

FY 2011



Pretrial Services Agency for the District of Columbia: Organizational Assessment

Office of the Director

Office of Research, Analysis and
Development

Office of Human Capital Management

Community...Accountability...Justice

Introduction

The DC Pretrial Services Agency (PSA or Agency) is pleased to provide this formal organizational assessment for Fiscal Year 2011. PSA's mission is to assess, supervise, and provide services for defendants, and collaborate with the justice community, to assist the courts in making pretrial release decisions. This mission is the foundation through which programs are designed and executed. The Strategic Plan, with three strategic outcomes and 11 performance measures—all supporting PSA's and the Court Services and Offender Supervision Agency's (CSOSA) Critical Success Factors (CSFs)—provides the infrastructure for program management and evaluation and the basis for program decisions and direction. This report summarizes PSA's accomplishment of its mission in FY 2011 and describes the significant program accomplishments for the fiscal year under each critical success factor.

Strategic Planning and Outcomes

PSA's mission is to assess, supervise, and provide services for defendants, and collaborate with the justice community, to assist the courts in making pretrial release decisions. We promote community safety and return to court while honoring the constitutional presumption of innocence.

This mission is the foundation for all Agency programs and activities.

Consistent with its mission—and the legal status of pretrial defendants—PSA's three key strategic outcomes are:

- ✓ *Minimizing rearrests* among defendants released to the community pending trial, particularly new arrests on violent and drug crimes to help assure public safety.
- ✓ *Reducing failures to appear for scheduled court appearances* to help promote more efficient administration of justice.
- ✓ *Maximizing the number of defendants who stay on pretrial supervision with no pending requests for removal or revocation at the conclusion of their pretrial status* to encourage defendant accountability.

PSA's four CSFs and 11 supporting performance measures are linked to these strategic outcomes.

Strategic Planning Initiatives

PSA's major strategic planning focus in FY 2011 was implementing the revised GPRA Modernization Act of 2010 (PL 111-352). Signed into law by President Obama in January 2011, "GPRA 2.0" modernizes the Federal government's performance management framework. The Act reinforces key elements of the Administration's approach to improving the effectiveness and efficiency of government.

Similar to the Government Results and Performance Act of 1993, GPRA 2.0 emphasizes the use of goals and measures to improve outcomes in a limited number of policy areas, as well as management objectives in financial management, human capital, and procurement.

PSA's FY 2011 milestones under GPRA 2.0 include:

1. Designating its Deputy Director as the Agency's Chief Operating Officer (COO). The COO will provide overall organization management to improve Agency performance and achieve Agency goals through the use of strategic and performance planning, measurement, analysis, regular assessment of progress, and use of performance information to improve results.
2. Drafting the *FY 2012-FY 2016 Strategic Plan*, the first developed under GPRA 2.0 criteria. Staff involved with *Strategic Plan* development interviewed PSA's internal and external stakeholders for their opinions on the Agency's main strategic objectives and areas for improvement over the next four years. Staff also employed an environmental scan of strengths, weaknesses as well as opportunities and issues within the current and assumed future justice and community environment. Finally, staff used results from the 2011 Employee Viewpoint Survey to gauge PSA staff's knowledge of agency mission and goals and their perceived willingness to work towards identified strategic goals. The Strategic Plan will be posted on the PSA website as required by GPRA.
3. Dovetailing strategic planning with the human capital management strategic planning process. Staff of PSA's Office of Human Capital Management (OHCM) was involved in all of the interviews to determine the human resources needed over the next four years to meet strategic objectives. OHCM and the Training and Career Development Center have revised their annual work plans to correspond directly to the human capital management systems that are articulated in the Agency's Human Capital Plan. The plans are now fully aligned to the strategic goals and objectives established for the Agency in its Human Capital Plan.

FY 2011 Outcome and Performance Measure Accomplishments

For FY 2011, PSA met or exceeded all of its outcome measure targets:

- ✓ Eighty-eight percent of released defendants remained arrest free, meeting our established target.
- ✓ Eighty-eight percent of released defendants also made all scheduled court appearances, one percent better than the established target.
- ✓ Eighty-eight percent of defendants remained on release at the conclusion of their pretrial status without a pending request for removal or revocation due to noncompliance, 13 percent above the established target.

PSA also tracks the rate of rearrests on violent crimes and drug crimes as well as differences in pretrial misconduct between drug users and non users:

- ✓ PSA exceeded the established target for rearrests on violent crimes (one percent actual versus a three percent target) and met the four percent target of rearrests on drug crimes.
- ✓ Eighty-four percent of drug-using defendants remained arrest free, two percent better than the fiscal year target. Ninety-three percent of non-drug users remained arrest free in FY 2011, compared to the fiscal year target of 95 percent.
- ✓ Eighty-six percent of drug users (one percent above target) and 91 percent of non-drug users (matching the target) made all scheduled court appearances.

Outcome and Performance Measures for FY 2012 – FY 2015

GPRA 2.0 also requires Federal agencies to recommend outcome and performance measure targets for the ensuing two fiscal years. Recommended targets must be ambitious, but reasonable and linked to the agency's strategic mission and objectives. Consistent with GPRA 2.0 requirements, PSA's outcome and performance measure targets for FY 2012 through FY 2015 are based on the Agency's actual performance over the past five fiscal years as well as our expectation of appropriate and quality performance in our critical success factor areas of risk assessment, supervision, substance abuse treatment and mental health treatment integration, and partnerships. The targets also reflect improvements in data collection under our operational information system (Pretrial Real-time Information System Manager or PRISM) and our enhanced capacity to track, report, and analyze data and trends through PSA's Data Warehouse.

Outcome Measures

The FY 2012-2015 target for "rearrests on violent crimes" is two percent, one percent lower than in FY 2011. This new target reflects a correction to the data analysis programming that incorrectly included certain felony offenses as "violent" crimes.

Performance Measures

PSA is adjusting Measure 3.1 and 3.5's targets to 95 percent from 99 percent for FY 2012 onward. This reflects PSA's improving identification of referrals for initial substance abuse assessments in PRISM as well as increased sophistication and accuracy in measuring these data. PSA considers the 95 percent actual an "ambitious, but reasonable" future target, given that compliance to substance abuse and mental health assessment requests from pretrial staff is voluntary for pretrial defendants. Because assessments are not mandatory, unless court-ordered, expecting a near perfect compliance with the procedure is an unreasonable performance goal. For example, PSA recorded close to 4,000 substance abuse treatment assessment referrals in FY 2011. To reach the current 99% performance target, no more than 58 referred defendants would have to decline an assessment for the entire fiscal year. In FY 2011, the 95 percent target would allow for 200 declinations for the year, yet still ensure over 3,800 completed assessments.

Beginning in FY 2012, PSA will re-define the targeted defendant population under Measure 3.2 as those needing intensive outpatient or inpatient substance abuse treatment. These changes will allow PSA to direct substance abuse resources to defendants whose drug usage is more closely correlated to failure to appear and rearrest. For example, current literature on pretrial risk assessment suggests that severity of drug abuse and mental health issues are more important than a simple identification of need to placement decisions and outcomes. This also supports evidence-based practices in community supervision that stress matching supervision level (for example, sanction-based treatment and close supervision) to identified risk and needs levels. Finally, PSA believes tracking placement progress among higher-needs defendants will ensure that limited treatment resources are focused in areas that produce the greatest community safety and court appearance outcomes.

Significant Program Accomplishments

Critical Success Factor 1—Risk and Needs Assessment

	Performance Measures	FY 2011 Actual	FY 2011 Target	FY 2012 Target
1.1	Percentage of defendants who are assessed for risk of failure to appear and rearrest.	98%	96%	96%
1.2	Percentage of defendants for whom PSA identifies eligibility for appropriate appearance and safety-based detention hearings	95%	95%	95%

FY 2011 Accomplishments

- ✓ As of September 30, 2011, 22,514 arrestees were processed through the lock up. These resulted in 15,862 cases papered by the United States Attorney’s Office (USAO). PSA prepared Pretrial Services Reports (PSRs) for 15,692 (98 percent) of the papered cases.
- ✓ Court Services Program staff interviewed defendants in 13,432 papered cases (85 percent), and provided drug test result data in 13,264 PSRs (84 percent).
- ✓ Court Services decreased the number of cases called in arraignment court without a PSR—only 170 cases (less than one percent) were recorded during the fiscal year.
- ✓ PSA worked with its stakeholders, including the USAO, D.C. Superior Court, and the Metropolitan Police Department (MPD), to revise the criteria for citation release eligibility. As a result, 21,165 citation release investigations were conducted to determine if arrestees could be released directly from police custody pending arraignment. Based partly on these investigations, MPD cited and released 13,867 arrestees.
- ✓ PSA continued to collaborate with the D.C. Department of Youth Rehabilitation Services and D.C Superior Court Social Services Division on identifying youthful defendants who have pending juvenile cases and are charged as an adult in a new case.
- ✓ PSA staff conducted 463 Failure to Appear (FTA) investigations on defendants who missed scheduled court appearances. Staff attempted to contact defendants, verified the reason for the failure to appear, and submit a report to the assigned calendar judge outlining the investigation results and making a

PSA helps judicial officers make more informed release decisions by formulating and recommending the least restrictive conditions designed to promote court appearance and public safety.

recommendation for court action. Court Services staff also facilitated the surrender to court of 172 additional defendants who missed scheduled court dates and had outstanding bench warrants issued.

- ✓ Staff prepared 1,581 updated Pretrial Services Reports (PSRs) for defendants who were held for a preliminary/detention hearing following their initial appearance. In addition, PSA fully implemented new procedures that require PSOs to provide the court with information on all prior papered arrests (rather than just convictions) at detention hearings for defendants charged with violent and weapons offenses.
- ✓ To support the PRISM system upgrade, Court Services staff facilitated the drafting of the *Court Services Diagnostic Manual*. The manual provides program staff with detailed instructions on conducting a diagnostic interview and investigation, procedures on using PSA's risk assessment to help formulate recommendations for release and detention, and step-by-step instructions on logging work into PRISM 3.2.

Critical Success Factor 2—Close Supervision

	Performance Measures	FY 2011 Actual	FY 2011 Target	FY 2012 Target
2.1	Percentage of defendants who are in compliance with release conditions at the end of supervision.	78%	77%	77%
2.2	Percentage of defendants whose noncompliance is addressed by PSA either through the use of an administrative sanction or through recommendation for judicial action.			
	Drug Testing Violations	89%	80%	80%
	Contact with PSA Violations	84%	70%	70%
	Sanction-based Treatment Program Violations	84%	80%	80%
	Electronic Surveillance Violations	97%	92%	92%

FY 2011 Accomplishments

- ✓ General Supervision Units supervised 18,108 defendants during FY 2011, including 14,275 defendants ordered into the program during that time.
- ✓ High Intensity Supervision Program (HISP) handled 1,550 higher risk defendants, including 1,170 defendants ordered into the program during the fiscal year. This included 1,426 defendants placed on electronic surveillance (702 cellular EM placements, 579 GPS placements, and 145 landline placements). In addition, HISP managed 587 defendants ordered into the Department of Correction’s halfway houses, including 531 placed during the fiscal year. On September 30, 2011, the HISP caseload stood at 340 higher-risk and electronically monitored defendants and 88 defendants under halfway house supervision.
- ✓ PSA developed a computer interface with its electronic monitoring vendor. The interface allows all defendant infractions from PSA’s electronic monitoring vendor to be downloaded directly into PSA’s automated system (PRISM). This will allow timely response to infractions and assist PSA with capturing electronic monitoring trends.
- ✓ A case management module (PRISM 4.0 Dashboard) was designed to assist PSOs in prioritizing their work with large caseloads. The module allows for quality oversight by supervisors and the Deputy Director of Supervision. This will improve PSA’s responses to infractions.

- ✓ PSA improved defendant supervision by developing with the Superior Court a “Report to PSA as directed” condition for appropriate defendants. This requirement gives PSA more discretion on how and when defendants report to PSA. PSA anticipates that this change will improve the efficiency and quality of supervision by allowing PSA to respond to defendant compliance and noncompliance to supervision more quickly.

- ✓ PSA developed a quality control plan for its supervision programs.

Critical Success Factor 3—Treatment and Related Services

	Performance Measures	FY 2011 Actual	FY 2011 Target	FY 2012 Target
3.1	Percentage of referred defendants who are assessed for substance abuse treatment	97%	99%	95%
3.2	Percentage of eligible assessed defendants placed in substance abuse treatment programs	50%	50%	50%
3.3	Percentage of defendants who have a reduction in drug usage following placement in a sanction-based treatment program	84%	74%	74%
3.4	Percentage of defendants connected to educational or employment services following assessment by the Social Services and Assessment Center	97%	92%	92%
3.5	Percentage of referred defendants who are assessed or screened for mental health treatment	95%	99%	95%
3.6	Percentage of service-eligible assessed defendants connected to mental health services	82%	80%	80%

FY 2011 Accomplishments

Integrated into close supervision, substance abuse treatment and mental health services help PSA address two significant risk factors in the local defendant population. Provision of social services also helps mitigate other health and life skills deficiencies common to higher-risk defendants.

✓ To ensure continued effectiveness, PSA launched external research assessments of PSA’s Drug Court Program, the Superior Court Drug Intervention Program (SCDIP), and the internal intensive outpatient treatment program, PSA Support, Treatment and Addiction Recovery Services (PSA STARS). While the PSA STARS assessment is on-going, the assessment phase of the SCDIP study is complete and entering the implementation phase. Among the many favorable findings of the assessment were the recognition that SCDIP is implemented largely within “the guidelines of the 10 Key Components (of drug courts)” and its adoption of a variety of evidence-based treatment interventions.

- ✓ This year, PSA completed an exhaustive solicitation process and entered into new five-year contracts with eight community based treatment centers to provide treatment services for substance dependent defendants. To address the rising population with co-occurring substance and mental health-related disorders, all contractors were required to have the capability to provide service to eligible dually diagnosed defendants.
- ✓ In FY 2011, PSA completed 3,847 initial and 1,233 subsequent Addiction Severity Index substance abuse assessments and 620 Triage Assessment of Addictive Disorders alcohol assessments. Eighty-two percent of the initial assessments indicated that the defendant needed treatment. PSA placed 1,569 defendants into substance abuse treatment, including 1,517 into sanction-based treatment.
- ✓ The Superior Court Drug Intervention Program (SCDIP) managed 1,037 defendants, including 723 defendants placed into the program during the fiscal year. In FY 2011, 272 defendants graduated the program and 17 exited early but were compliant with treatment requirements. (These numbers include some defendants who were placed in the program during the previous fiscal year). On September 30, 2011, SCDIP managed 356 defendants, a 13 percent increase over the number of SCDIP participants at the end of FY 2010 (314).
- ✓ The New Directions Program supervised 916 defendants — 697 of whom were placed into the treatment program during the fiscal year. Unlike SCDIP, these defendants' cases appear on multiple criminal calendars whose timelines often do not facilitate defendants' completing treatment prior to case disposition. If sentenced to a term of probation, defendants continue their treatment with CSOSA. On September 30, 2011, 195 defendants were under New Directions treatment and supervision.
- ✓ One hundred twenty-seven defendants were under sanction-based treatment contracts, including 97 defendants ordered into treatment during this period. The sanction-based program is designed for those defendants who are not eligible for SCDIP or New Directions. On September 30, 2011, 21 defendants were under sanction-based treatment and supervision.
- ✓ A total of 2,557 mental health assessments were completed on 2,492 defendants. PSA staff completed 1914 assessments and Department of Mental Health staff completed 643. Of the defendants assessed, 83 percent needed treatment or adjustments to current treatment.
- ✓ The Specialized Supervision Unit (SSU) supervised 2,374 defendants needing mental health services, 1,774 of whom were placed into the unit during the fiscal year. The SSU caseload on September 30, 2011 stood at 660, a 10 percent increase in census over the same period last year (600). To better manage the rising SSU population, additional FTEs were moved to the SSU and a second team was added.
- ✓ As an expression of PSA's enhanced commitment to providing treatment PSOs with robust clinical supervision, 237 individual and 24 team clinical supervision sessions were provided by members of the clinical leadership team. Additionally, clinical leadership team members provided 158 group observations and 492 clinical staffings/case reviews.

- ✓ PSA Treatment staff facilitated 2,484 treatment group sessions for a total of 3,726 group hours.
- ✓ PSA continued to operate its Drunk Driving/D.C. Misdemeanor Initiative (DCMTI). This program supervises persons processed in D.C. Misdemeanor and Traffic Court who require drug surveillance, substance abuse treatment or mental health services as conditions of release. Defendants released to DCMTI are required to submit to regular drug surveillance and, when appropriate, are connected to community-based treatment and service providers. In FY 2011, DCMTI supervised 1,514 defendants, with 1,038 defendants ordered into supervision during that period. Eighty-two percent of DCMTI defendants presented an alcohol abuse or alcoholism issue.
- ✓ The Mental Health Community Court (MHCC) served 668 defendants during this fiscal year, 500 of whom were placed during this fiscal year. The MHCC placed 284 defendants on diversion agreements during the fiscal year. The diversion court also recorded 231 participants who had their cases dismissed due to successful completion of diversion requirements. PSA continued to assess and recommend eligible defendants for participation, provide close supervision and referrals for mental health and substance abuse treatment, and report compliance to the court. Additionally, a dedicated PSO court representative was assigned to the Mental Health Community Court, which began accepting certain defendants charged with non-violent felonies in FY 2011. As of September, 2011, the MHCC had certified approximately 118 felony charged defendants and expanded to convening three days per week.
- ✓ After PSA completed a successful pilot project on random drug testing for newly-placed defendants in New Directions, random testing was implemented throughout the New Directions Program. Planning is now underway to implement random testing in the SCDIP as well.
- ✓ To improve the quality and efficiency of the PSA addiction assessments, the SSAC began utilizing new ASI software—Accu-Care. The Accu-Care software provides an enhanced ASI with an expanded mental health section and automated summaries that are consistent with the American Society of Addiction Medicine (ASAM).
- ✓ Treatment staff members worked with Office of Information Technology staff and contractors to develop the requirements for major enhancements to PRISM. This enhancement creates a module for implementing PSA STARS, including automated schedules, rosters, and reports. User testing has been completed and implementation is expected shortly.

Critical Success Factor 4—Partnerships

	Performance Measures	FY 2011 Actual	FY 2011 Target	FY 2012 Target
4.1	Number of agreements established and maintained with organizations and/or agencies to provide education, employment, or treatment related services or through which defendants can fulfill community service requirements	22	20	20

FY 2011 Accomplishments

- ✓ PSA continued participation in GunStat, a collaborative District-wide effort initiated in FY 2008 aimed at tracking gun cases through the criminal justice system to identify trends and system strengths and weaknesses in the handling of these cases. This effort is now focused on those persons who are considered to be major violators as identified by law enforcement. PSA met monthly with other stakeholders in the DC criminal justice system to discuss the status of cases already in the system. During FY 2011, this collaboration was extended to include gang-related activity and has been credited by the MPD Chief of Police as resulting in the District’s continuing success in the reduction of homicides.
- ✓ PSA continued its collaboration with the D.C. Superior Court’s East of the River Community Court (ERCC). ERCC made 430 community services referrals to agencies east of the Anacostia River. These resulted in 390 defendants’ completing 8,670 hours of service within the East of the River community during FY 2011. To meet the rise in demand for community service host sites expected to result from an increase in the number of hours required for each ERCC defendant, PSA entered into two new agreements with community service hosts.
- ✓ PSA signed a Memorandum of Agreement to formalize information sharing with CSOSA, the DC Superior Court’s Social Services Division and D.C.’s Department of Youth Rehabilitation Services (DYRS) on persons who are under joint supervision by these agencies. As a result, Pretrial Services Officers of the Supervision program are working more closely with these criminal justice partners and have access to current, reliable information on arrestees or defendants under supervision of other agencies when preparing pretrial services reports and recommendations to the courts.

Effective partnerships with the courts, law enforcement, and community enhance PSA’s supervision procedures; increase the community’s awareness of PSA’s public safety role, and offer treatment, service, and diversion opportunities to supervised defendants.

- ✓ Along with the Director of the D.C. Department of Mental Health, PSA's Director serves as co-chair of the CJCC's Substance Abuse Treatment and Mental Health Services Integration Taskforce. Since its inception, this Taskforce has undertaken significant work in planning and coordinating efforts to connect mental health treatment, substance abuse treatment, and treatment services for persons in the criminal justice system who have co-occurring disorders. In FY 2011, PSA worked collaboratively with the D.C. Superior Court, the USAO, and the defense bar to expand the mental health services and diversion opportunities provided in the D.C. Superior Court Mental Health Community Court to defendants who have been charged with certain non-violent felony offenses. Previously, such diversion options were only available to defendants with misdemeanor charges. Implementation of this expanded diversion program began in October, 2010.
- ✓ PSA actively participated with CSOSA and the D.C. Department of Mental Health (DMH) to update, renew and newly execute the MOU that originally was signed in 2005 to coordinate our respective responsibilities and goals for helping individuals with mental illness and dual diagnosis conditions who are involved in the criminal justice system to succeed under supervision. This MOU recognizes that each agency must develop specific approaches to supervision, service provision and case management for this population. PSA, along with CSOSA, specifically seeks to enhance and expand its ability to be more effective in identifying, case managing, and supervising this population through the establishment of special supervision options for mentally ill defendants.
- ✓ PSA also is supporting the CJCC's Case Initiation project that will automate the filing of adult criminal cases in the District of Columbia Superior Court from arrest through prosecutorial action to actual case filing. This electronic exchange will forward case information (both data and documents) among the participants through a new secure messaging infrastructure. The benefits will be improved defendant identification, fewer mistaken identity cases, faster case filing from prosecutors, and a more efficient arraignment process.
- ✓ In August 2011, PSA joined the United States Attorneys Office, the Metropolitan Police Department, the D.C. Superior Court, and the Criminal Justice Coordinating Council in coordinating the *DC Safe Surrender Program*. DC Safe Surrender allowed persons wanted for non-violent felonies or misdemeanors in the District of Columbia to surrender voluntarily in a safe environment. The program assured that these individuals would be treated fairly, with dignity and in a safe and professional environment. Most importantly, DC Safe Surrender helped reduce risk in neighborhoods where fugitives resided, as well as the risk to the law enforcement officers who pursue fugitives. Under the initiative, PSA helped facilitate the safe surrender of 856 individuals in 912 cases.

Forensic Toxicology Drug Testing Laboratory

Testing for illicit drug use by defendants, offenders and other populations, the Forensic Toxicology Drug Testing Laboratory (FTDTL) performs a line function that is critical to all four CSF's for PSA and supports CSOSA as well. Sixty-eight percent of pretrial programs nationwide now use drug testing as a condition of supervision. PSA, however, is among only a handful with in-house full service laboratories. Additionally, the FTDTL is certified by the Department of Health and Human Services as meeting quality standards established by Congress, and is staffed by professionals with credentials in forensic toxicology, forensic science, medical technology, chemistry, and biology.

Monitoring drug use facilitates risk assessment, enables close supervision and the prediction of future criminality, measures success of drug treatment, is key to effective supervision of those on pretrial release and probation and parole, provides data for law enforcement partners and provides additional service to the DC Superior Court in testing for juveniles and families.

FY 2011 Accomplishments

- ✓ FTDTL conducted 3,470,274 drug tests on 538,272 urine samples of persons on pretrial release, probation, parole, and supervised release, as well as for persons (juveniles and adults) whose matters are handled in the DC Family Court. These results are critical to assessing risk and needs levels. Approximately 52 percent of the pretrial defendants tested in FY 2011 (11,066 of 21,244) had at least one positive test.
- ✓ The laboratory continues to experience increased requests for GC/MS confirmations. The total number of confirmations performed in FY 2011 was 9,096. This represents a nine percent increase from FY 2010. Additionally, the laboratory staff performed over 29,000 levels analysis. These interpretations are essential to the courts for determining continued drug use by a defendant. The FTDTL processed approximately 860 affidavit requests and provided technical toxicological information to assist the courts. Laboratory staff served as expert witnesses approximately 240 times to interpret drug test results in the face of challenges by defendants. Continuing education and training seminars to incoming drug court Judges, PSOs, and CSOs were also provided as needed.
- ✓ The availability of our GC/MS/MS (Tandem Gas Chromatography Mass Spectrometer) instrument continues to be a valuable tool in the identification of Levamisole in the urine samples of some D.C. defendants and offenders who test positive for cocaine use. The technology has also been successful in leveraging the identification and quantification of buprenorphine (Suboxone), and designer stimulants (bath salts). Progress is also being made in the identification of designer marijuana (K2 Spice) in urine samples. Finally, this technology enabled the laboratory to successfully resolve a problem, arising from interference in EMIT screening assay by a common cough additive. The laboratory noted that certain cough medications containing dextromethorphan (DM) were being abused, and the subsequent presence of DM in affected urine samples interfered with the outcome of PCP screening tests.

Toward the end of the year, the laboratory conducted a pilot study using a different assay kit (Microgenics), to monitor the probable presence of PCP in urine samples because of the interference caused by DM when using the current standard assay kit for screening. This new kit proved effective in eliminating the interference caused by DM in PCP cases and was chosen as a replacement for the rapid and efficient screening for PCP in urine samples. The FTDTL began two other pilot studies using screening assay kits for the detection of 6-MAM and buprenorphine, respectively. These screening assays are being investigated to facilitate the rapid identification of the use of heroin, and the emergence of the use of buprenorphine.

- ✓ The laboratory also embarked on a paperless initiative for cost-efficient, easy retrieval of data, and minimizing space utilization for long term storage of paper documents. This program is expected to continue and extend to all suitable aspects of the laboratory operation.
- ✓ The laboratory continues to play a vital role in facilitating Oral Fluid Reference Testing, begun in FY 2010. FTDTL staff review oral fluid results obtained from an independent external laboratory and make a technical interpretation prior to submission to CSOs, PSOs, and the courts. This testing provides valuable assessment of individuals who normally would not be evaluated for drug use due to the inability to submit urine specimens. The program has expanded from a few samples per week (5 to 6) to as many as thirty samples per week. We expect our involvement and use of this mode of testing to continue to grow and possibly lead to in-house oral fluid testing in the FTDTL.

Other Management Accomplishments

Audit and Program Reviews

Audit, program review and process efficiency continued to be part of PSA management operations. Examples of reviews and audits, with results, follow.

- ✓ The most recent (FY 2010) independent financial audit, conducted by KPMG, resulted in an “unqualified” (clean) opinion and found no significant issues and verified that PSA’s financial records accurately reflected the financial condition of the Agency; no material weaknesses were found requiring action by the Agency.
- ✓ OHCM continued regular internal audits; the following are examples.
 - Time and attendance records: these are audited at least once for each unit during the calendar year; all audits for 2011 have been completed and any issues have been resolved.
 - Internal and external hiring: actions are audited to assess legal and regulatory compliance; all actions that have been completed to date have been audited; all identified issues have been resolved.

- Time to Hire: PSA fully implemented OPM's 80-day end-to-end hiring metric, tracking all hiring actions and reporting to OPM as required. Since initial implementation in FY 2010, PSA has steadily improved its time to hire, meeting or exceeding it, on average for three of four quarters in FY 2011.

Business Processes and Information Technology

- ✓ The Agency continued to improve its information technology posture and to utilize technology to streamline processes and improve data sharing with its customers. Accomplishments in this area include:
 - PRISM was moved to the Microsoft.NET framework, allowing PSA to take advantage of the latest technology platform. This will improve system performance, optimize Pretrial Services Reports, and eventually allow PSO's to complete on-line wireless interviews.
 - PRISM 3.2 was implemented, simplifying production of the Pretrial Services Report and facilitating risk assessment and release recommendations to the Court. Work also began on PRISM 4.0 which includes a new treatment module and a new electronic monitoring module, both of which are awaiting user testing and training, with full deployment expected in FY 2012.
 - PSA implemented Windows 7 to increase security and ensure compliance with Federal standards.
 - Data sharing efforts included the Case Initiation Project and improved and targeted information on bench warrants.

Strategic Human Capital Management

- ✓ The FY 2011 Employee Viewpoint Survey, completed in February 2011, included all PSA employees and was proactively supported by PSA management. As a result, more than 57 percent of PSA employees completed the survey. Although the results of this survey are available in full detail, the highlights below show that PSA's index scores across the four HCAAF systems exceeded that of the federal workforce sample:
 - Leadership and Knowledge Management: 73 percent for PSA as compared to 65 percent for the federal workforce sample;
 - Results-Oriented Performance Culture: 61 percent for PSA as compared to 58 percent for the federal workforce sample;
 - Talent Management: 72 percent for PSA as compared to 69 percent for the federal workforce sample;
 - Job Satisfaction: 72 percent for PSA as compared to 70 percent for the federal workforce sample.

In addition to scoring higher than the federal workforce sample on the HCAAF indices, PSA employees provided more positive responses than the federal workforce sample on about 90 percent of the survey questions. These responses highlight strengths across work experiences, unit performance, agency-level practices and accomplishments, management performance, leadership and flexible work place options.

- ✓ OHCM and PSA management continue to foster effective labor-management partnerships and comply with law and regulation; examples of results include:
 - To implement Executive Order 13522, requiring that agencies monitor improvements in labor-management relations, PSA, worked through the existing bi-weekly Labor Management Forum and established working groups to identify required quantitative and qualitative data needed and to develop methods for extracting and analyzing this information.
 - In further response to this Order, all PSA managers and supervisors completed training on pre-decisional involvement.
 - The Collective Bargaining Agreement was renegotiated; the new agreement is pending ratification and is expected to be in place by the end of the first quarter in FY 2012.
 - The PSA Annual Training and Professional Development Conference included a joint management/union Labor Management Relations Panel forum, an open venue for all Agency employees to pose frequently asked questions to both union and management panel members on relatively common work life issues.
 - In FY 2011, PSA began requiring that all new supervisors complete a two-day training course, “Managing in a Bargaining Unit Environment.”
- ✓ PSA continued outreach to groups that are underrepresented in the work force, with particular focus on Hispanic recruitment. PSA is researching and building relationships with organizations with a high constituency of Hispanics and organizations with the ability to connect Hispanic job seekers with the organization. Accomplishments included:
 - PSA staff volunteered at the 2nd Annual Maryland Hispanic Youth Summit, hosted by the Hispanic College Fund. More than 200 local Hispanic high school students come together to develop a network of peers and mentors, learn about resources and tools for college, and develop a long-term career vision
 - PSA created a partnership with the Hispanic Association of Colleges & Universities (HACU) and hosted its first HACU intern from June 2010 through August 2010.
 - Recruitment efforts focused on Hispanic-serving institutions which include the John Jay College of Criminal Justice and the University of Maryland at College Park. In an effort to expand outreach, PSA continues to send vacancy announcements to the National Association of Latino Fraternal Organizations group.
- ✓ PSA continued to support Special Emphasis Committees and Equal Employment Opportunity initiatives with CSOSA, making staff available on a regular basis for these important efforts. A PSA employee leads the Federal Women’s Committee; another leads the Hispanic Program Committee; and a third chairs the Disability Employment Program Committee. Other PSA employees participate on these and other committees on an ongoing basis.
- ✓ The supervisory mentoring program was again required for all new supervisors and the fifth iteration of the nonsupervisory mentoring program was offered to eligible employees. PSA also offered a number of graduate school developmental opportunities such as the Executive Leadership development Program and Aspiring Leader Program as well as training at the Center for Creative Leadership and the American Management Association.

- ✓ An upgrade of the learning management system was funded in FY 2011 and is scheduled to begin in early FY 2012.
- ✓ A number of work life and wellness programs were either enhanced or continued in FY 2011. Examples follow.
 - PSA created a stand-alone article in the Agency Collective Bargaining Agreement (CBA) with the American Federation of Government Employees (AFGE) Local 1456, committing to maintaining a quality work environment by promoting and fostering work/life balance initiatives that enhance employee morale, support good job performance, and improve recruitment and retention.
 - Alternative Work Schedules (AWS) provide employees flexibility and are available for all PSA employees, replacing the traditional fixed five days a week, 8 ½ hour a day work schedule. Through the agency/union collective bargaining agreement, PSA has implemented flexible work schedules such as the use of credit hours and gliding work schedules, as well as compressed work schedules allowing employees to work 5-4-9 and 4-10 work schedules.
 - PSA's telecommuting program has expanded to include virtually every position in the Agency on at least an occasional use basis; the telecommuting policy was significantly revised to implement the 2011 Telework Enhancement Act.

Summary

As we face the challenges of the 21st century, the federal government must strive to build high-performing organizations. Nothing less than a fundamental transformation in the people, processes, technology, and environment used by federal agencies to address public goals will be necessary to address public needs. In high-performing organizations, management controls, processes, practices, and systems are adopted that are consistent with prevailing best practices and contribute to concrete organizational results. Ultimately, however, the federal government needs to change its culture to become more results oriented, client- and customer-focused, and collaborative in nature.

(General Accounting Office (2004). High-Performing Organizations: Metrics, Means, and Mechanisms for Achieving High Performance in the 21st Century Public Management Environment)

FY 2011 presented significant challenges for PSA, primarily in resource and human capital management, as appropriations were delayed until March, 2011, the Federal government faced a possible shutdown during the budget crisis and PSA continued to operate with a long-standing vacancy in the position of executive position of Associate Director for Operations. Notwithstanding these potential impediments, PSA continued its record of successful mission accomplishment, as evidenced by the qualitative and quantitative data contained in this assessment. The Agency also complied with major Federal initiatives, including implementation of GPRA 2.0 and development of the Agency's new strategic plan. Internal management milestones included collaboration with the Office of Personnel Management to obtain authorization to fill the Associate Director of Operations position; publication of the joint CSOSA/PSA policy on Senior Executive Service position management and recruitment; renegotiation of the Collective Bargaining Agreement; and publication of a new telework policy with extension of the program throughout the Agency where consistent with mission accomplishment. While the program accomplishments and accompanying statistics reflect PSA's success, the 2011 Employee Viewpoint Survey similarly reflects the overall state of the work force and its satisfaction in the work place. PSA employees' positive responses exceeded the Federal average on approximately 90% of the questions.

Anticipating additional financial challenges for FY 2012 and beyond, PSA leadership has already developed and begun implementing strategies to mitigate potential negative impact on mission accomplishment. Under a Continuing Resolution, with the Agency operating at funding levels below those of FY 2011, resource management is a critical consideration. Plans are in place to allocate available resources, consistent with evidence-based practices, for maximum return on investment. Treatment funds have been reduced, with services directed to defendants with the greatest need. Testing for marijuana has been reduced and supervision resources are being directed to the highest risk defendants. Information technology is even more critical in this operating environment; expansion and improvement of the Electronic Monitoring program, to be implemented in FY 2012, is an example of this technology utilization. Collaboration with our criminal justice partners will likewise become more critical as all agencies experience resource shortfalls. PSA is confident that we can maintain our current levels of quality service to the courts, defendants and the community.