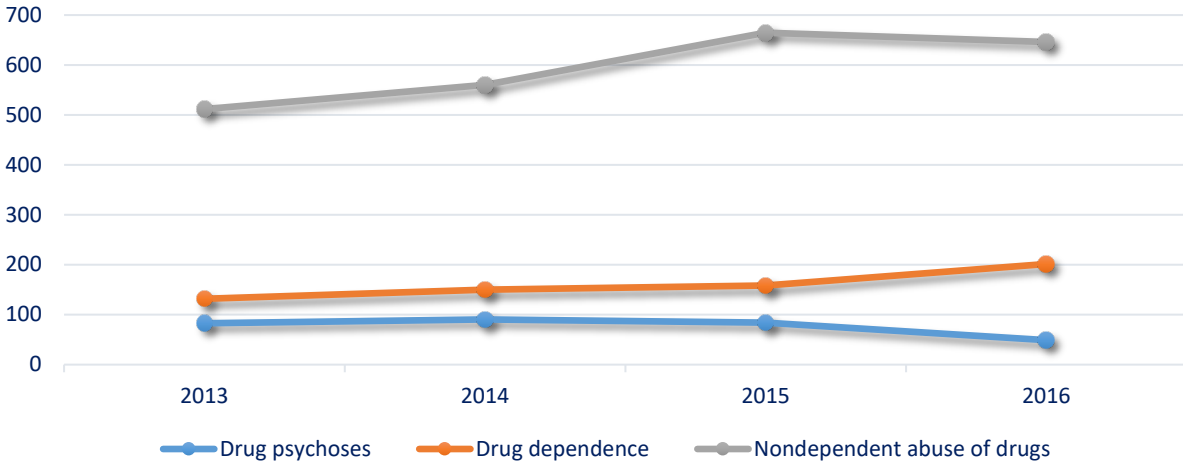
³⁰ Drug-related discharges refer to all mentions (all occurrences) of the diagnosis regardless of the order on the medical record

³¹ Arizona Department of Health Services, Population Health and Vital Statistics – For Drug Abuse, 2013-2016 and U.S. Census Bureau Population Estimates by State, 2013-2016

³² Arizona Department of Health Services, Population Health and Vital Statistics, 2013-2016

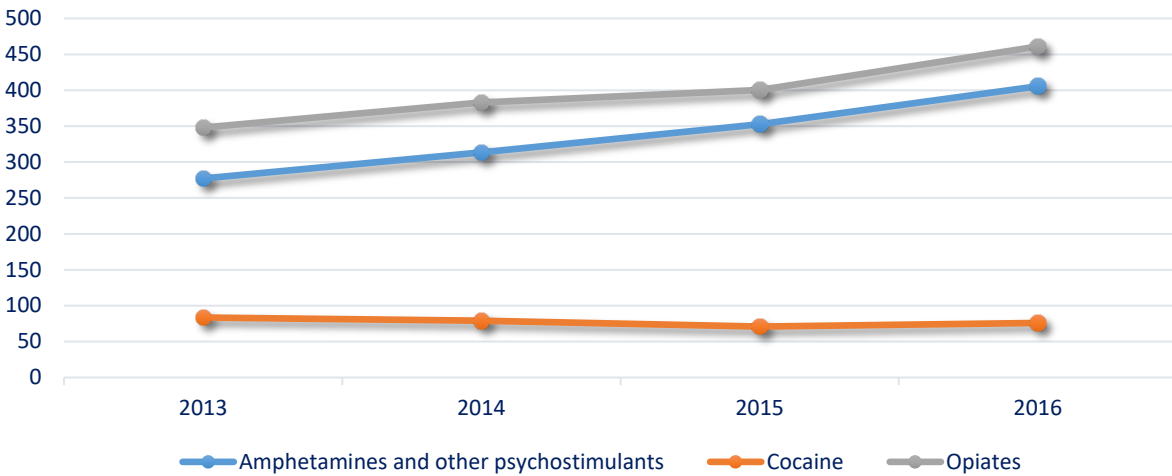
³³ Arizona Department of Health Services, Population Health and Vital Statistics, 2013-2016

Figure 11: Arizona Drug-Related Emergency Room Visits by Category, Rate per 100,000 Population, 2013-2016



Source: Arizona Department of Health Services, Population Health and Vital Statistics, 2013-2016

Figure 12: Arizona Drug-Related Emergency Room Visits and Inpatient Discharges by Drug, Rate per 100,000 Population, 2013-2016



Source: Arizona Department of Health Services, Population Health and Vital Statistics, 2013-2016

Drug-Related Emergency Room Visits and Inpatient Discharges

Opioid-related diagnoses were the most frequent drug-related hospital visit category in Arizona

from 2013 and 2016 (see Figure 12).³⁴ In 2016, the rate of opiate diagnoses in the ER was 461.0 per 100,000 residents. In addition, the rate of opiate diagnoses during ER visits increased 32.5 percent between 2013 and 2016, while amphetamines increased 46.3 percent. Finally, ER visits and inpatient discharges for cocaine were the only type of drug-related incidents to decrease from 2013 and 2016 (9.0 percent). The lowest-reported drug-related hospital visit category in 2016 was for cocaine, with a rate of 76.0 per 100,000 population.

Substance Abuse Treatment

Opiates were the most common substance for which Arizonans sought treatment in 2017 (16.9 percent) and 2018 (21.2 percent; see Table 9).^{35 36} The second most common substance in 2018 was methamphetamines at 19.1 percent, followed by alcohol (18.2 percent), and marijuana (17.1 percent). The least common substance for which Arizonans sought treatment in both 2017 and 2018 was other sedatives/tranquilizers at 0.1 percent and 0.2 percent, respectively.

Table 9: Substance Use Disorders Addressed by Treatment Programs				
Substance Type*	FY 2017		FY 2018	
	Participants	Percentage	Participants	Percentage
Opiates	17,407	16.9%	17,555	21.1%
Alcohol	16,581	16.1%	15,110	18.2%
Marijuana/Hashish	16,048	15.5%	14,215	17.1%
Methamphetamines	15,908	15.4%	15,845	19.1%
Cocaine/Crack	4,234	4.1%	3,782	4.6%
Other Stimulants	278	0.3%	33	0.5%
Benzodiazepines	959	0.9%	894	1.1%
Hallucinogens	299	0.3%	309	0.4%
Other Sedatives/Tranquilizers	130	0.1%	128	0.2%
All Other	568	0.5%	399	0.5%
Data Unavailable	30,863	29.9%	14,268	17.2%
Totals**	103,275	100.0%	82,898	100.0%

Source: AHCCCS Behavioral Health (BH) Demographics & Outcomes data set.

*Not all substance abuse treatment participants had BH Demographics data. Additionally, some participants had BH Demographics data but no recorded substance type.

** Participants are allowed to report more than one substance type.

Drug-Related Mortality

The ultimate cost of drug abuse is the death of the user. According to AZDHS, 1,592 drug-induced deaths occurred in 2017, comprising 2.8 percent of all Arizona deaths in that year.³⁷ Overall, drug-related deaths increased by 32.6 percent across all drug-related categories between 2013 and 2017 (see Figure 13). Accidental poisoning was the most frequent cause of drug-related death, increasing by 43.4 percent between 2013 and 2017. All other categories of drug-related death declined over the same time period.

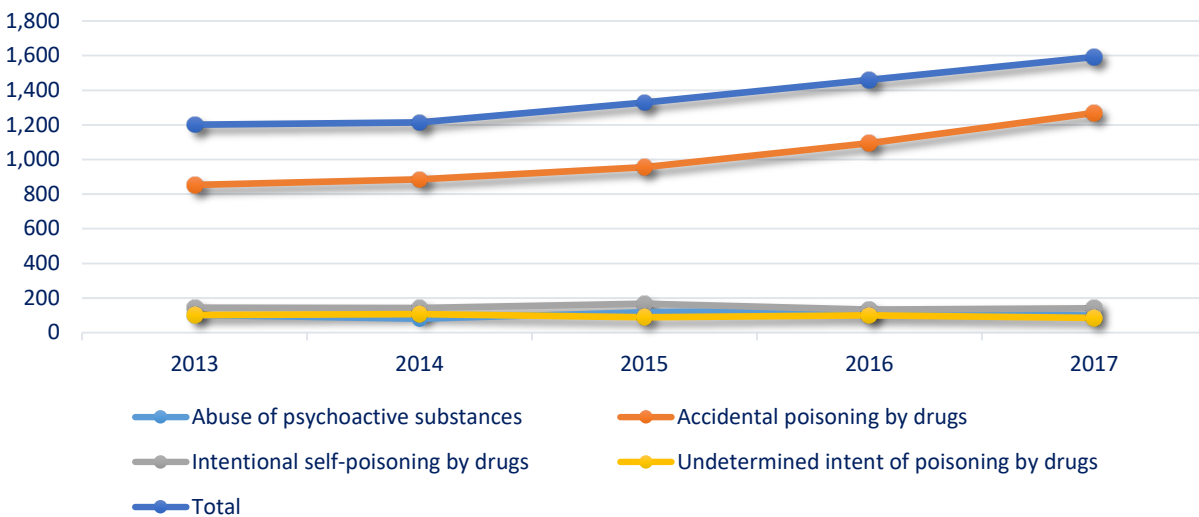
³⁴ Arizona Department of Health Services, Population Health and Vital Statistics, 2013-2016

³⁵ https://www.azahcccs.gov/shared/Downloads/Reporting/AHCCCS_SA_LegislativeReportSFY17WithCoverLetter.pdf

³⁶ <https://www.azahcccs.gov/shared/Downloads/Reporting/AnnualReportOnDrugAbuseTreatmentPrograms.pdf>

³⁷ <https://pub.azdhs.gov/health-stats/report/im/2017/drug-abuse/index.htm>

Figure 13: Arizona Drug-Related Mortality by Category, 2013-2017



Source: Arizona Health Status and Vital Statistics 2013-2017

Cost of Illicit Drug Use on Society

In 2011, the U.S. Department of Justice produced a report estimating the cost impact of illicit drug use in the country. The report, *The Economic Impact of Illicit Drug Use on American Society* (2011), highlighted the fact that illicit drug use has direct and indirect costs that stretch beyond the obvious area of crime, significantly impacting the areas of health and productivity. In terms of 2007 dollars, the report estimated the cost of illicit drug use to be slightly more than \$193 billion. The cost of illicit drug use on crime included police protection, adjudication, and correctional activities, as well as crime victims (including medical costs and property costs), and other costs such as spending by government agencies on special programs that address drug crime. Cost estimates for health included treatment for illicit drug use in specialty settings such as detoxification, residential, or outpatient centers and treatment delivered in hospitals and emergency departments. Also included in the estimate were those associated with insurance administration, drug prevention initiatives, and prevention and treatment research. Finally, the report provides a cost estimate of illicit drug use on productivity. A loss in productivity occurs when someone cannot work or works less than he or she otherwise could due to illicit drug use. The productivity estimate includes lost labor participation (work hours not realized), lost productivity due to specialty treatment (such as residential treatment), hospitalizations, or incarceration, and lost productivity due to premature mortality and attributable to illicit drug use.

The estimate of illicit drug use on society does not include costs associated with the education system, child welfare system, or environmental system. These are identified areas impacted by illicit drugs in society but were beyond the scope of the report.

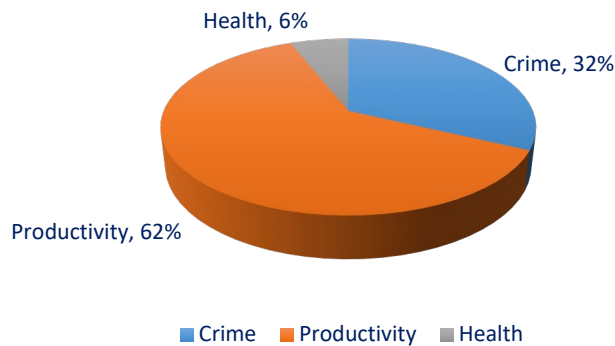
In estimating the 2018 cost (adjusted for inflation) of illicit drug use on the areas of crime, health, and productivity separate figures are provided for each area. The estimates represent the total cost of illicit drug use in the nation and total \$245 billion. The estimated cost for the crime

components was \$78 billion, for the health components \$14 billion, and for the productivity components \$153 billion (Table 10). The report emphasizes a strategy that includes:

- Strong law enforcement efforts that reduce cultivation, production, and distribution of illicit drugs limiting consumer access and enhancing public safety.
- Prepared communities that support comprehensive local prevention initiatives reducing the probability that individuals will initiate illicit drug use.
- A well-developed system of specialty treatment serving to break the cycle of drug use and criminality.

The report is an example that changes in drug control policy have a cost to many areas of society beyond the criminal justice system. As such, consideration of these costs should accompany any analysis of current drug control policy or any proposed changes.

Figure 14: Cost of Illicit Drug Use



Source: U.S. Department of Justice National Drug Intelligence Center, *The Economic Impact of Illicit Drug Use on American Society*, April 2011

Table 10: The Economic Impact of Illicit Drug Use on American Society	
Category	Cost*
Crime	
Criminal Justice System	\$71,594,032,580
Crime Victims	\$1,848,554,850
Other	\$4,505,813,950
Health	
Specialty Treatment	\$4,728,639,260
Hospital and Emergency Department	\$7,235,426,220
Insurance Administration	\$690,880
Other	\$2,533,858,280
Productivity	
Labor Participation	\$62,531,976,790
Specialty Treatment (State and Federal)	\$3,648,756,990
Hospitalization	\$364,820,200
Incarceration	\$61,114,875,230
Premature Mortality (Homicide and Non-homicide)	\$25,125,655,870
Total	\$245,233,101,100

*Note: Cost amount adjusted for inflation from the 2007 dollar values contained in the report.
 Source: U.S. Department of Justice National Drug Intelligence Center, *The Economic Impact of Illicit Drug Use on American Society*, April 2011

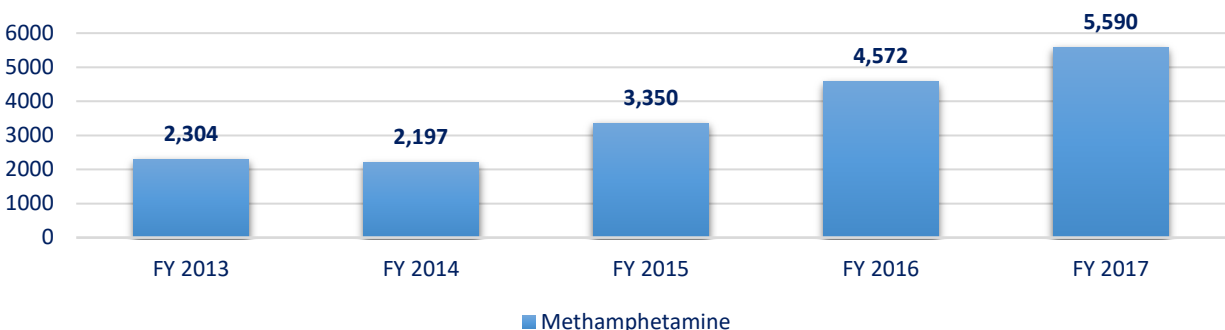
Prevalence of Drug Activity

The Arizona High-Intensity Drug Trafficking Area (HIDTA) identifies nine of Arizona's 15 counties as high-intensity drug trafficking areas. The HIDTA region encompasses all western and southern counties in Arizona, Maricopa and Pinal Counties in the central portion of the state and Navajo County in the northeast part of the state. Several factors unique to the region make it vulnerable to drug trafficking activities. As a result, large amounts of illicit drugs are smuggled from Mexico and bulk cash is transported from these areas into Mexico. In addition, systemic violence and crime associated with drug trafficking affect the state, and the border communities are vulnerable to spillover violence due to drug traffickers in Mexico.

Contributing factors cited include vast stretches of remote, sparsely populated border areas that are conducive to large-scale smuggling; continuing metropolitan economic and population growth; shared border with Mexico and few physical barriers; highway connections between major metropolises and Mexican drug source areas.

The trafficking and abuse of methamphetamine are the most significant drug threats in Arizona's HIDTA region. This is primarily due to the drug's widespread availability and highly addictive nature. Property and violent crime are strongly associated with methamphetamine. High levels of availability of methamphetamine are tied to increased production originating in Mexico. The increased production of methamphetamine correlates to a higher number of seizures in Arizona as well, which increased 143% from FY 2013 to FY 2017 (Figure 15). In addition to the trafficking problem related to methamphetamine, highly volatile and dangerous "shake and bake" methods of producing methamphetamine is a rising threat.

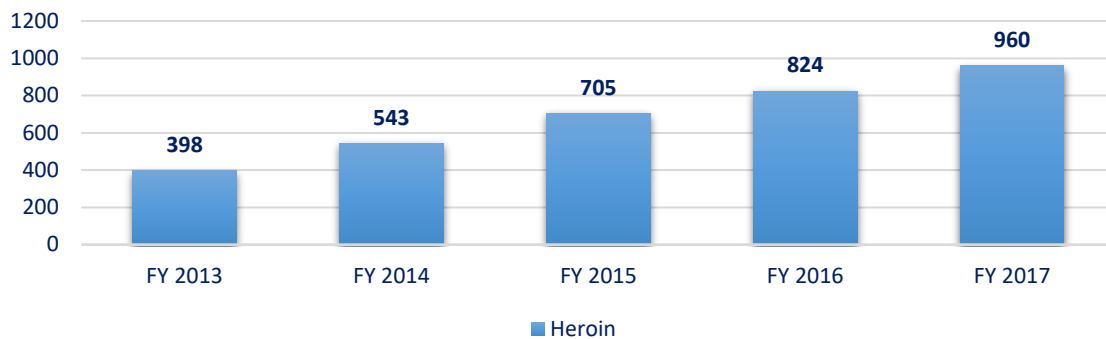
Figure 15: Arizona Methamphetamine Seizures in Kilograms, FY 2013 - FY 2017



Source: Arizona High Intensity Drug Trafficking Area Threat Assessment, 2018

Heroin is the second greatest threat to Arizona's HIDTA regions, and there has been an increase reported in availability over the last year. Overall, the 2018 HIDTA Threat Assessment survey data indicates 33% of the respondents reported heroin as the most frequently identified drug in property crime incidents. The HIDTA Threat Assessment also reported that according to EPIC/NSS38, heroin seizures in Arizona increased 141 percent over the last five years, from 398 kilograms in FY 2013 to 960 kilograms in FY 2017 (Figure 16).

**Figure 16: Arizona Heroin Seizures in Kilograms,
FY 2013 - FY 2017**



Source: Arizona High Intensity Drug Trafficking Area Threat Assessment, 2018

Marijuana, previously reported as the greatest threat in the region, is now the third greatest threat and still the most readily available drug. The marijuana threat includes quantities smuggled into Arizona's HIDTA regions and domestically produced throughout the state. The Arizona HIDTA region is reported as the principal entry point for marijuana entering the United States from Mexico. However, domestic production of marijuana, particularly domestic indoor marijuana has increased over the past five years. Also, trafficking and distribution methods include those intended to circumvent the Arizona Medical Marijuana Act (AMMA). The amount of marijuana distributed under the AMMA has increased significantly from 2015 to 2017. Although the fourth greatest threat, cocaine seizures have declined over the last several years. Finally, pharmaceutical diversion is an increasing threat as controlled prescription drugs are increasing in availability throughout the region. Drug Trafficking Organizations (DTOs), criminal groups, and gangs actively engaged in the drug trade contribute to challenges for law enforcement and threaten security. Mexican DTOs are described as sophisticated and widespread, as well as deeply entrenched in our border communities. Treatment and drug education professionals believe that prescription drugs and heroin are also emerging threats in the state.

In addition to the manufacture, distribution, sale and trafficking of illicit drugs, the associated criminal and violent activity remains high. Identity theft, weapons smuggling, criminal gangs, money laundering, kidnapping, vehicle theft and other offenses are commonly reported in connection with the illegal drug trade. Research and analysis of crime data indicate that Arizona is greatly impacted by its shared border with Mexico as an entry point for large amounts of illicit drugs into the United States.

Current and Coordinated Efforts

The DGVCC program utilizes Byrne JAG funding from the U.S. Department of Justice, Bureau of Justice Assistance along with the RSAT grant and DEA funds to support activities that combat drug, gang, and violent crime. Funding for state, county, local and tribal governments supports a broad range of activities to prevent and control crime based on local needs and conditions.

Byrne JAG funds may be used for state and local initiatives, technical assistance, training, personnel, equipment, supplies, contractual support, and information systems for criminal justice

according to one or more of the following purpose areas:

- Law enforcement
- Prosecution and court
- Prevention and education
- Corrections and community corrections
- Drug treatment
- Planning, evaluation and technology improvement.

The Commission authorizes funding to six program areas in accordance with the DEA guidelines under A.R.S. § 41-2402 and A.R.S. § 41-2405 account. The six drug- and gang-related areas are apprehension and prosecution, forensic drug analysis, adjudication, criminal records improvement (under the Systems Improvement program), and drug abuse education and prevention.

In 2009, ACJC was granted an award under the American Recovery and Reinvestment Act (ARRA) through the Byrne JAG program, with funding directed toward job creation and retention. The Byrne JAG ARRA award, in conjunction with Byrne JAG non-ARRA funds and funds appropriated to ACJC through the statewide enhanced drug enforcement strategy, supported projects for fiscal years 2010 and 2011. Grantees were required to report financial and activity progress through periodic reports. Additionally, recipients of ARRA funding were required to report specific job creation and retention data quarterly under stringent reporting deadlines.

Effective drug, gang and violent crime control efforts under the Byrne JAG purpose areas and DEA guidelines have been established in all 15 Arizona counties. Project activities are required to be conducted with a collaboration component. Numerous programs not funded through ACJC are conducted statewide and complement activities under the drug, gang and violent crime control strategy, providing opportunities to collaborate and leverage resources.

The longstanding, system-wide approach of the DGVCC program has proven effective in addressing the drug and gang criminal element in Arizona. The approach follows the structure and flow of the criminal justice system, allowing role-specific efforts toward a collective goal of reducing crime. Apprehension activities are conducted through multi-agency, multi-jurisdictional task forces. Task force personnel collaborate to garner information and intelligence, leverage expertise, and extend efforts in tactical operations. Specific project activities vary according to the unique needs of Arizona's diverse communities and include investigations, apprehension of offenders, conducting numerous types of tactical operations to halt drug and gang criminal activity, serving search warrants, disrupting or dismantling drug trafficking organizations, removing illicit drugs from the streets, seizing weapons and assets used or gained from drug trafficking and other illegal activities, conducting and participating in trainings, conducting controlled buys and controlled deliveries, investigating and disrupting clandestine methamphetamine labs, investigating and disrupting marijuana growing operations, and engaging in community education and awareness events. Efforts are often conducted in coordination with other local, state, federal and tribal entities, as well as schools and community organizations.

Prosecution projects work with task forces for focused efforts and increased effectiveness. Statewide civil forfeiture project activities include providing investigative and prosecutorial expertise in cases involving asset forfeitures. Coordinating efforts promotes collaboration and enhances program effectiveness through specialized legal assistance, training and case

processing.

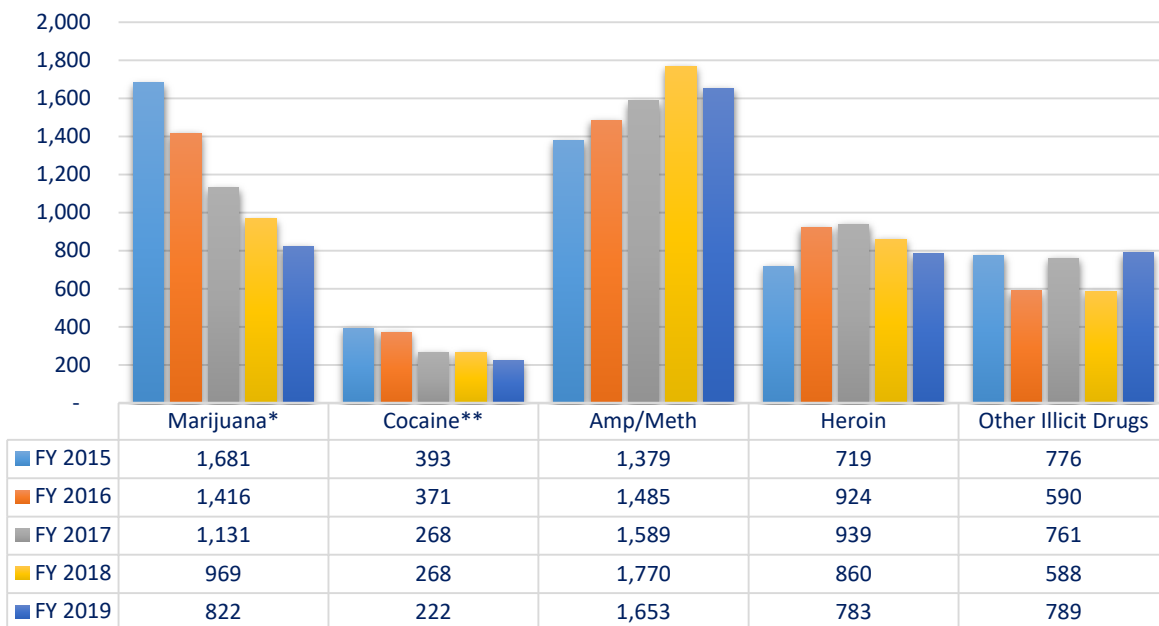
It is important to note that data reported in this section are only reflective of activity supported by Drug, Gang, and Violent Crime Control grant funds. Increases or decreases in grant-reported activity data are directly related to the funding provided to approved projects. Trends in these data may not represent overall trends in statewide, system-wide criminal justice activity.

Law Enforcement

Drug Task Forces

The inception of task forces to address crime in Arizona began with four formal drug task forces in 1987 that included federal, state, county, and local officers. These task forces were: the Border Alliance Group (BAG) in Cochise County; the Yuma County Narcotics Task Force (YCNTF); the Northern Arizona Metro Task Force (METRO) in Coconino County; and the MAGNET Task Force in Mohave County in northwestern Arizona. Each of these original task forces continues apprehension efforts in their high impact communities.

Figure 17: Drug Arrest Comparison FY 2015 - FY 2019



*Includes Hashish

**Includes Crack

■ FY 2015 ■ FY 2016 ■ FY 2017 ■ FY 2018 ■ FY 2019

Source: Arizona Criminal Justice Commission, *EDGE Report, 2019*

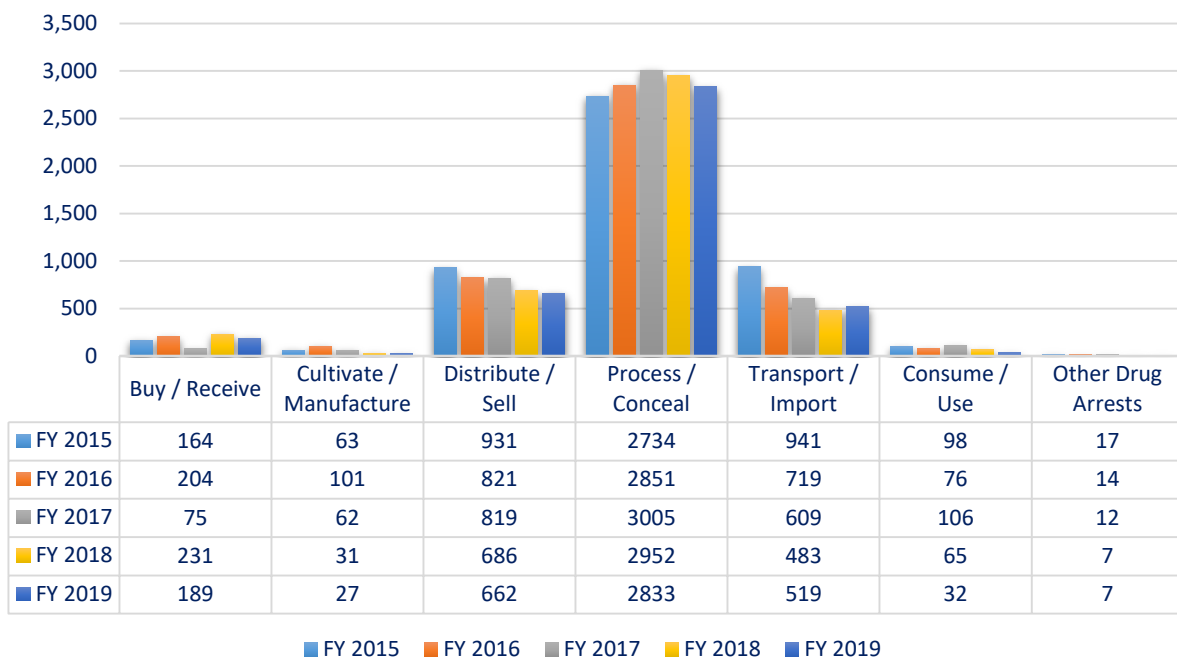
Beginning in July 2007, the Arizona Criminal Justice Commission allocated grant funds (federal and state) to sixteen (16) drug task forces in the state. At the same time the Commission allocated grant funds to 13 county attorneys, one city attorney and the Arizona Attorney General's Office for enhanced prosecution in tandem with the drug, gang and violent crime investigations task forces.

Multi-agency, multi-jurisdictional task forces continue efforts in 14 counties across Arizona to combat drug, gang, and violent crime statewide. In FY 2019, task force activities conducted arrests on 4,269 drug offense violators (Figure 17). In FY 2019, 19 percent of the arrests were for marijuana, and 39 percent for methamphetamines/amphetamines. There were 1,379 arrests for methamphetamine offenses in FY 2015 and 1,770 methamphetamine arrests in FY 2018, an increase of more than 28 percent from FY 2015 to FY 2018.

Drug Task Force Arrests

From FY 2015 to FY 2019, task force officers averaged more than 4,600 drug-related arrests annually (Figure 18). The largest proportion of drug arrests was for possessing or concealing an illicit drug followed by the offense of distributing or selling. The third largest proportion of drug-related arrests for the five-year period was for transporting or importing illegal drugs. The remaining arrests were distributed among the offenses of buying/receiving, cultivating/manufacturing, consumption/use and other drug-related arrests.

Figure 18: Arrests by Charge Type FY 2015 - FY 2019



Source: Arizona Criminal Justice Commission, *EDGE Report, 2015-2019*

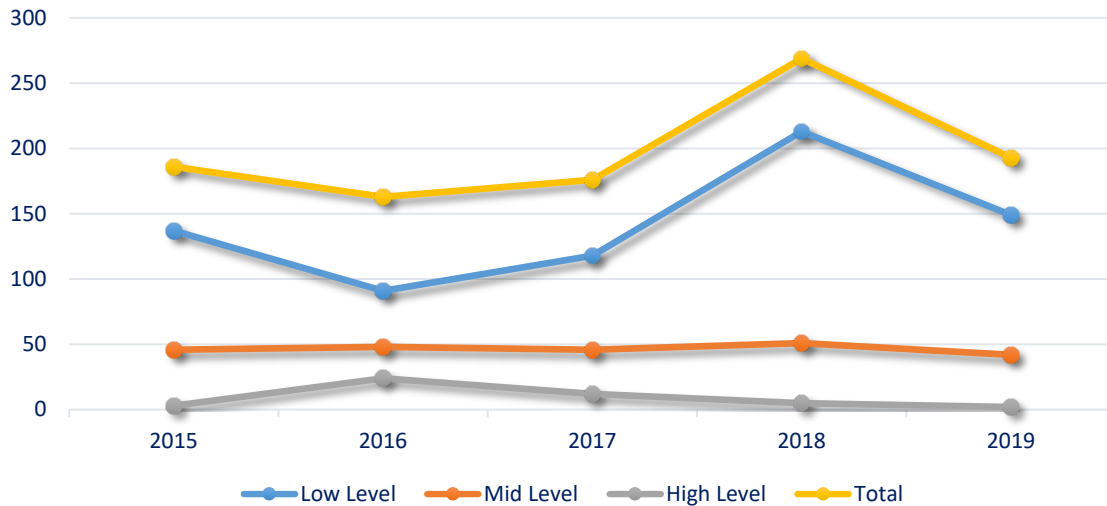
Drug Trafficking Organizations

Drug task force efforts include drug interdictions and assists, pursuing investigative leads and tips, serving search warrants and disrupting or dismantling Drug Trafficking Organizations (DTOs), as well as numerous other efforts to combat drug, gang, or violent criminal activities. Data collected by task forces includes drug trafficking organizations that are classified as low-level (street dealer), mid-level (distributor or retailer), or high level (manufacturer or supplier).

A DTO is dismantled when the criminal organization is put out of existence or broken up to the

extent that reconstruction of the same criminal organization is impossible. In the past five years, task forces have dismantled a total of 987 DTOs (Figure 19), the majority of which were low-level organizations (72-percent). In addition, FY 2018 had the highest number of DTOs dismantled in the last five years, accounting for 27-percent of the total dismantled DTOs.

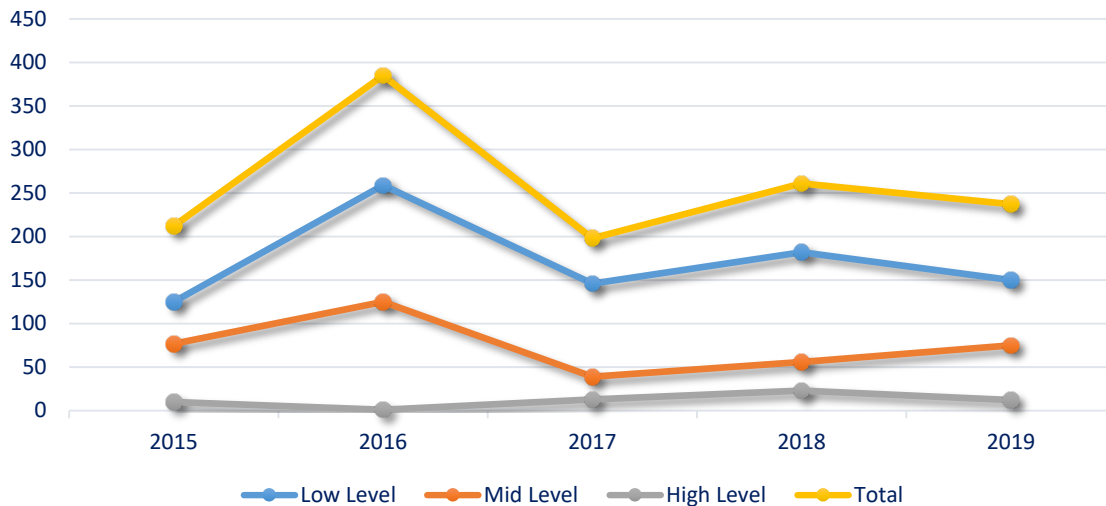
**Figure 19: Number of Dismantled DTO's
FY 2015 - FY 2019**



Source: Arizona Criminal Justice Commission, *EDGE Report, 2013-2018*

A DTO is disrupted when there is significant interference in the conduct of normal and effective operation by the targeted organization, as indicated by changes in organizational leadership, trafficking patterns, or drug production methods. Task forces disrupted 1,293 DTOs within the past five years (Figure 20), the majority of which were low-level (67-percent) followed by mid-level (29-percent). FY 2016 had the highest number of disrupted DTOs in the past five years, accounting for 30-percent of the total.

**Figure 20: Number of Disrupted DTO's
FY 2015 - FY 2019**



Source: Arizona Criminal Justice Commission, *EDGE Report, 2015-2019*

Prosecution

Tandem prosecution projects are conducted in tandem with multi-jurisdictional, multi-agency drug task forces in all 15 Arizona counties. Prosecution activities include investigative and prosecutorial case processing efforts to combat drug and gang criminal offending. Projects statewide rely heavily upon dedicated efforts and focused expertise for successful operations. Drug enforcement efforts in each county utilize the expertise of drug prosecutors. The use of specialized legal experience and expertise throughout the process continues to be an efficient and effective use of collaboration. Case prosecution efforts are carried out by county attorneys, the Arizona Attorney General's Office, local prosecutors, and the U.S. Attorney's Office. The Arizona Attorney General's Office provides oversight and prosecution for civil forfeiture and money laundering cases resulting from drug cases. County attorneys work in tandem with drug and gang task forces to prosecute those who violate state drug laws and pursue asset forfeiture actions related to drug violations committed in their jurisdictions and handle cases that do not meet federal thresholds. In some municipalities, local prosecutors are involved with drug prosecutions at the misdemeanor level as a result of county attorney declination policies or decisions, and in asset forfeiture actions.

Prior to the initial implementation of Arizona's drug control strategy 1987, only two county attorneys in Arizona had deputies assigned/dedicated full time to drug case prosecutions. As a result of the 1987 statewide drug strategy development and the allocation of funds (federal drug grants and state DEA funds) by ACJC, fourteen of the fifteen county attorneys in Arizona had at least one full-time drug prosecutor in 2019. The increase in coordinated drug control efforts continues to make an impact and is demonstrated through measured program performance.

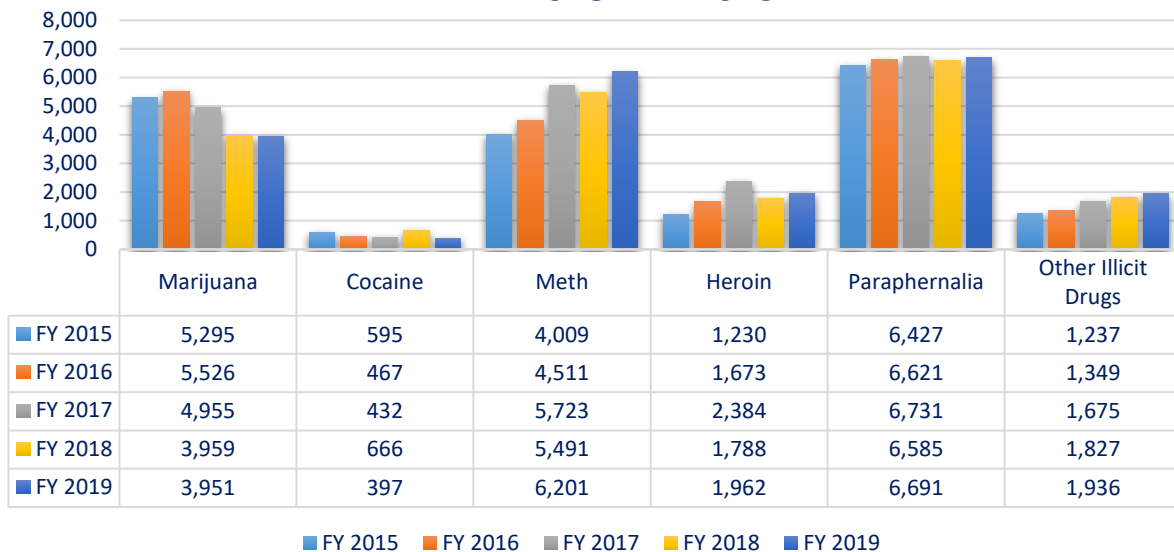
As a result of the numerous collaborative narcotics task force operations, many prosecutors are involved in decision-making (according to legal jurisdiction such as federal and/or state) early in the investigative process. The multi-jurisdictional nature of these efforts enhances the need for a

cooperative atmosphere at all levels. The Arizona Attorney General Office's Financial Remedies Unit is active in inter-jurisdictional asset forfeiture actions and supplies assistance and training to federal prosecutors, county attorneys and law enforcement agencies in Arizona and nationally.

Drug Convictions

In FY 2019, a total of 21,138 drug violators were convicted in the state (Figure 21). This reflects task force and other law enforcement agency cases. More than 76-percent were felony convictions. Thirty-two percent of the convictions were for paraphernalia, nearly 19-percent for marijuana and 29-percent for methamphetamine-related charges. Data for arrest offenses may vary compared to data for conviction offenses. Data is collected on a fiscal year basis and an arrest in one period may result in a conviction reported in a future fiscal year. In addition, there are numerous outcomes that could result from an arrest including deferred prosecution, diversion programs, and plea agreements. For example, successful completion of a diversion program could result in an arrested individual's charges being dismissed or conviction of a lesser offense, depending on the prosecution office policy.

**Figure 21: Drug Convictions Comparison
FY 2015 - FY 2019**

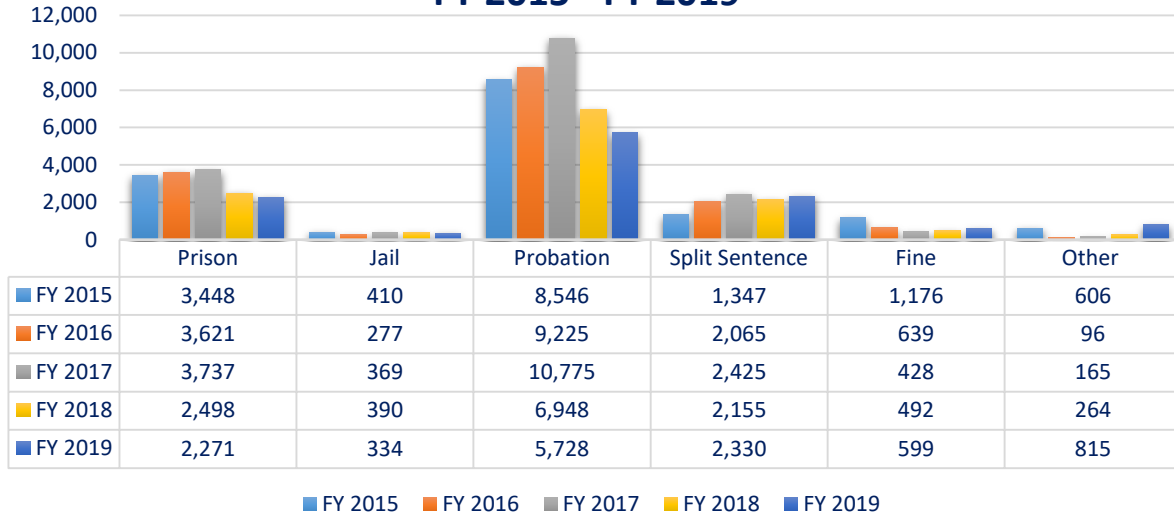


Source: Arizona Criminal Justice Commission, *EDGE Report, 2019*

Drug Crime Sentences

In FY 2019, there were 2,271 drug offenders sentenced to prison, which represents a 39-percent decrease from the 3,737 that received prison sentences in FY 2017 (Figure 22). The most common sentence for drug convictions was probation for each year from FY 2015 to FY 2019 followed by a sentence of prison time.

**Figure 22: Drug Sentencing Comparison
FY 2015 - FY 2019**



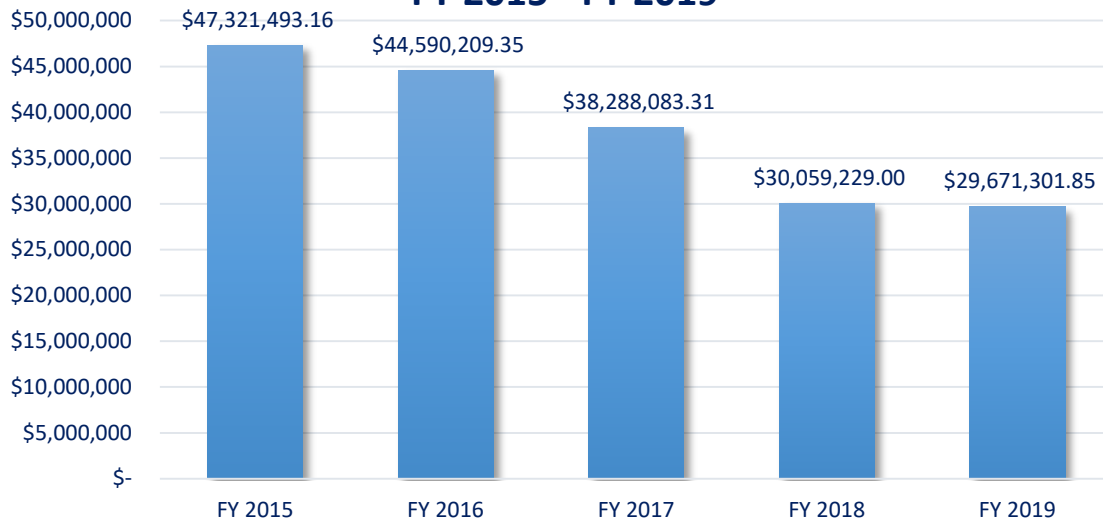
Source: Arizona Criminal Justice Commission, *EDGE Report, 2015-2019*

Civil Forfeitures

The Attorney General’s Office Financial Remedies Section participates with Arizona’s multi-agency, multi-jurisdictional drug, gang and violent crime task forces by contributing the legal expertise of a forfeiture investigator or a forfeiture prosecutor to assist with task force cases. The Financial Remedies Section assists multi-agency task forces by working with Arizona financial institutions, the Arizona Forfeiture Association (AFA) and the Arizona Department of Public Safety (DPS). DPS and task force personnel involve the Financial Remedies Unit in statewide civil forfeiture actions and money laundering resulting from drug cases. The specialized efforts of the Financial Remedies Unit are a major contributor to the overwhelming success of the asset forfeiture component in Arizona.

In FY 2019, the Attorney General’s Financial Remedies Section received a successful judgment on \$29.6 million in forfeited assets (Figure 23). These assets included vehicles, currency, weapons, and real property. These successful forfeitures use civil racketeering remedies available in Arizona law to disrupt or dismantle criminal enterprises, deter crime by depriving wrongdoers of the fruits and instrumentalities of criminal activity, reduce money laundering, and restore property rights to crime victims.

**Figure 23: Value of Civil Forfeitures
FY 2015 - FY 2019**



Source: Arizona Criminal Justice Commission, *EDGE Report, 2015-2019*

Forensics

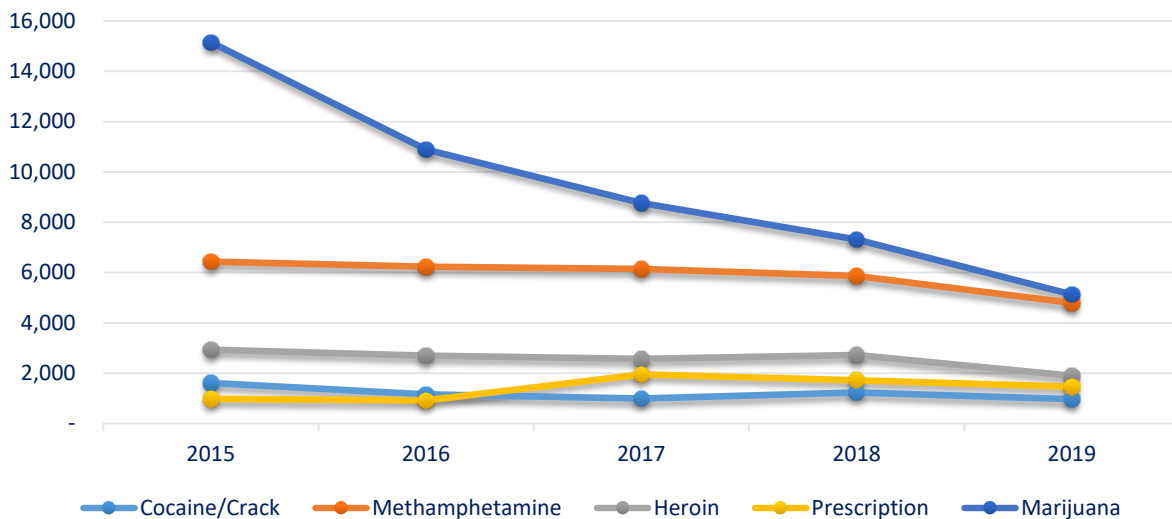
In addition to law enforcement apprehension projects and prosecution projects such as tandem prosecution and civil forfeiture activities, forensic laboratories, court adjudication activities, and corrections project may support efforts to combat drug, gang and violent crime under strategy guidelines. These activities and related coordinated programs are critical components of the Drug, Gang and Violent Crime Control program.

Crime Lab Support

The forensic laboratory component currently includes three DPS regional laboratories and the city of Tucson Police Department crime lab. Forensic laboratories conduct scientific analysis to assist in the prosecution of cases generated by the multi-jurisdictional task forces. Forensic science professionals frequently provide expert testimony during the court process.

Forensic laboratories completed 14,258 drug forensic analyses during FY 2019. More than 36-percent of analyses completed showed positive for marijuana in FY 2019 (Figure 24). Marijuana remained the most commonly identified illicit substance through forensic analysis from FY 2015 through FY 2019, ranging from 36 to 56 percent of tests conducted.

Figure 24: Number of Analyses Completed by Selected Drug Type FY 2015 - FY 2019



Source: *Arizona Criminal Justice EDGE Report, 2015-2019*

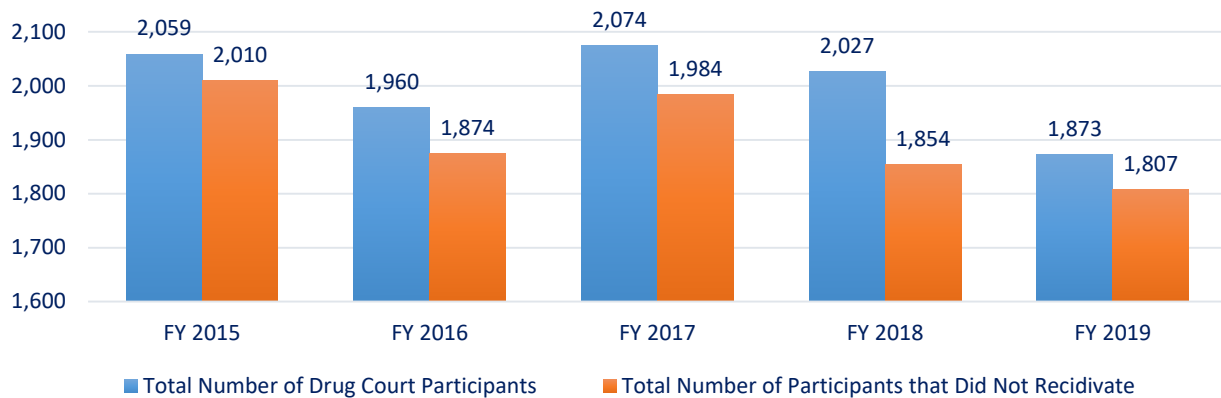
Adjudication

The court adjudication component provides needed services for Arizona’s criminal justice system. The Administrative Office of the Courts (AOC) has administrative authority over court-related activities receiving Drug, Gang and Violent Crime Control program funds. The funds are used to accommodate increased caseloads resulting from enhanced drug enforcement efforts in Arizona. These projects provide a wide range of services to expedite the judicial process by adding additional court divisions, judges and related essential staff for superior courts and probation departments.

Cases Filed Under Grant

Adjudication support projects conduct a broad range of court services, including probation-related services, case processing, drug courts, and other treatment and court diversion activities. The number of drug court participants has decreased 9.6 percent from 2,074 cases in FY 2017 to 1,873 cases in FY 2019 (Figure 25).

Figure 25: Drug Court Participants, FY 2015 - FY 2018



Source: Arizona Criminal Justice Commission, EDGE Report, 2015-2019

Probation Services

The probation services division of AOC reports the number of probationers served using grant funds for FY 2019 was 2,638, which is the lowest number served over the past five years and with FY 2018 being the highest with 5,741 (Table 11). The number of presentence reports prepared by the probation department has decreased from 1,924 in FY 2015 to 703 in FY 2019, representing a 63-percent decrease (Table 12).

Table 11: Number of Probationers Served FY 2015 – FY 2019				
FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
4,495	2,940	3,163	5,741	2,638
Source: Arizona Criminal Justice Commission, <i>EDGE Report, 2015-2019</i>				

Table 12: Pre-sentence Reports Prepared FY 2015 – FY 2019				
FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
1,924	1,639	464	556	703
Source: Arizona Criminal Justice Commission, <i>EDGE Report, 2015-2019</i>				

Other Projects and Resources

Corrections and Community Corrections

Corrections and community corrections projects may be eligible to apply for funding under this program depending upon Commission-established program priorities. The corrections and community corrections component enhances resources required by county jails to supervise the additional inmates brought into the system following convictions that were supported by the statewide drug enforcement and prosecution efforts.

Residential Substance Abuse Treatment

The DGVCC program supports substance abuse treatment within corrections and jail facilities utilizing RSAT funding. RSAT projects seek to break the cycle of substance abuse, anti-social behavior, and prepare inmates for community re-entry by providing services that will develop cognitive, behavioral, social, and vocational skill sets.

Coordination and Leveraging of Resources

The DGVCC program coordinates and leverages resources with other program funding sources to further Arizona's efforts to combat drug and gang crime. Criminal justice personnel statewide focus on reducing drug supply, drug demand, criminal street gang crime, and violent crime. They also utilize programs that address crime problems consistent with program guidelines and the needs of the state.

High Intensity Drug Trafficking Areas

The Office of National Drug Control Policy (ONDCP) has designated Cochise, La Paz, Maricopa, Mohave, Navajo, Pima, Pinal, Santa Cruz, and Yuma counties as High Intensity Drug Trafficking Areas (HIDTA). La Paz and Mohave counties received the HIDTA designation, in part, due to the heavy drug trafficking problems along the Colorado River and Arizona's border with California. The ONDCP uses established criteria to determine whether the HIDTA designation is appropriate. HIDTA determinants include: being a center for illegal drug production or distribution; state, local, and tribal law enforcement has committed resources to the area's drug trafficking problem; drug-related activities have a significant harmful impact; and an allocation of federal resources is required to address the drug-related activities in the area. The Drug, Gang and Violent Crime Control program and HIDTA Initiatives have been designed to work strategically and in unison with each other.

Project Safe Neighborhood

The federal Project Safe Neighborhood (PSN) Initiative supports the ongoing strategy to reduce gun and gang violence in Arizona. These programs compliment Arizona's Drug, Gang and Violent Crime Control projects and leverage resources.

Gang and Immigration Intelligence Team Enforcement Mission

The Arizona Department of Public Safety (DPS) has a dedicated gang investigative and enforcement team, the Gang and Immigration Intelligence Team Enforcement Mission (GIITEM). This statewide gang task force is dedicated to four areas: 1) deter gang activity through investigations, enforcement and prosecution; 2) dismantle gang and organized crime and related enterprises; 3) deter border related crimes; 4) disrupt human smuggling organizations. GIITEM brings together law enforcement and prosecutorial agencies from state, county, municipal, federal and tribal jurisdictions in a coordinated, intelligence-driven approach to address gang criminal activity. In many jurisdictions, the GIITEM task forces are co-located with multi-jurisdictional narcotics task forces, which enhance coordinated efforts and optimizes intelligence for interdiction activities.

Effective coordination of efforts is regarded as a basic tenet of the *Strategy*, recognizing that coordination leads to well-informed decision making. Ultimate success of the approach to drug, gang and violent crime control requires carefully established priorities, flexibility, and coordination and cooperation at all levels, including intergovernmental, interdisciplinary, and the statewide community. The ACJC and staff, through their support and involvement, embody the themes of focused efforts and coordination. The *Strategy* was developed with inter-governmental, interagency, and interdisciplinary coordination and cooperation as essential components. In addition, the Commission and its members are active participants in many organizations, boards, councils, partnerships, working groups, and committees that reflect the nature and value of organization-wide collaboration and cooperation.

Grant Lifecycle Timeline

The Arizona Criminal Justice Commission supports its own Grants Management System (GMS), allowing applicants to submit proposals and manage their grants via a single web-based portal, helping to streamline the grant process from start to finish.

The grant process follows a linear lifecycle that includes creating the funding opportunity, applying, making award decisions, and successfully implementing the award. The specific actions along the lifecycle are grouped into three main phases.

1. **Pre-Award Phase - Funding Opportunities and Application Review**
2. **Award Phase - Award Decisions and Notifications**
3. **Post Award - Implementation, Reporting, and Closeout**

Pre-Award Phase

Grantor Actions	Lifecycle Steps	Applicant Actions
In the early stages of the grant process begin in approximately January, starting with the Drug, Gang, and Violent Crime Control (DGVCC) program area planning and developing funding based on its available federal and state funding sources, as well as the mission and administration of the DGVCC program, and 6 purpose areas identified to accomplish the goals and objectives of the DGVCC grant program.	Planning an Opportunity	
Next, the DGVCC program area formally announces the funding opportunity in late January to early February and closes in early March, approximately 4 weeks after the opening of the solicitation. A solicitation is posted on our website and sent out via email to those agencies on our list serve inviting proposals tailored to addressing the program mission, goals, and objectives. During the open solicitation period, staff will not provide advice on any application and only discuss technical issues related to applying for the grant. Applicants submit proposals through the ACJC's grant management system (GMS).	Announcing an Opportunity	
	Searching for Opportunities	Potential applicants may use the ACJC website "Grants" section to find funding opportunities that they are eligible for and are a mission match for their organization; along with detailed

Grantor Actions	Lifecycle Steps	Applicant Actions
		solicitation information, application instructions, and a link to ACJC’s Grant Management System (GMS) where the applications are to be submitted.
	Registering in GMS	When potential applicants are ready to apply, they need to register in ACJC’s Grant Management System (GMS). Applicants should also check the DGVCC grant solicitation announcement and application instructions for additional registration requirements.
	Completing an Application	Completing a grant application can take weeks. Agencies must provide information on the problem the project will address, how the project will address the problem, collaboration with other agencies, goals, objectives and performance measures, evaluation of the project, and the proposed budget. Applicants can complete sections of the application, save progress as they go, and return to the application at a later time to complete other required fields before submission. These fields require everything from basic organizational information, to explanations of proposed work and financial data. When an application package has been completed per the opportunity instructions and checked for errors, it can be certified and submitted through ACJC’s Grant Management System.
<p>After the solicitation period closes, the DGVCC program assembles a team of reviewers consisting of internal staff and at least one outside reviewer. Applications are scored based on criteria contained in a scorecard. With a maximum score of 1,000 points the following categories are evaluated: Submission (55 points), Problem Statement (200 points), Project Summary (200 points), Collaboration Efforts (100 points), Goals and Objectives (125 points), Evaluation Plan (130 points), Budget (100 points), Internal Controls (50 points), and Administrative History (40 points). Scores are submitted into ACJC’s Grant Management System (GMS). An evaluation meeting takes place where applications are discussed and scores are finalized using an</p>	Finishing the Review Process	

Grantor Actions	Lifecycle Steps	Applicant Actions
<p>average. Once the resources are known, staff builds a budget recommendation for each qualified project. The scores determine whether a project is a qualified project. Budgets are built by line item and based on the costs presented in the application budgets. The type of expenditure recommended in the budget depends on how it can best achieve the overall goals of the statewide strategy. For each agency, the DGVCC Committee and the ACJC Commission approves the grant dollar amount (made up of federal funds and state funds) and the match amount which total the proposed project.</p>		

Award Phase

Grantor Actions	Lifecycle Steps	Applicant Actions
<p>When the review process has been completed, the DGVCC program team notifies applicants whether or not they have been awarded a grant and disperses grantee agreements, along with any required special condition documents to be completed, signed, and returned by the applicant agency to ACJC.</p>	<p>Notifying the Award Recipient</p>	
	<p>Beginning the Hard Work</p>	<p>After an applicant receives an award notification and grant agreement documents, the applicant agency must return all required documents to ACJC for their funds to be disbursed. The applicant agency will begin their project activities. The award recipient is responsible for meeting the administrative, financial, and programmatic reporting requirements of the award.</p>

Post Award Phase

Grantor Actions	Lifecycle Steps	Applicant Actions
<p>After an award grant agreement has been execute and the grantee has met all special condition requirements, the DGVCC program team performs oversight of the grantee’s financial and activity reporting and grant program compliance. This process extends across the life of</p>	<p>Providing Support and Oversight</p>	

Grantor Actions	Lifecycle Steps	Applicant Actions
<p>the grant award and involves reviewing reports submitted by the grantees. The DGVCC team and ACJC financial audit team may perform on-site visits with the project director and implementation staff.</p>	<p>Reporting Your Progress</p>	<p>Award recipients conduct 3 primary types of reporting to the DGVCC program team at ACJC on a regular basis: monthly financial reporting and quarterly programmatic activity reporting, as well as Federal programmatic reporting to BJA’s Performance Management Tool (PMT) on a quarterly basis. These reports provide information about the overall financial status and program performance of the grant project. Recipients must also respond to any audit requests that pertain to the grant.</p>
<p>As reports and financial data are passed along to the DGVCC program team, the program stakeholders ensure that all requirements are being met. Upon completing all the closeout requirements, including a review of the final financial and technical reports from the awardee, the grant lifecycle comes to an end.</p>	<p>Award Closeout</p>	

Program Analysis: Strengths, Weaknesses, Opportunities and Challenges

Strengths, weaknesses, opportunities and challenges of the DGVCC program have been explored, catalogued and evaluated. Completing a thorough analysis of each of these elements provides clarity in understanding the conditions and situation in which the DGVCC program operates. The ultimate value is in understanding the strategic implications of this analysis. Understanding the strategic implications of the analysis is an important prelude to identifying strategic issues and developing effective strategies to addressing the problem.

The table presented on the next page provides a summary of the assessment conducted pertaining to the strengths, weaknesses, opportunities and challenges of the DGVCC program. In addition, this table presents a listing of distinctive competencies that represent the abilities that enable the Drug, Gang and Violent Crime Control program to perform well against key performance indicators.

*Strengths, Weaknesses, Opportunities and Challenges (SWOC)***SWOC Analysis – ACJC Drug, Gang and Violent Crime Control program**

Strengths	Weaknesses	Opportunities	Challenges	Distinctive Competencies
<ul style="list-style-type: none"> ▪ Information sharing among task forces, tandem prosecution and forensic support projects ▪ Projects reflect a specialist environment in addressing drug, gang and violent crime ▪ Implementation of proactive policing strategies ▪ Coordination of resources ▪ The multiple funding streams allow for flexibility of funding projects across the criminal justice system ▪ Established DGVCC program infrastructure creates opportunity for producing long-term outcomes ▪ Significant data collection from agencies ▪ Adjudication projects are broad in scope ▪ Diversification in projects funded across the criminal justice system 	<ul style="list-style-type: none"> ▪ Size of task forces has decreased, impacting ability to address drug, gang and violent crime ▪ Reduced agency participation ▪ Funding support provided by local agencies has decreased ▪ Changes in priorities, noted by recognition that some agencies have returned to traditional policing and prosecution strategies ▪ Competitive nature of solicitation process does not necessarily foster collaboration ▪ Resources available to support program tend to fluctuate ▪ Changing funding environment, yet uncertainly whether projects are prepared to adapt ▪ Defining impact on drug, gang and violent crime is innately challenging due to a variety of contributing factors 	<ul style="list-style-type: none"> ▪ Opportunity to establish new partnerships ▪ Opportunity for increased communication among agencies ▪ Cost/benefit analysis of the Drug, Gang and Violent Crime Control program ▪ Opportunity to create structure for disseminating information on best practices/what works ▪ Coordination of funding sources ▪ Ability to respond to changing needs through updates to strategic plan ▪ Reduction in resources can promote creativity and innovation in approach ▪ As the national trend continues to move in the direction of supporting evidence-based programming, opportunity exists to assist agencies in understanding effectiveness of projects 	<ul style="list-style-type: none"> ▪ Federal funds to support program are trending downward ▪ State budget continues to be a challenge ▪ Reduced Drug Enforcement Account revenue ▪ Jurisdictional boundaries and information sharing ▪ Shrinking agency resources ▪ Erosion of support for apprehension and prosecution of drug cases – costly to manage ▪ Community make-up changes ▪ Reported data demonstrates reduced arrests; however, this may not necessarily translate to reduced crime and less of a need ▪ Indirect impact of reduction of support to federal grant programs other than Byrne JAG ▪ Impact of medical marijuana ▪ Cost of drug policy changes on the criminal justice system, public health, education system, and economic system 	<ul style="list-style-type: none"> ▪ Quality data ▪ Empirical evaluation of projects – establish sound methodology for evaluation in the current environment ▪ Project level – demonstrate value of the project through implementing best practice approaches ▪ Continue to assure funding decisions are likely to have the greatest impact ▪ Effectively assist grantees with working within the parameters of grant management rules and regulations ▪ Support evidence-based, proven-effective projects ▪ Support, replicate and expand strategic efforts

Goals

The *Strategy* calls for an approach to addressing drug, gang and violent crime, with a particular focus on addressing the supply and demand for illicit drugs. Goals of the DGVCC program have been developed based on the scope of the problem, parameters of funding sources and review of overarching strategies including the *2019 National Drug Control Strategy*. The following four goals set forth the foundation and direction for the DGVCC program:

- **Curtail the flow of illicit drugs, drug proceeds, and instruments used to perpetuate violence across Arizona.**
- **Reduce violent crime by implementing strategies and methods to combat crime and ensure public safety and hold offenders accountable.**
- **Reduce illicit drug use by enhancing prevention efforts and educating the community about the harms posed by illegal drugs and their abuse.**
- **Reduce recidivism and implement effective reentry efforts through comprehensive and collaborative strategies focused on successfully reintegrating offenders back into the community.**

Evidence-based Approach

Programs and practices are considered to be evidence-based when their effectiveness has been demonstrated by causal evidence, generally obtained through one or more outcome evaluations. Causal evidence documents a relationship between an activity or intervention (including technology) and its intended outcome, including measuring the direction and size of a change, and the extent to which a change may be attributed to the activity or intervention.

Causal evidence depends on the use of scientific methods to rule out, to the extent possible, alternative explanations for the documented change. The strength of causal evidence, based on the factors described above, will influence the degree to which the U.S. Department of Justice – Office of Justice Programs considers a program or practice to be evidence-based.

Purpose Areas

As the vehicle for achieving the aforementioned goals, the Commission will utilize seven purpose areas to guide the funding priorities. The purpose areas listed below were selected for their ability to best contribute to achieving the goals of the DGVCC program in addition to their system-wide scope, responsiveness to the expressed system needs, and flexibility to accommodate fluctuation in available resources. In the selection of purpose areas, consideration has also been given to purpose areas chosen in previous years for their proven ability to produce results for the state of Arizona. While acknowledging the distinct value of each purpose area, the Commission has historically prioritized the apprehension, prosecution, forensic support services and adjudication and sentencing purpose areas.

- **Apprehension**
- **Prosecution**
- **Forensic Support Services**
- **Adjudication and Sentencing**
- **Corrections and Community Corrections**
- **Substance Abuse Treatment for Corrections-Involved Individuals**
- **Prevention and Education**

Apprehension: Serving as the entry point into the criminal justice system and having a primary role in maintaining public order and enforcing the law, law enforcement efforts play a critical role in contributing to the achievement of the two goals of the *Strategy*. Key elements of focus include disrupting and dismantling trafficking and associated criminal networks, and interdicting drugs, proceeds and weapons.

The apprehension purpose area may include, but is not limited to, efforts promoting enhanced information sharing and intelligence exchange, approaches to address locally distinct drug, gang and violent crime-related challenges, and proactive policing strategies to address drug, gang and violent crime such as multi-agency, multi-jurisdictional task forces. Over the years, the DGVCC program has provided consistent support to multi-agency, multi-jurisdictional drug, gang and violent crime task forces and has regarded task forces and their tandem prosecution projects as the centerpiece of program efforts.

Prosecution: With the duty of seeking justice and protecting the public safety and welfare of the community, prosecutorial efforts have a critical function as cases pertaining to drug, gang and violent crime move through the criminal justice system, from investigation to charging decisions and sentencing. Prosecutorial efforts are an important contributor to achieving the goals of the *Strategy*, with a primary role of holding offenders properly accountable.

The prosecution purpose area may include, but is not limited to, prosecutorial efforts in tandem with multi-agency, multi-jurisdictional drug, gang and violent crime task forces, efforts to deny criminals currency, property and drugs such as statewide civil forfeiture efforts, and other effective prosecution strategies to address drug, gang and violent crime. Historically, prosecution efforts in tandem with multi-agency, multi-jurisdictional task forces have been a primary focus for moving forward the goals of the DGVCC program.

Forensic Support Services: Forensic support services directed toward detecting crime and identifying criminals are fundamental to supporting law enforcement and prosecution agencies in addressing drug, gang and violent crime. Providing expedient, reliable, accurate and unbiased forensic support services promotes efficient case processing and enhances the operation of law enforcement and prosecution functions in the state, contributing to the advancement of the goals of the *Strategy*. The Commission has provided continuous support to the forensic support services purpose area over the years, as forensic support projects have provided significant utility to apprehension and prosecution efforts.

The forensic support services purpose area includes activities such as evidence examination and analysis, development of investigative leads, training, providing expert courtroom testimony and other forensic support services as they pertain to drug, gang and violent crime-related cases.

Adjudication and Sentencing: When stability and balance are characteristic of adjudication and sentencing processes for drug, gang and violent crime cases, there is greater system efficiency, offenders are held appropriately accountable and offenders often receive services to deter repeated offenses. Efficient, effective adjudication processes contribute to moving forward the goals of the *Strategy*. Traditionally, the Commission has regarded the adjudication and sentencing purpose areas as fulfilling a critical support role to apprehension and prosecution efforts and thus has provided consistent support to adjudication and sentencing projects.

The adjudication and sentencing purpose area may encompass a range of activities associated with court processes. Such activities include, but are not limited to, pre-trial services, improved criminal court case processing, supporting specialty courts and public defender services.

Corrections and Community Corrections: Corrections and community corrections are critical elements to assuring public safety and offender accountability in addition to providing opportunities to deter repeated offenses. Corrections and community corrections can be a pathway for impacting drug, gang and violent crime and moving forward the goals of the *Strategy*.

This purpose area includes projects responding to the needs of prison and jail facilities and corrections practitioners to providing secure care for offenders of drug, gang and violent crime. Projects could include, but are not limited to, safety and security improvements, inmate programming, corrections equipment and technology, and contraband control and detection. For community corrections, projects may include, but are not limited to, pre-release planning, coordinated reentry services, and supporting probation and parole services for offenders of drug, gang and violent crime.

Substance Abuse Treatment for Corrections-Involved Individuals: Providing substance abuse treatment for corrections-involved individuals can reduce the likelihood of reoffending; consequently improving public safety and reducing the burden on the criminal justice system. Providing treatment and early intervention to youth involved in the juvenile justice system can prevent adjudicated youth from returning or entering the adult criminal justice system. Supporting such efforts contributes to moving forward the goals of the *Strategy*.

This purpose area includes, but is not limited to, providing residential substance abuse treatment for inmates, preparing offenders for reentry into the community, and supporting community-based treatment and other broad-based aftercare services upon release.

Prevention and Education: Effective prevention and education efforts designed to prevent and/or reduce drug, gang and violent crime are cost-effective and result in increased public safety. A proactive approach that addresses drug, gang and violent crime before its inception creates opportunity to thwart negative consequences related to safety, health and academic achievement. Prevention and education efforts may be an effective means in moving forward the goals of the *Strategy*.

The prevention and education purpose area encompasses evidence-based interventions and environmental prevention strategies. Efforts should involve multiple sectors of the community and focus on reducing access and opportunity, enforcing consequences and decreasing the likelihood of engaging in drug, gang and/or violent crime by addressing risk and protective factors.

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Strategic Principles

The analysis of the strengths, weaknesses, opportunities and challenges of the DGVCC program provides a basis for identifying issues important to overcome in promoting the success of the *Strategy*. The analysis also paves the way for creating strategic principles as a means for addressing the issues. In combination with the identified purpose areas, strategic principles have been identified to serve as a guide to the Commission in defining funding priorities.

Application of the strategic principles to funding decisions builds on the identified strengths, capitalizes on opportunities and seeks to minimize the effects of weaknesses and challenges of the DGVCC program, serving as a pathway to achieving the goals of the program.

- Proactive policing and prosecution strategies are effective in eradicating drug and gang crime and work well with a collaborative strategy.
- Utilizing specialized personnel and processes across the criminal justice system is an efficient, cost-effective approach to combat drug, gang and violent crime.
- Mitigate the effects drug offenses have on the criminal justice system by supporting drug prevention, education, and awareness efforts.
- Diversified funding of projects promotes balance in addressing workload throughout the criminal justice system.
- Local agencies must be committed to shared efforts addressing drug, gang, and violent crime problems in the state.
- In allocating funds, identifying and considering gaps in services of the criminal justice system is a means of promoting efficiency and effectiveness within the criminal justice system.
- Continually assessing what really works as a response to changing resources is an effective means of maximizing resources.
- Strong collaboration and intelligence and information sharing provide a competitive advantage in eradicating the drug problem, gang crime and associated violent crime in the state.
- Intelligence and information exchange contributes to a better understanding of the drug, gang and violent crime problem and assists in designing effective criminal justice strategies.
- Maintaining and building partnerships at federal, state and local levels is an effective means of leveraging resources and creates opportunities for a greater impact.
- Stability in funding and committed agency participation are essential to promoting sustainability and successfully achieving program objectives.
- Collecting sound, reliable, and timely data is needed to inform stakeholders of program effectiveness.
- Disseminating information on the impact of the efforts of the DGVCC program can be a means for promoting program sustainability.

- Supporting evidence-based approaches and/or innovative approaches with an evaluation component is essential to allocating resources.

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Program Performance Monitoring and Evaluation

Performance monitoring and evaluation is fundamental to determining whether projects are making progress toward the goals of the DGVCC program. Review and analysis of the information reported by grantees also provides opportunities to refine the program approach.

The ACJC grant application process is structured in a manner that requires applicants to develop a logical link between the problem statement, goals, objectives, project summary, collaboration efforts, budget, and evaluation plan in submitting a project proposal. Upon award, grantees are required to develop performance benchmarks for the grant year. In addition to qualitative information reported by grantees, monitoring of goal(s), objective(s) and performance measurement data and the performance benchmark data are used to evaluate project performance.

Standardized goals, objectives and performance measures specific to each purpose area have been developed to provide quantitative data in the evaluation of the DGVCC program. It is a combination of this quantitative data along with qualitative information reported by projects that will be utilized in evaluating project performance. The tables below present standardized goals, objectives, and performance measures by program purpose area. The measures outlined below provide readers with the direction the DGVCC program assumes in quantitative evaluation of projects and is not intended to be all inclusive.

Purpose Area: APPREHENSION

APPREHENSION Goal 1: To reduce or disrupt the flow of illicit drugs imported, transported, and sold in the community.	
Objective 1.1 Increase arrests for importing/transporting of illicit drugs	Performance Measure: 1. Number of arrests for transport/import of drugs
Objective 1.2 Increase arrests for the distribution of illicit drugs	Performance Measures: 1. Number of arrests for distribution/sale of drugs 2. Number of arrests for buying/receiving drugs
Objective 1.3 Disrupt methamphetamine labs	Performance Measures: 1. Number of methamphetamine-related investigations 2. Number of clandestine labs seized. 3. Number of methamphetamine dump sites discovered 4. Number of methamphetamine sites referred for mitigation/cleanup
Objective 1.4 Eradicate marijuana cultivation grows	Performance Measures: 1. Number of indoor marijuana grows seized 2. Number of outdoor marijuana grows seized
Objective 1.5 Disrupt or dismantle Drug Trafficking Organizations	Performance Measures: 1. Number of DTOs disrupted 2. Number of DTOs dismantled
Objective 1.6 Arrest members of criminal street gangs	Performance Measures: 1. Number of arrests of criminal street gang members

APPREHENSION Goal 2: Strengthen collaborative partnerships between federal, state, and local law enforcement and prosecutorial agencies.	
Objective 2.1 Conduct coordination or collaboration activities with other agencies	Performance Measures: 1. Number of deconfliction events 2. Number of tips/leads referred to other task forces 3. Number of counterterrorism referrals 4. Number of drug-endangered child referrals or calls to the Arizona Department of Child Safety (DCS) 5. Number of drug interdiction activity assists
Objective 2.2 Conduct intelligence-driven, collaborative investigations	Performance Measures: 1. Number of intelligence-driven, collaborative investigations 2. Number of intelligence-driven investigations resulting in arrest 3. Number of intelligence-driven investigations resulting in drug seizures

Purpose Area: PROSECUTION

PROSECUTION Goal 1: To enhance the pursuit of justice for drug and drug-related gang and violent crimes in an equitable, unprejudiced, and expeditious manner.	
Objective 1.1 Prosecute drug-related cases	Performance Measures: 1. Number of drug-related cases referrals received 2. Number of drug-related cases declined for prosecution 3. Number of drug-related cases deferred to a diversion program 4. Number of drug-related cases dismissed 5. Number of drug-related cases resulting in conviction 6. Number of drug-related cases resulting in acquittal
Objective 1.2 Prosecute members of criminal street gangs	Performance Measures: 1. Number of criminal street gang members prosecuted

PROSECUTION Goal 2: Strengthen collaborative partnership between federal, state, and local law enforcement and prosecutorial agencies.	
Objective 2.1 Conduct coordination or collaboration activities with other agencies	Performance Measures: 1. Number of drug-related law enforcement investigation assists 2. Number of meeting(s) with law enforcement related to case preparation, case processing and/or hearings 3. Number of trainings/briefings offered to law enforcement from prosecutors 4. Number of trainings/briefings offered by law enforcement and attended by prosecutors

PROSECUTION Goal 3 (Statewide Civil Forfeiture Efforts Only): Deprive Arizona drug money laundering criminals of their profits.	
Objective 3.1 Achieve successful outcomes in high-impact	Performance Measure: 1. Number of successful outcomes

cases	2. Total number of high-impact cases
Objective 3.2 Disrupt criminal enterprises with consequence of limiting subsequent criminal conduct	Performance Measure: 1. Number of criminal enterprises disrupted 2. Number of cases involving criminal enterprises
Objective 3.3 Partner with task forces to prepare and execute seizure warrants in cases where money laundering is a principal allegation	Performance Measure: 1. Number of seizure warrants issued on behalf of task forces in money laundering cases 2. Total number of seizure warrants issued in money laundering cases

PROSECUTION Goal 4 (Statewide Civil Forfeiture Efforts Only): Improve coordination of Arizona forfeiture/money laundering efforts.	
Objective 4.1 Provide forfeiture/money laundering training programs for attorneys and investigators statewide	Performance Measure: 1. Number of prosecutors and/or investigators that are provided training on forfeiture/money laundering 2. Number of training participants demonstrating increased knowledge
Objective 4.2 Provide analytical/investigative law enforcement assists	Performance Measure: 1. Number of requests for assistance received 2. Number of assists provided

Purpose Area: FORENSIC SUPPORT SERVICES

FORENSIC SUPPORT SERVICES Goal 1: To enhance forensic analysis processing to aid in the apprehension and prosecution of drug offenders.	
Objective 1.1 Conduct forensic drug analysis	Performance Measures: 1. Number of requests for analysis awaiting analysis (in queue or backlogged) 2. Number of analysis reports completed 3. Average number of days from receipt of sample to analysis report
Objective 1.2 Provide expert witness testimony	Performance Measure: 1. Number of times staff testified in court 2. Number of times staff testified in court on cases brought forward by task force
Objective 1.3 Efficiently process forensic cases	Performance Measures: 1. Number of cases handled per FTE 2. Average number of working days to complete analysis 3. Average processing cost per analysis

FORENSIC SUPPORT SERVICES Goal 2: To collaborate with apprehension and prosecution agencies in the investigation and examination of drug-related evidence.	
Objective 2.1 Assist law enforcement in the examination of drug evidence	Performance Measure: 1. Number of investigation assists 2. Number of task force specific investigation assists
Objective 2.2 Conduct drug field testing training	Performance Measures: 1. Number of field test training classes completed 2. Number of officers trained in drug field testing

	<ol style="list-style-type: none"> 3. Number of agencies participating in field testing sessions 4. Number of training participants demonstrating increased knowledge
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Purpose Area: ADJUDICATION AND SENTENCING

ADJUDICATION AND SENTENCING Goal 1: To enhance court adjudication services for drug offenders.	
Objective 1.1 Provide enhanced court service activities for drug offenders	Performance Measures: <ol style="list-style-type: none"> 1. Number of drug court participants 2. Number of drug court graduates 3. Number of drug court participants that did not recidivate during participation 4. Average processing time of drug-related cases funded by the grant 5. Number of indigent defendants requesting services 6. Number of indigent defendants served
Objective 1.2 Provide probation services	Performance Measures: <ol style="list-style-type: none"> 1. Number of drug offenders that received surveillance 2. Average number of days to prepare cases for drug offenders 3. Total number of drug probationers screened for services 4. Total number of drug probationers receiving drug treatment 5. Total number of drug probation absconders apprehended
Objective 1.3 Conduct presentence investigations	Performance Measures: <ol style="list-style-type: none"> 1. Number of presentence investigation reports prepared 2. Number of presentence investigation reports submitted on time without a continuance

Purpose Area: CORRECTIONS AND COMMUNITY CORRECTIONS

CORRECTIONS AND COMMUNITY CORRECTIONS Goal 1: Provide a safer and more effective environment for inmates and staff at correctional and detention facilities.	
Objective 1.1 Identify and disrupt criminal support systems of inmates	Performance Measures: <ol style="list-style-type: none"> 1. Number of successful criminal syndicate investigations involving civilian suspects 2. Number of successful prosecutions involving inmates and civilians for prison contraband
Objective 1.2 Identify Security Threat Group (STG) members, associates, and prospective members	Performance Measures: <ol style="list-style-type: none"> 1. Number of validation packets and gang member identification cards used to document prison gangs 2. Number of inmates participating in debriefings to cooperate with investigators 3. Number of inmates entering into the Step Down program, in which STG members formally denounce their membership and agree to stop associating with their gang

<p>Objective 1.3 Enhance security measures within correctional facilities</p>	<p>Performance Measures:</p> <ol style="list-style-type: none"> 1. Number of seizures of contraband located, entering facilities and within facilities 2. Number of successful prosecutions for prison contraband
<p>CORRECTIONS AND COMMUNITY CORRECTIONS Goal 2: To maintain effective community supervision of drug offenders, facilitate their successful transition from prison to the community and return offenders to prison when necessary to protect the public.</p>	
<p>Objective 1.1 To effectively release, supervise and monitor drug offenders under active Department community supervision.</p>	<p>Performance Measures:</p> <ol style="list-style-type: none"> 1. Percentage of drug offenders on community supervision 2. Percentage of drug offenders on community supervision returned to prison for technical violations 3. Percentage of drug offenders on community supervision returned to prison for a new crime 4. Number of drug offenders returned to prison for absconding

Purpose Area: SUBSTANCE ABUSE TREATMENT FOR CORRECTIONS-INVOLVED INDIVIDUALS

<p>SUBSTANCE ABUSE TREATMENT FOR CORRECTIONS-INVOLVED INDIVIDUALS Goal 1: Prepare offenders for reintegration into the communities by incorporating reentry planning activities into treatment programs. Reduce recidivism rates.</p>	
<p>Objective 1.1 Increase the number of offenders that have remained arrest free for one year following release from aftercare.</p>	<p>Performance Measures:</p> <ol style="list-style-type: none"> 1. Number of participants tracked 1 year following release from an aftercare program. 2. Of the number that were tracked, the number that remained arrest-free.
<p>Objective 1.2 Increase the number of participants who completed the residential program and have passed drug testing.</p>	<p>Performance Measures:</p> <ol style="list-style-type: none"> 1. Total number of participants that have completed the BJA-funded program and have passed the drug test during this reporting period. 2. Total number of offenders that have completed the BJA-funded program and have been drug tested (that passed and failed)

<p>SUBSTANCE ABUSE TREATMENT FOR CORRECTIONS-INVOLVED INDIVIDUALS Goal 2: Enhance the capability of states and local government to provide residential substance abuse treatment to incarcerated inmates.</p>	
<p>Objective 2.1 Increase the number of RSAT participants.</p>	<p>Performance Measures:</p> <ol style="list-style-type: none"> 1. Number of participants entering residential treatment 2. Number of days of residential treatment provided. 3. New treatment beds added with RSAT funds. 4. Treatment beds funded through other sources, but enhanced with RSAT-funded services. 5. Average length of stay (in days) in the residential program for those completing the program. 6. Average treatment cost per participant for residential program

SUBSTANCE ABUSE TREATMENT FOR CORRECTIONS-INVOLVED INDIVIDUALS Goal 3: Prepare participants for reintegration into the community by incorporating reentry planning activities into treatment programs.	
Objective 3.1 Increase the number of participants who successfully complete the program.	Performance Measures: <ol style="list-style-type: none"> 1. Number of participants who successfully completed the program. 2. Number of participants who dropped out of the residential program. 3. Number of participants who were terminated from the residential program.

SUBSTANCE ABUSE TREATMENT FOR CORRECTIONS-INVOLVED INDIVIDUALS Goal 4: Assist both the participants and their communities through the reentry process through the delivery of both community-based treatment and other broad based post-release services.	
Objective 4.1 Increase the percent of participants successfully completing the post-release program.	Performance Measures: <ol style="list-style-type: none"> 1. Total number of participants entering an RSAT-funded post-release program. 2. Average length of stay in the post-release program, in days, for those completing the program. 3. Total number of participants successfully completing the post-release program. 4. Total number of participants who dropped out of the post-release program. 5. Total number of participants who were terminated from the post-release program. 6. Average treatment cost per participant for the post-release program.

Purpose Area: PREVENTION AND EDUCATION

PREVENTION AND EDUCATION Goal 1: Decrease the likelihood of engagement in drug, gang and/or violent crime	
Objective 1.1 Conduct effective education and awareness events on the risks associated with drug and gang involvement	Performance Measures: <ol style="list-style-type: none"> 1. Number of individuals receiving drug and/or gang prevention and education programming 2. Number of individuals demonstrating an increased knowledge that received programming
Objective 1.2 Improve pro-social behaviors	Performance Measures: <ol style="list-style-type: none"> 1. Number of individuals served 2. Number of individuals completing program requirements 3. Of individuals completing program requirements, number of individuals exhibiting desired change in targeted behaviors

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