



Final Report

D.C.'s Inefficient Criminal Justice System: Costs and Benefits of a Remote Papering Process

DATE	SERVICES PERFORMED BY:	SERVICES PERFORMED FOR:
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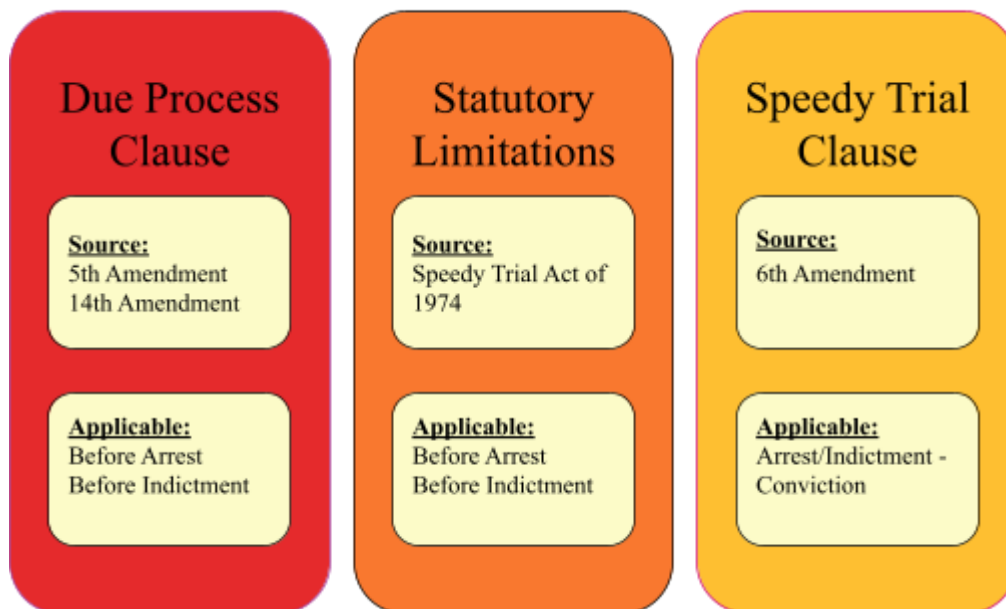
I. Executive Summary

The D.C. criminal justice system is a complex and unique entity due to its bi-prosecutorial structure and large police force. Despite its uniqueness, the criminal justice system in D.C. also has its fair share of problems, particularly in its pretrial processes. The arrest process for adults in D.C. is extensive and tedious, as many individuals are transferred, searched, and interviewed before they even know whether prosecutors decide to pursue charges and officially have their cases “papered” or officially documented for prosecutorial procedures. In addition, the high declination rate (67 percent) in D.C. illustrates an insufficient system that impacts the time and resources of not just arrested individuals, but the victims of crimes, the D.C. Metropolitan Police Department, and D.C.’s prosecutorial offices. To remedy these issues, we and our client D.C. Justice Lab recommend implementing a reimagined remote papering system. This system, which focuses on a 24-hour prosecutorial hotline, would increase efficiency by allowing for a more expedient papering process that could prove beneficial for prosecutors and officers in terms of time and resources and individuals in interacting with the criminal justice system overall. Our recommendations are highlighted throughout a cost benefit analysis, where the benefit cost ratio of implementing a remote papering system stands at 49:1.

II. Examining the Status Quo Papering System

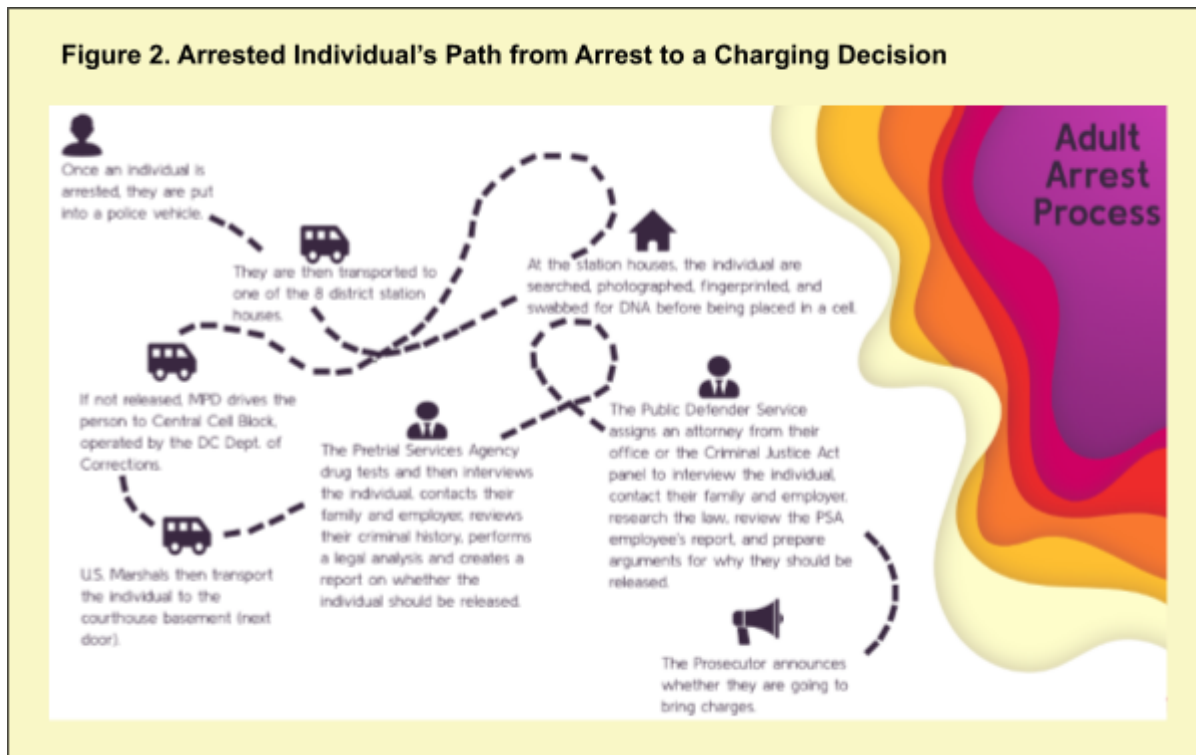
The Constitution and subsequent statutory measures offer a series of protections meant to satisfy the longstanding requirement of timely prosecution. (Figure 1). However, these protections do not shelter arrested individuals or the community from the effect of prosecutorial delays associated with the current papering system.

Figure 1. Protections Against Delayed Prosecution

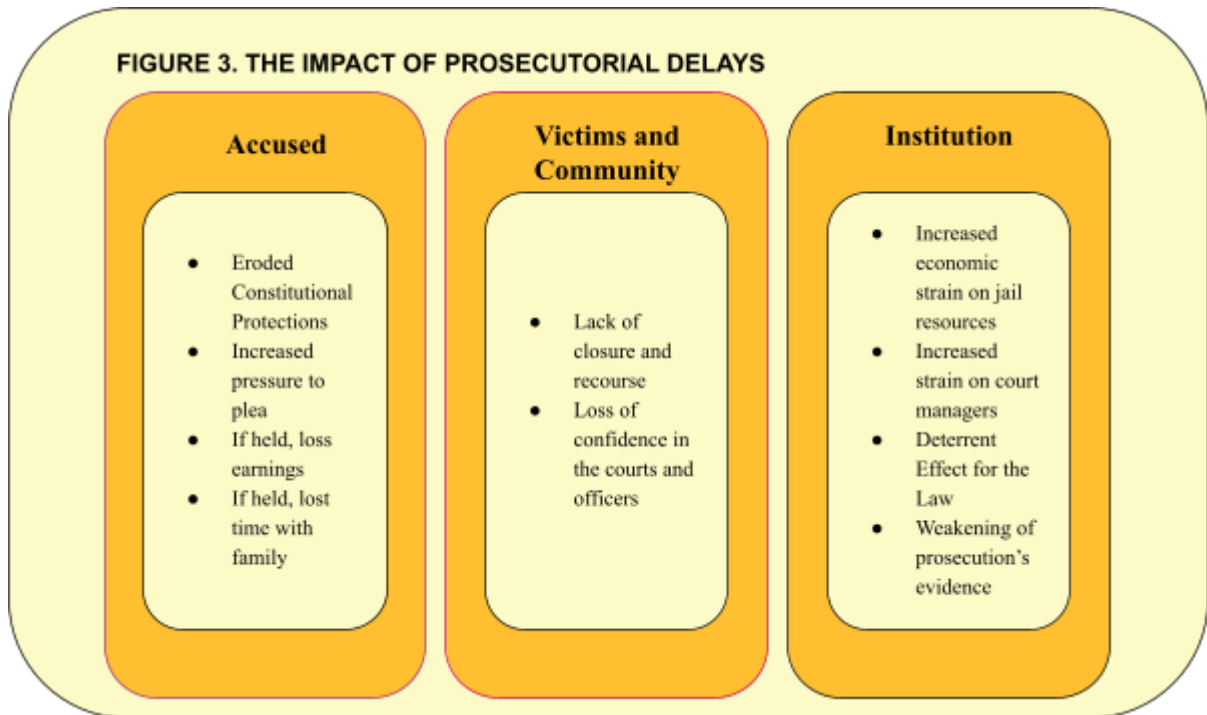


Currently, once an individual is arrested in the district, they are shuttled between station houses, Central Cell Block, and the courthouse basement. During this process they are photographed, fingerprinted, swabbed for DNA, subjected to drug tests, interviewed by

pretrial services agents and the public defender service (if necessary), and have their family and employers contacted. (Figure 2). Only afterwards, does the prosecutor announce their decision on whether to pursue charges.



This entire process is both physically invasive and mentally damaging for the arrested individual. (Fernando, 2019). However, it is also costly to the D.C. taxpayers. (CBA). While it doesn't run the risk of infringing on constitutional requirements for a "speedy trial," the delays have material and far-reaching impacts for all parties involved. More specifically, delayed prosecution leaves victims and their community without recourse and closure for longer, forces the arrested individual into prolonged contact with the criminal justice system, and places a strain on the jail's resources. (Mays & Taggart, 1986; Figure 3).



III. Problem Analysis

As early as the 1980s researchers began exploring the cooperation gap between prosecutors and officers. (Forst, 1981). Findings linked this discontinuity to the different perspectives on crime that officers and prosecutors have based on their role in criminal prosecution. (Jacoby 1981; Floyd, 1981). For example, while officers are focused on obtaining facts, prosecutors must consider who those facts come from. More specifically, while an informant or accomplice can provide useful information, their personal background may undercut the prosecutor's broader case. It's such differences that are responsible for low quality evidence, limited information, violations of an individual's constitutional rights, and ultimately, more declinations. (Figure 3). In response, states began introducing ways for officers and prosecutors to work more closely towards the goal of conviction. (Figure 4). Early introductions were matched with resounding approval, such as that seen below:

- Maine - According to then Assistant U.S. Attorney, William Browder, the value of such programs is seen in the connections prosecutors and officers make. "As prosecutors work closely with investigators, they come to understand that officers must frequently make quick decisions based on very limited information. Prosecutors are thus "better able to argue the legal principles as they apply to the good faith exception to the search warrant rule."
- Multnomah County, Oregon - According to a detective unit member, the process "allowed[ed] case strategy to be constructed so that we have the most advantage possible in court."

Figure 4. Early Iterations of Police-Prosecutor Cooperation

Location	Offense	Year	Execution
Maine	Narcotics	1987	Maine created the Bureau of Intergovernmental Drug Enforcement, an agency staffed by 40 agents and 8 attorneys. The agency’s founding document required “integration and coordination of investigative and prosecutorial functions in the State.” As a result, investigators and prosecutors were able to communicate closely, discuss ongoing cases, and plan new cases together. Importantly, this cooperation also gave prosecutors access to case information as soon as possible and established stronger relationships with the investigative officers.
Multnomah County, Oregon	Narcotics	1988	Multnomah County restructured the Organized Crime/Narcotics Task force by joining 12 investigators with two prosecutors. This format encouraged daily informal communication that helped align the disconnecting viewpoints.
New York City	Gang Crime and Homicide	1984	In regards to narcotics gang-related homicides, the New York Police Department and the New York County District Attorney’s Office began cooperating as one investigative and prosecutorial unit.
Alameda, California	Narcotics	1987	Narcotics officers consulted prosecutors over the phone and in person, specifically on search and seizure concerns.
Indianapolis	General	1987	A computer message system facilitated direct communication between prosecutors and officers by transmitting notes, depositions, and subpoenas.
Montgomery County, Maryland	Narcotics	1987	Narcotics officers consulted prosecutors over the phone and in person, specifically on search and seizure concerns.
Seattle	Sex Crimes	1987	Sex crime investigators and prosecutors interviewed child victims together to obtain the necessary information for a legal argument.

These results are echoed in current research on the matter. For instance, in 2014, the New Orleans Metropolitan Crime Commission cited cooperation between officers and prosecutors and prosecutors ability to screen out weak cases as leading factors in obtaining the lowest declination rate the city saw since 1999. (Freud, 2014).



Effects of the Problem on the System and Community in Washington, D.C.

A. **Steadily Increasing Declination Rate:** Data from the U.SAO indicates that Washington, D.C. currently has a 67% declination rate, which signifies that the D.C. United States Attorney’s Office (USAO) declined to prosecute 67% of those arrested which would have been tried in D.C. Superior Court. (Figure 5). Declinations stem mostly from gun possession, drug possession and misdemeanors. Violent crime does not account for a large percentage of declined cases (USAO, 2022). Last year, USAO prosecuted 87.9% of arrests made in homicides, armed carjackings, assaults with intent to kill and first-degree sexual assault cases. Compared to other local prosecutor’s offices, D.C.’s declination rate is high; an example is Wayne County, Michigan, which includes Detroit, where the local prosecutor’s office reported only declining 33% of its cases last year, a halved percentage of D.C.’s rate (Alexander, 2023).

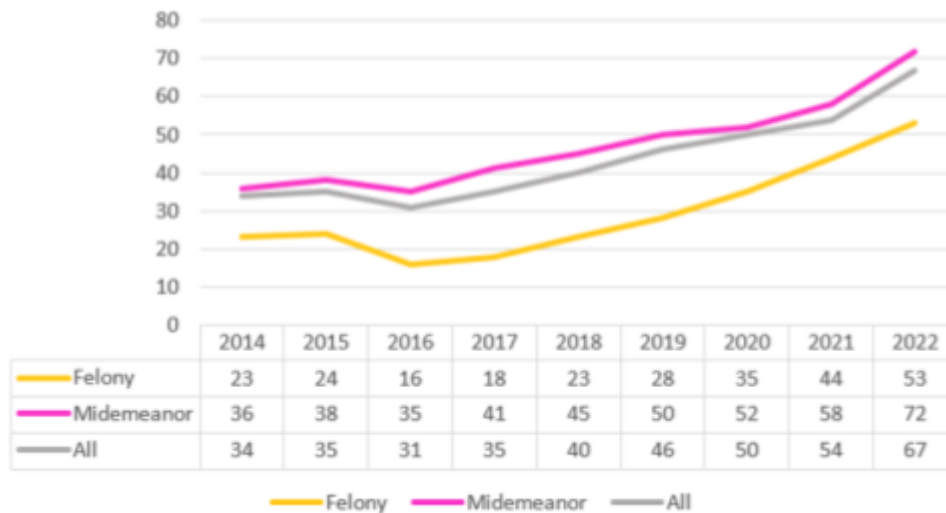
Figure 5. Fiscal Year 2022 Data from USAO on Case Declinations for Superior Court Matters

ARRESTS REVIEWED	Cases		Cases			
	Number	% of Total	Presented	% of Total	Declined	% of Total
Felony	3,827	25.00%	1,804	47.10%	2,023	52.90%
Misdemeanor	11,488	75.00%	3,250	28.30%	8,238	71.70%
Total	15,315	100.00%	5,054	33.00%	10,261	67.00%

Washington, D.C.’s declination rate represents a waste of resources in the D.C. Justice System and a burdensome impact on the citizens within the city; individuals who will not be charged are detained longer and subjected to more interaction with D.C. Metropolitan Police Department (MPD) facilities and officers than necessary. This inefficiency is experienced not only by arrestees but also by MPD, which expends more time and monetary resources to arrest individuals who are not charged, and by victims of crimes, who must wait longer periods of time before being informed of whether a papering decision has been made. In Figure 6, data for declination rates are outlined for Washington, D.C.’s declined cases by total, felony, and misdemeanor arrests.



Figure 6. Percent of Arrests USAO declined to Prosecute in the District’s Superior Court Division



As seen in Figure 6, these rates are not only existent but due to increase in the coming years. This means that waste within the D.C. justice system will increase gradually in future years. A clear increase over time can be seen in all three categories with a large majority of cases prosecuted until around 2017. A majority of cases began to be declined for prosecution around the 2019/2020 mark for total and misdemeanor arrests. In 2022, felony arrests became the majority declined in 2022.

- B. **Financial Costs:** Last year, 10,261 individuals were arrested in DC who were not formally charged with a crime. These 10,261 individuals were transported, housed, fed, supervised, drug tested, held overnight, fed again, transported again, held overnight again, were assigned an attorney, and only then were they told they were free to go with no charge. The average cost for DOC to hold someone overnight is \$241/day/person (District Task Force on Jails and Justice, 2021). This estimate still excludes the MPD hours to arrest, transport, and provide documentation, which including overtime and holding at district cell blocks can cost up to 18 working hours. Furthermore, this elongated process necessitates the continued funding of Central Cell Block, which could be shut down entirely with an expedited papering system which places charged individuals more quickly into CDF or CTF. In all, holding these 10,261 individuals cost the DC government more than \$13 million, or well over \$1,000 for every individual who was not charged.
- C. **Psychological Costs:** Assessing the human toll of pretrial detention will illustrate the qualitative values associated with the DC justice system that might be more difficult to quantify. In the criminal justice literature and discourse, research has shown that the incarcerated experience of individuals can present itself in a variety of negative outcomes, including high levels of “stress, anxiety, low self-esteem, loneliness, and depression”. (Lanciano et al., 2022) These psychological effects also trace back to

numerous factors that are apart of the incarcerated experience, which can include the following:

- Lack of Control and Purpose: Not being productive members of society or having an identity taken away;
- Family Separation and Disconnection: Feelings of isolation and loneliness associated with being away from friends and family members;
- Exposure to Violence: Instances of emotional distress associated with violence witnessed in the prison setting. (Morin, 2022)

The psychological effects of incarcerations and stressors listed above also relate to the experiences witnessed at the pretrial detention level. These effects can occur through two main courses of action. The first course are stressors associated with awaiting custody, future justice system involvement, and interruption of employment. (Digard & Swavola, 2019). These types of stressors can still cause high levels of anxiety, however there is an added level of uncertainty and stress when faced with the unpredictable nature of the pretrial process. (Quandt & Jones, 2021). The second course are stressors experienced in jail facilities, facilities that are locally run and can face issues of overcrowdedness and unstable environments. (Toman et al., 2018). For jail facilities in particular, there have been well-documented instances of the poor conditions of D.C. facilities, particularly in D.C. Central Cell Block. The poor conditions of the Central Cell Block in D.C. have been well documented, including instances of broken air conditions, inedible food, and toxic employees. (Davies, 2022). There have also been several instances of inmates being found unresponsive in their holding cells as well, one as recently reported as of this year. (St. George, 2023). These crude conditions occurring at these jail facilities would take a toll on any arrested person's mental well-being.

While the psychological impact of pretrial and prison detention in D.C. has strong evidence supported through facility treatment, there are not many quantifiable costs associated with mental health services in the pretrial system. However, our proposed recommendations can result in a potential reduction in psychological impacts that arrested people face by limiting the stressors that they encounter both from MPD and jail facilities like DC Central Cell Block.

IV. Exploring Alternatives

Numerous other jurisdictions at the metropolitan or county level in the U.S. have implemented some form of remote or expedited papering. (Figure 7). This tends to include direct discussion between prosecutors and police officers and simplified initial assessment practices. Even in Washington, DC, this practice has precedent. The U.S. Attorney's Office practiced night papering into the late 1980's, and the Office of the Attorney General, where juvenile crimes are investigated and charged in DC, recently implemented a 24/7 hotline for arresting officers to consult with the office. From the OAG: "A 24 hour/7 day-a-week hotline run by prosecution supervisors [was set up] to advise police officers at the scene of a juvenile crime about, in part, what kinds of evidence they need to collect and record to bring us the strongest case possible. That hotline has been incredibly effective at improving the quality of evidence being brought to OAG, and assisting police officers in making decisions informed by the law as they do their jobs every day."



Figure 7. Alternative Models for Pretrial Reform

	Texas	New Mexico	Colorado	Washington, D.C.
Current Process	Arraignment is done upon arrest and the individual is informed about charges and bond is set.	If an individual is not guilty, they are released pretrial with conditions to assure public safety.	Judicial district has a pretrial release assessment process to assess arrested individuals as soon as possible but no longer than 24 hours after being detained.	Juvenile System – cases can be declined immediately, and the juvenile can be released, or the case can be diverted to an alternative to the criminal justice system or moves forward with a CSS intake and referral.
Benefits	<p>Fewer people are charged with misdemeanors and detained pretrial – dropping the percentage from 47% in 2015 to 22% in 2021.</p> <p>Fewer misdemeanor convictions, shorter periods of being locked up, “failures to appear” and no increase in pretrial arrest for new offenses.</p>	<p>Between July 2017 and March 2020, 95% of individuals released pretrial were not arrested for a new violent crime.</p> <p>Only 13 out of more than 100,000 felony cases studied involved pretrial arrests for first-degree felonies.</p>	Immediate pretrial release of some arrested individuals.	The hotline, combined with the opportunity for diversion, the OAG had just a 26% declination rate last year, despite facing many of the same challenges to prosecution faced by the US Attorney’s Office.

Pretrial reform is improving public safety and keeping low-level cases out of jail across many counties and states. Reform also helps reduce the overcrowdedness of jails and cost spent on pretrial detainees. Pretrial detainees account for two-thirds of America’s total jail population and cost the country about \$14 billion a year (Pretrial Justice Institute).



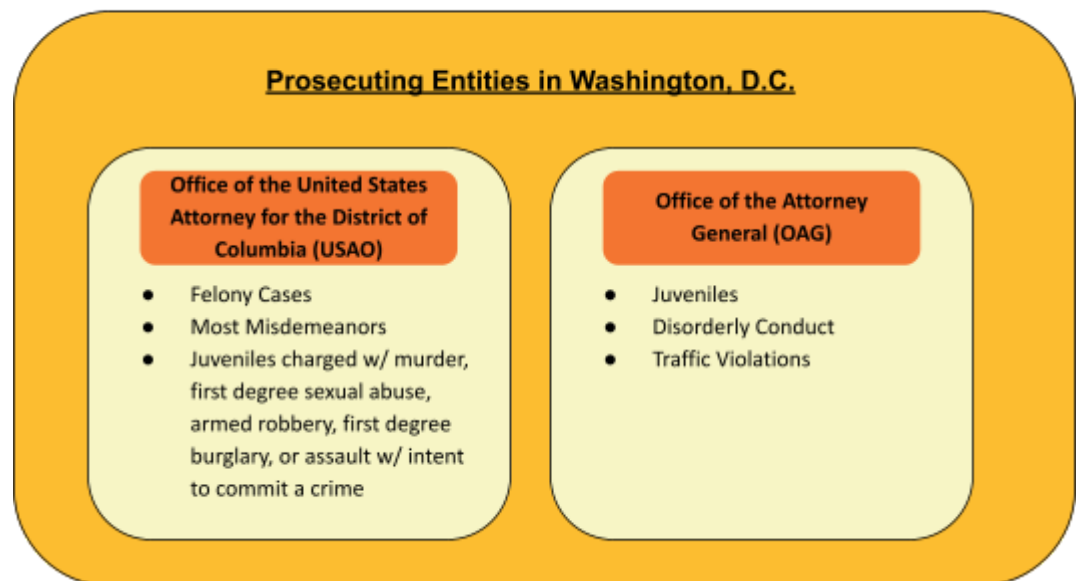
Through reform not only will it reduce spending, but also lead to having a positive impact on the communities.

V. Remote Papering, Revisited and Reimagined

Proposal: Based on the success seen in alternative models, one of which is currently in practice in Washington, D.C., this proposal recommends the implementation of a 24-hour officer-prosecutor hotline as a first step toward decreasing the declination rate and limiting prolonged contact with the criminal system. While implementation should be structured around the needs of the OAG and USAO, we offer the following recommendations based on what has been effective in alternate models:

- **Staffed by Prosecutors from both the OAG and USAO:** Washington D.C.'s position as a federal district dictates an equally unique criminal prosecution structure in which there are two separate prosecutorial bodies: the Office of the Attorney General and the Office of the United States Attorney for the District of Columbia. As a result, each office maintains jurisdiction over a particular set of offenses. (Figure 8).

Figure 8. Division of Prosecutorial Responsibilities in Washington, D.C.



While two separate hotlines for each office could be created, this could place a burden on arresting officers by forcing them to decide in the moment, the crime to be charged and who would have jurisdiction. However, a line staffed by both would make each office easily accessible and ensure that an officer is simply relaying the most immediate version of the facts, allowing prosecutors to consider their value to the prima facie elements of a case. Moreover, a jointly staffed hotline could facilitate charging decisions or evidence gathering

for other ongoing cases where the same individual is either involved or otherwise related.

- **Located in a Neutral Space:** Because we are recommending a single hotline, it should be placed in a central location that both offices may access. This can ensure that one office's goals aren't placed above the other. Moreover, placing the that is frequented by prosecutors from the OAG and USAO would ensure not only neutral ground but ease communication between the two bodies and officers who have follow up information or need to fill out paperwork related to the call they made to the hotline.
- **Charging Decisions May be Postponed:** While one goal of this proposal is to increase efficiency by decreasing the declination rate, this should not be done at the expense of a thorough and complete evidence gathering process. Prosecutors from either the USAO or the OAG should not feel pressured to make immediate charging decisions. Rather, when an officer calls they should feel comfortable to either make a charging decision immediately, or advise on evidence collection, questioning, and general process that would strengthen their case and ensure the arrested individual's rights remain protected.

Methodology: Because this policy change would not require any major fixed costs or startup costs, a simple cost benefit analysis (CBA) was used, with a one-year time horizon. While numbers are in real values in 2023, the cost benefit ratio should not be expected to vary year-over-year. Furthermore, the assumption made in the cost benefit analysis is that all cases that are not prosecuted would no longer have to go through the arrest, transport, and housing process in the event that remote papering was instituted. The cost benefit analysis assumes no increase or decrease in the total percentage of cases that are papered. The estimate of 10,261 no papered cases is based on the actual figure from 2022.

However, the U.S. Attorney's Office would have the agency, discretion, and ability to prosecute more cases as a result of better evidence collection and the collection of better evidence. By having prosecutors on the line with MPD officers on the scene, prosecutors would be able to help officers avoid illegal means of evidence collection that lead to cases being thrown out, and prosecutors would assist officers in their fact-finding mission. This increase in the ratio of cases papered and prosecuted is not reflected in the CBA because each case would fall under the full discretion of the U.S. Attorney's Office; however, the benefit of this increased agency to prosecute more cases should not be ignored.

The benefits to remote papering primarily come in the form of avoided costs. They are split into the benefits felt by DC taxpayers and the benefits felt by those residents who under remote papering would not have to go through the multi-day arrest process if their case was not being papered. This data was found in the DC budget, as well as through estimates from other offices.



The cost of remote papering is simply the cost of additional hires and additional prosecutor hours in the U.S. Attorney’s Office. The estimated cost was based on a setup where the remote papering hotline is staffed by four AD-29 salaried attorneys working eight-hour shifts each, every night. Additional costs could arise associated with the increased level of prosecuted cases; however, these potential costs were excluded, as they are up to the discretion of the U.S. Attorney’s Office, and each prosecutorial decision will be determined by weighing the unique costs and benefits of prosecuting each case.

Cost-Benefit Analysis: Figure 9 below is our core costs CBA examining the costs and benefits of introducing remote papering in DC, with additional notes in the Appendix. Introducing a 24/7 remote prosecutor hotline and remote papering could all but end this problem. Papering individuals at the scene of the crime would fast track those individuals able to be prosecuted through the system, without slowing it down with thousands of arrestees where the manner of evidence collected, the strength of evidence corrected, or the resources available to the USAO prevent the prosecution from proceeding anyway.

Figure 9. CBA Table: Costs and Benefits of Remote Papering

COSTS AND BENEFITS OF REMOTE PAPERING			
Net benefit (1 year): \$ 34,131,894.90		Benefit cost ratio: 40:1	
Item	Unit cost	Amount	Total cost
BENEFITS (AND AVOIDED COSTS)			
Transportation to stationhouse	\$3.50	10261	\$ 35,913.50
Transportation to CCB	\$3.50	10261	\$ 35,913.50
Overnight Hold	\$241.00	15391.5	\$ 3,709,351.50
Drug Testing	\$5.00	10261	\$ 51,305.00
Pretrial Services Agency Background Check	\$25.00	10261	\$ 256,525.00
Public Defender Service assigns attorney	\$90.00	10261	\$ 923,490.00
MPD Staff Hours	\$31.80	184698	\$ 5,873,396.40
Central Cell Block Security	\$2,724,000.00	1	\$ 2,724,000.00
TOTAL PROCESS COSTS AVOIDED			\$ 13,609,894.90
Financial Impact of arrested individual avoided	\$2,000.00	10261	\$ 20,522,000.00
IMPACTS TO ARRESTED INDIVIDUALS			\$ 20,522,000.00
TOTAL			\$ 34,131,894.90
Item	Unit cost	Amount	Total cost
COSTS			
US Attorney's Office Hours	\$72.00	11680	\$ 840,960.00
			\$ -
TOTAL			\$ 840,960.00



The impact of arresting so many individuals and holding them for multiple days before making a charging decision is felt far beyond the cost to the DC taxpayers, however. First and foremost, the arrest harms those who are arrested. Arrests have financial, professional, and psychological impacts on individuals in any circumstance. In DC, the whirlwind of different locations, the indignity of strip searches and urine testing, and the unsafe conditions of the Central Cell Block – where arrested individuals have died – are likely to have an even greater psychological and safety impact on individuals. Most of these harms are not quantifiable in a cost-benefit analysis; however, the financial impact can be estimated.

The Wall Street Journal funded a study that estimated the impact of an arrest even in cases where an individual was not ever convicted. For individuals ages 16-24 who were arrested but not convicted, their age 25 income was a median of \$2,000 less than those 25-year-olds who had never been arrested, implying that the cost of arrest itself was at minimum, an average of \$2,000 in future earnings. This is likely an extreme undercount, as it looks merely at point-in-time income, rather than lifetime income. However, even this low estimate dwarfs the full cost of remote papering by itself, laying out the enormous gap between the benefits and the costs.

VI. Conclusion

Prosecutor-officer cooperation is not a new concept; rather, it is a longstanding component of a more efficient and more effective prosecutorial system, that can diminish prosecutorial delays and their associated effects. If current behavior continues, Washington, D.C.'s current declination rate is set to continue climbing. Our proposal encourages the form of cooperation that has been proven effective in various forms across time and states. Moreover, it is rooted in protecting individuals and communities from the deleterious effects associated with prolonged contact with the criminal justice system. Accordingly, adoption would positively impact not just the prosecutorial bodies with a benefit to cost ratio of 49:1, but would also serve the broader community.



Appendix

Figure 1. Protections Against Delayed Prosecution

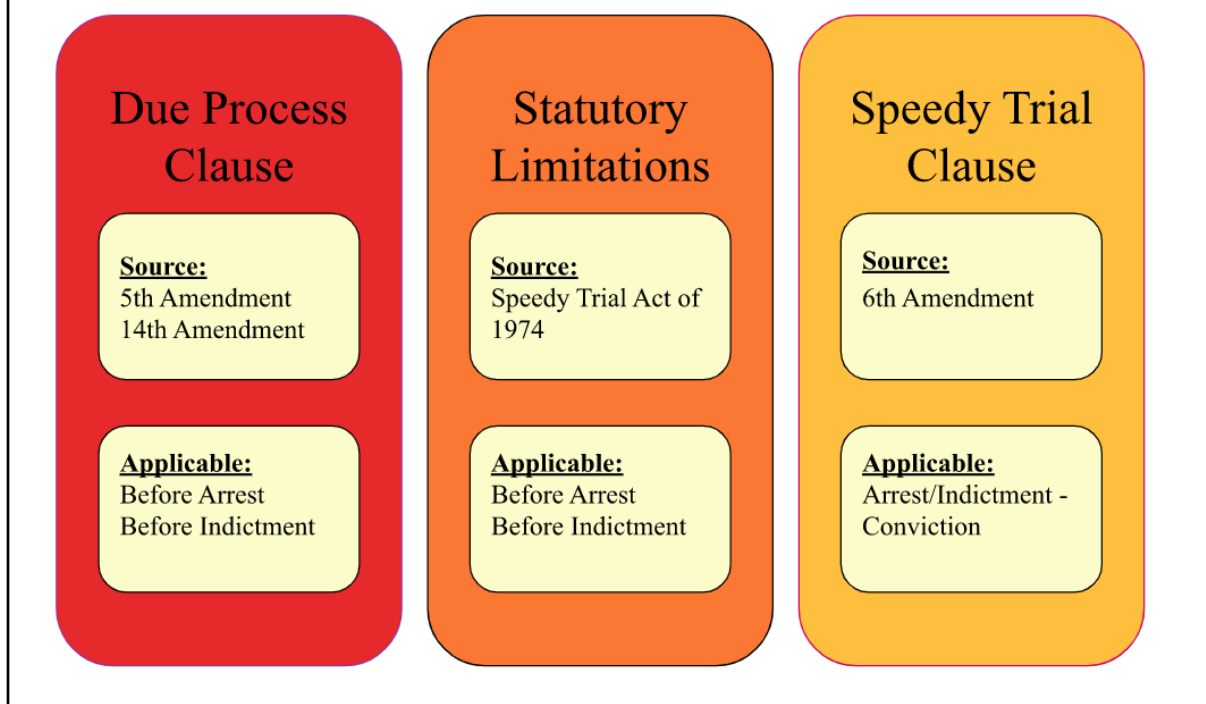


Figure 2. Arrested Individual's Path from Arrest to a Charging Decision

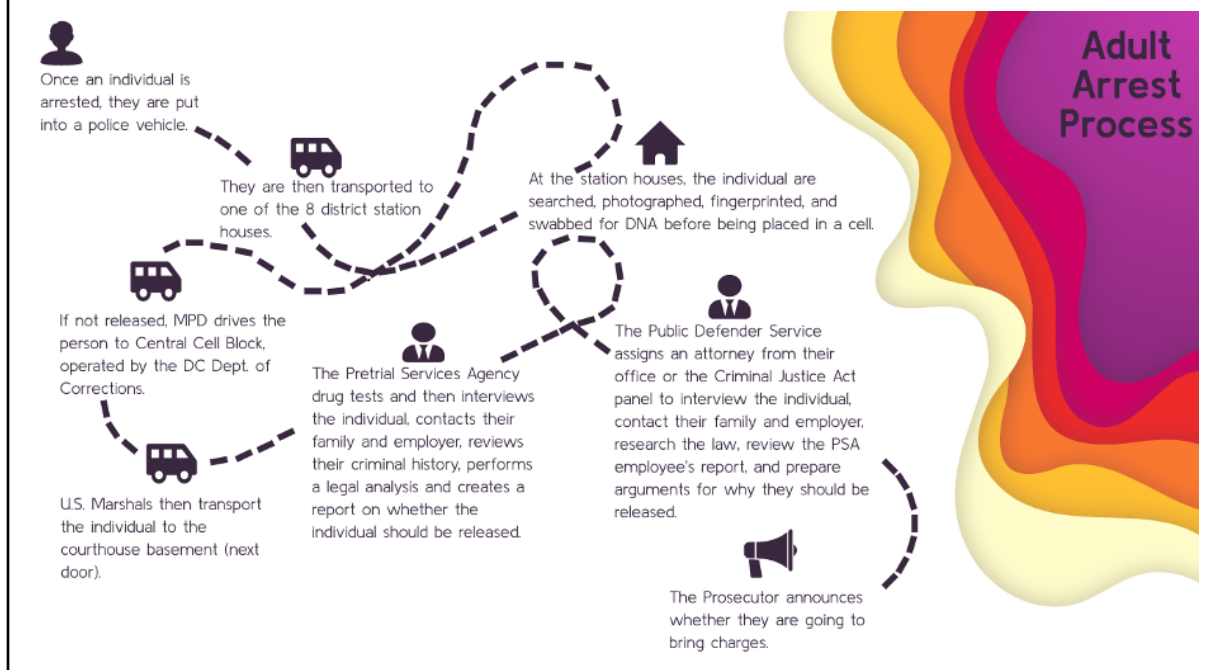


Figure 3. The Impact of Prosecutorial Delays

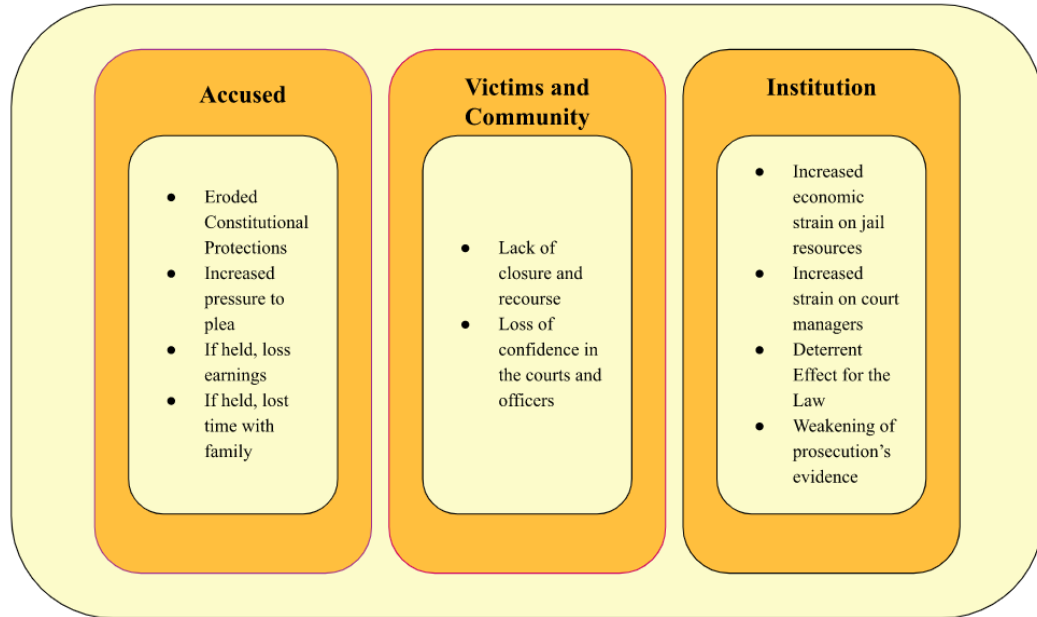


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Location	Offense	Year	Execution
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Figure 5. Fiscal Year 2022 Data from USAO on Case Declinations for Superior Court Matters

ARRESTS REVIEWED	Cases		Cases		Cases	
	Number	% of Total	Presented	% of Total	Declined	% of Total
Felony	3,827	25.00%	1,804	47.10%	2,023	52.90%
Misdemeanor	11,488	75.00%	3,250	28.30%	8,238	71.70%
Total	15,315	100.00%	5,054	33.00%	10,261	67.00%

Figure 6. Percent of Arrests USAO Declined to Prosecute in the District’s Superior Court Division

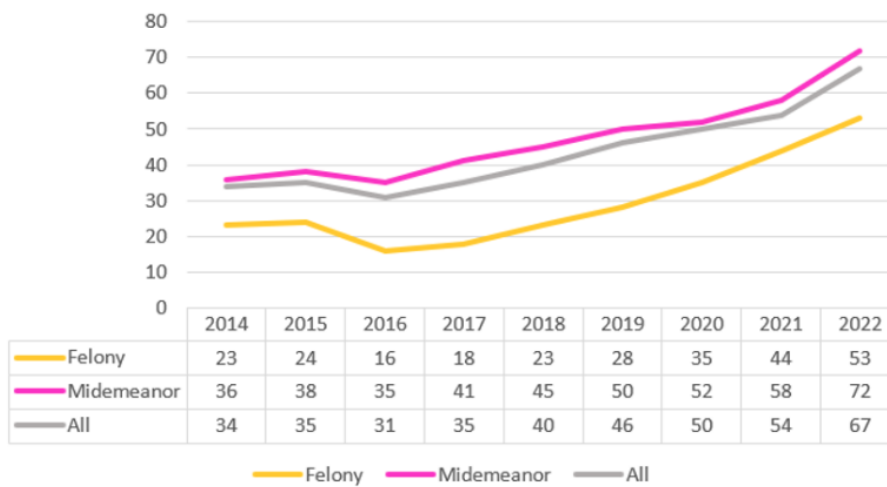


Figure 7. Alternative Models for Pretrial Reform

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			hours after being detained.	
Benefits	<p>Fewer people are charged with misdemeanors and detained pretrial – dropping the percentage from 47% in 2015 to 22% in 2021.</p> <p>Fewer misdemeanor convictions, shorter periods of being locked up, “failures to appear” and no increase in pretrial arrest for new offenses.</p>	<p>Between July 2017 and March 2020, 95% of individuals released pretrial were not arrested for a new violent crime.</p> <p>Only 13 out of more than 100,000 felony cases studied involved pretrial arrests for first-degree felonies.</p>	<p>Immediate pretrial release of some arrested individuals.</p>	<p>The hotline, combined with the opportunity for diversion, the OAG had just a 26% declination rate last year, despite facing many of the same challenges to prosecution faced by the US Attorney’s Office.</p>

Figure 8. Division of Responsibilities in Washington, D.C.

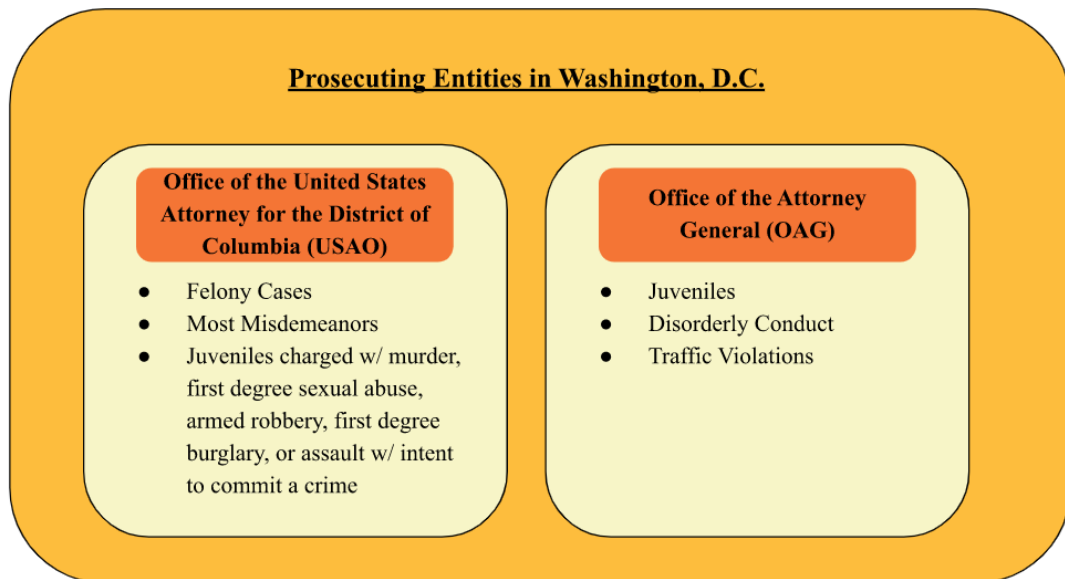


Figure 9. CBA Table: Costs and Benefits of Remote Papering

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Net benefit (1 year): \$40,502,878.75		Benefit cost ratio: 49:1		
Item	Unit cost	Amount	Total cost	Notes
BENEFITS (AND AVOIDED COSTS)				
Transportation to stationhouse	\$3.50	10261	\$ 35,913.50	Gas, vehicle depreciation and avg. maintenance
Stationhouse Meal	\$1.25	10261	\$ 12,826.25	e.g. two slices of bread, one slice of cheese, one slice of bologna
Overnight Holding	\$107.85	10261	\$ 1,106,648.85	Air Conditioning, Administrative Staff (excl. hourly rate for arresting officers)
Transportation to CCB	\$3.50	10261	\$ 35,913.50	Gas, vehicle depreciation and avg. maintenance
CCB Meal	\$1.25	10261	\$ 12,826.25	e.g. two slices of bread, one slice of cheese, one slice of bologna
Drug Testing	\$5.00	10261	\$ 51,305.00	https://www.ojp.gov/sites/g/files/xyckuh241/files/archives/ncjrs/dtest.pdf
Pretrial Services Agency Background Check	\$25.00	10261	\$ 256,525.00	PSA Investigator leads interviews and runs criminal history
Public Defender Service assigns attorney	\$90.00	10261	\$ 923,490.00	PDS hourly cost, assumed avg. of 1 billable hour prior to charging decision
MPD Staff Hours	\$31.80	492528	\$ 15,662,390.40	Arresting officers time spent arresting, transporting, supervising, generating police report, submitting evidence
Central Cell Block Security	\$2,724,000.00	1	\$ 2,724,000.00	Remote/Night Papering would remove the need for Central Cell Block - arrested individuals would move directly from precinct to DOC facilities
TOTAL PROCESS COSTS AVOIDED			\$ 20,821,838.75	
Financial Impact of arrested individual avoided	\$2,000.00	10261	\$ 20,522,000.00	Disparity in medium income (age 25) between those with no arrests vs those who were arrested but never convicted of a crime
IMPACTS TO ARRESTED INDIVIDUALS			\$ 20,522,000.00	https://www.wsj.com/articles/as-arrest-records-rise-americans-find-consequences-can-last-a-lifetime-1408415402
TOTAL			\$ 41,343,838.75	
COSTS				
US Attorney's Office Hours	\$72.00	11680	\$ 840,960.00	Cost of overnight hours/additional staff needed: 2 attorney's (avg'd using midpoint AD-29 salary, with 2 Assistant US Attorney's covering sixteen additional hours each day to staff the remote papering operation)
			\$ -	
TOTAL			\$ 840,960.00	



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