



Congressional Budget Justification and Performance Information Fiscal Year 2007

Susan Shaffer
Director

Cliff Keenan
Deputy Director

Spurgeon Kennedy
Operations

Johnny Cahn
*Finance and
Administration*

Donald Brady
Human Resources

Ron Hickey
*Management
Information Systems*

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District of Columbia
**Pretrial
Services
Agency**



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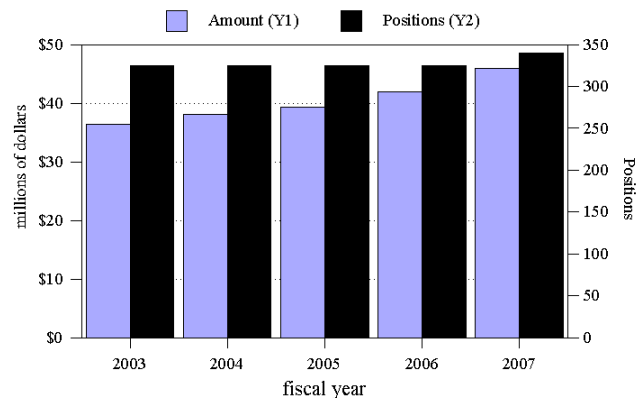
In Brief

Funding History

As a new Federal agency, PSA experienced dramatic growth in both funding and number of positions between FY 1998 and FY 2003. Since FY 2003, PSA's authorized number of positions has remained unchanged at 325 and funding increases have been, for the most part, limited to inflation adjustments.

For FY 2007, PSA is requesting \$2.471 million and 15 FTEs in program increases, in the area of supervision. In addition, PSA is requesting \$1.952 million in pay increases and non-personnel inflation adjustments. PSA's total FY 2007 request is \$4.423 million, or 10.6 percent, above its FY 2006 enacted level.

Pretrial Services Agency
Increase in Funding and Positions
fiscal year 2003-2007



Supervision Caseloads

Current Supervision Caseload Ratios
June 2005

Category	PSOs	Defendants	Ratio
GENERAL			
Condition Monitoring/ Courtroom Support	16	655	
Extensive Supervision	26	3,225	124:1
Community Court	5	384	77:1
Subtotal – General	47	4,264	
SPECIALIZED	49	1,245	25:1
DISTRICT COURT	4	362	91:1
	100	5,871	
BENCH WARRANTS		2,741	
Total Supervision		8,612	

Defendants with extensive supervision conditions within the General Supervision group account for approximately 55 percent of all cases with pretrial conditions of release. Defendants who fall into this category have been charged with a range of offenses—from serious misdemeanors to dangerous and violent felonies. Even though many of the felony defendants are potentially eligible for pretrial detention based on their charge (e.g., robbery, burglary, aggravated assault) or criminal history (e.g., a pending case or on probation), the Court has determined that initial supervised release placement in the community

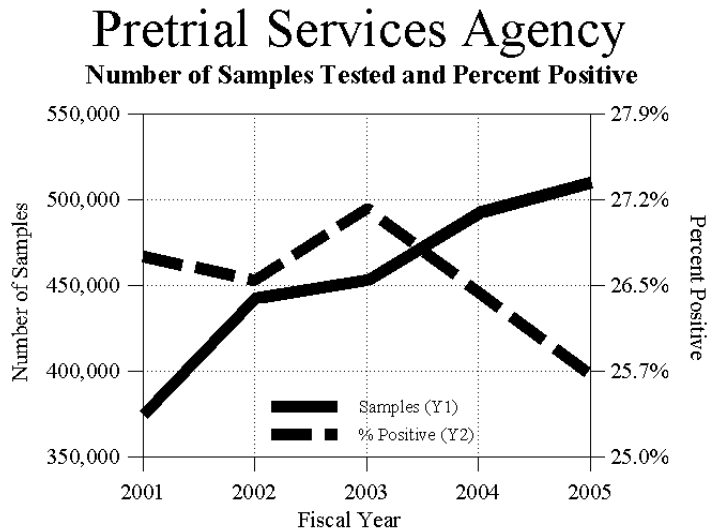
under extensive conditions is appropriate. The Court's expectation, however, is that, in order to ameliorate the risk to public safety while on pretrial release, conditions such as drug testing and regular reporting will be closely supervised by PSA and violators will be promptly reported to the Court. This expected and statutorily required response does not occur in all cases because of extremely high caseload ratios. The caseload ratio for this group is approximately 124:1 (June 2005).

Drug Testing

The PSA Forensic Toxicology Drug Testing Laboratory conducts drug testing for pretrial defendants under PSA's supervision and for offenders under CSOSA's supervision (probation, parole, and supervised release). In FY 2005, PSA conducted drug tests on over 500,000 urine samples collected from defendants and offenders (*each sample can be tested for up to seven different drugs*).

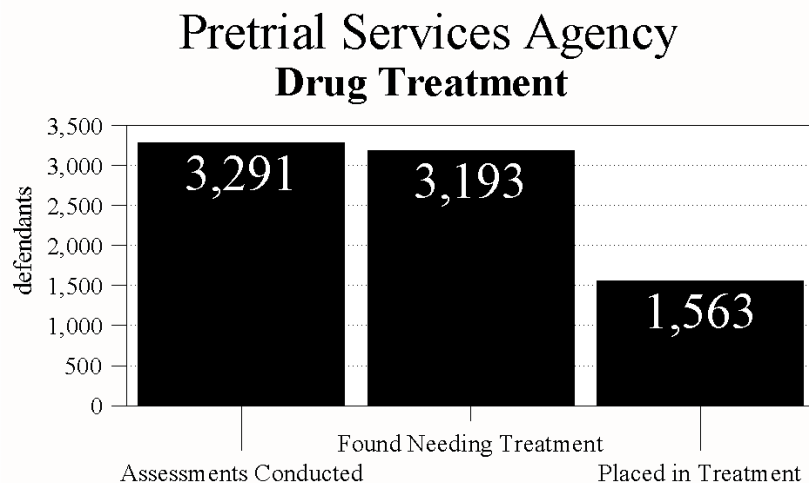
The number of samples tested by the Lab has increased by 36 percent since FY 2001. During this same period the percentage of samples testing positive for drugs has decreased from 26.7 percent to 25.7 percent. The current volume of tests has stretched both the lab's testing equipment and the ability of current staff to process

and analyze test results in a timely manner. Over the last few years, CSOSA and PSA have added new programs and facilities such as additional drug collection sites, treatment programs, Saturday testing, and additional programs to support the Court (Community Court) by reallocating resources from other programs. The laboratory is currently staying open until 11:30pm.



Drug Treatment

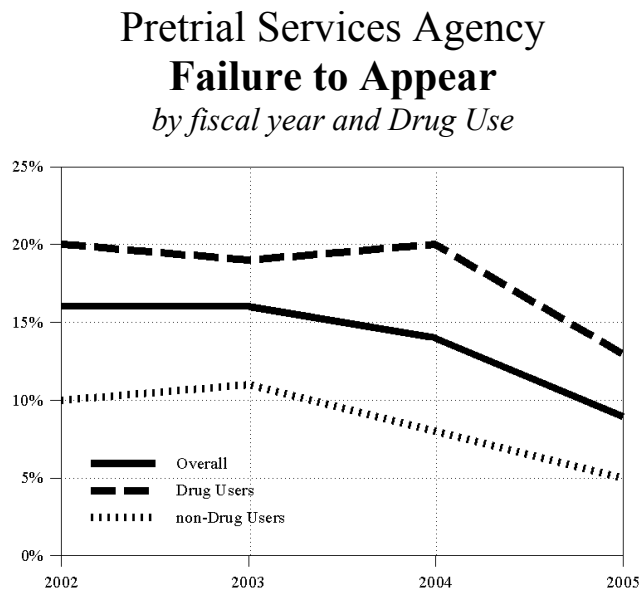
PSA conducted 3,291 Addiction Severity Index (ASI) assessments in FY 2005. Of these, 97 percent indicated the defendant was in need of treatment. PSA placed 1,563 defendants (49 percent of those found to be in need of treatment) into some type of sanction-based substance abuse treatment (in-house, contractual, or a combination of both).



Failure to Appear

When defendants fail to appear for scheduled court hearings, court resources are expended even though the court case does not advance through the system. PSA assists the court by notifying defendants in writing and in person of scheduled hearings.

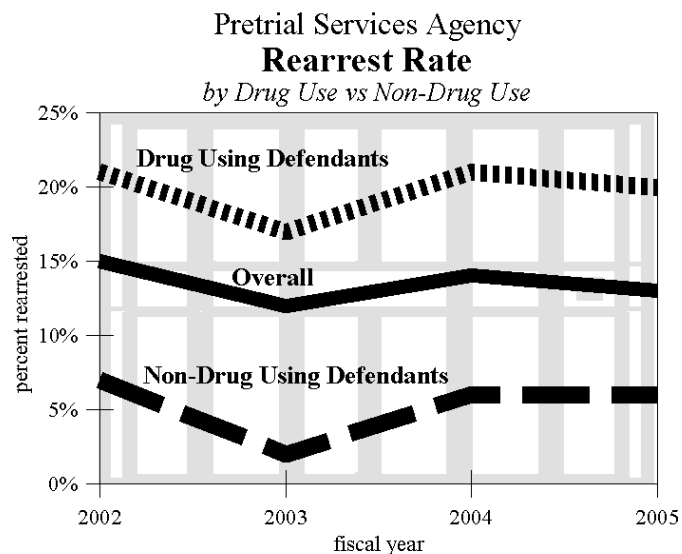
Between FY 2002 and FY 2005, the failure to appear (FTA) rate decreased drastically for all defendants, non-drug using defendants, and drug using defendants. Overall the FTA rate decreased from 16 percent to nine percent. The FTA rate for non-drug using defendants decreased from ten percent to five percent, while the FTA rate for defendants using drugs decreased from 20 percent to 13 percent. The failure to appear rate for defendants who do not use drugs is less than half the rate of drug using defendants.



Rearrest Rate

Rearrest is the outcome most closely related to public safety. PSA identifies a defendant's risk of rearrest and provides a corresponding level of supervision to minimize that risk. Through its automated system, PSA is alerted immediately if a defendant is rearrested in the District of Columbia so that the appropriate response can occur.

Similar to its link to failure to appear, drug use appears related to rearrest. The rearrest rates for both drug and non-drug using defendants have decreased only slightly during the period FY 2002 – FY 2005. However, like FTA, there appears to be a strong link between drug-use and rearrest. The rearrest rate for drug using defendants is approximately three times the rearrest rate for non-drug using defendants.



District of Columbia
Pretrial Services Agency
FY 2007 Budget Justification

Resource Requests

	Positions	FTE	Amount (\$000)
FY 2006 President's Budget	325	325	\$42,195
FY 2006 Congressional Rescission	0	0	-422
FY 2006 Enacted Budget	325	325	41,773
Adjustments to Base (ATB)			
FY 2007 Pay Increase	0	0	1,666
General Pricing Increase	0	0	286
Total FY 2007 ATB	0	0	\$1,952
Program Increases			
Extensive Supervision Caseload Reduction	12	12	1,703
Electronic Monitoring/Cellular/GPS	3	3	768
Total FY 2007 Program Increases	15	15	2,471
Total Changes	15	14	4,423
FY 2007 Request	340	340	46,196

The total FY 2007 Budget Request for the Pretrial Services Agency (PSA) is \$46,196,000; an increase of 10.6 percent, or \$4,423,000 over PSA's FY 2006 enacted budget. The request includes \$1,952,000 in Adjustments to Base (ATB), which includes pay increases, as well as non-personnel cost adjustments in accordance with guidance from the Office of Management and Budget. In addition to the ATB increases, PSA is proposing \$2,471,000 in program increases. A short summary of each of the proposed program increases is given in the following table.

Mission Statement

The D.C. Pretrial Services Agency (PSA) honors the constitutional presumption of innocence and enhances public safety by formulating recommendations that support the least restrictive and most effective nonfinancial release determinations, and by providing community supervision for defendants that promotes court appearance and public safety and addresses social issues that contribute to crime.

Pretrial Services Agency
Summary of Proposed Program Increases

Fiscal year 2007

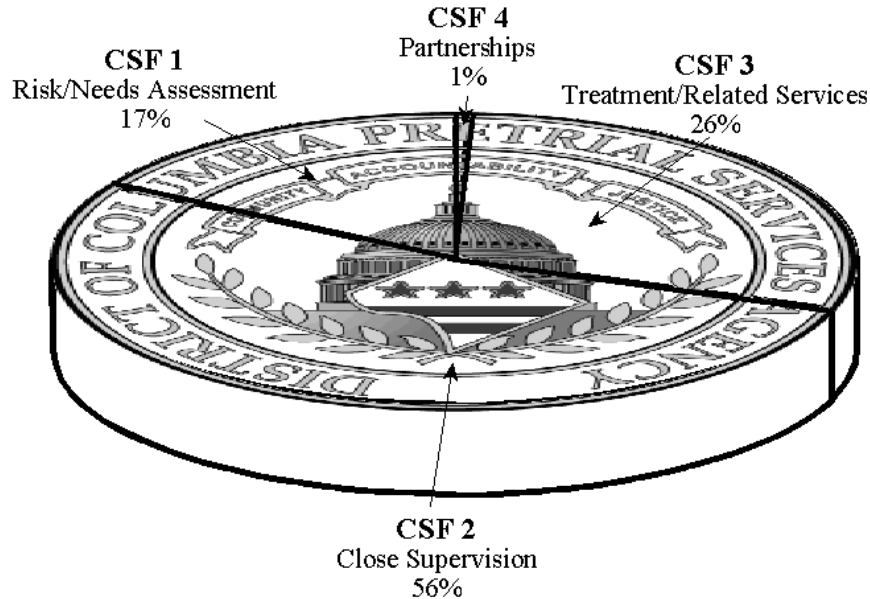
Extensive Supervision Caseload Reduction	\$1,703,000	12 FTE
<p>In June of 2005, 26 PSOs were supervising 3,225 defendants with extensive supervision conditions. The defendants with extensive supervision conditions within General Supervision account for approximately 55 percent of all cases with pretrial conditions of release. Defendants who fall into this category have been charged with a range of offenses—from serious misdemeanors to dangerous and violent felonies. Even though many of the felony defendants are potentially eligible for pretrial detention based on their charge (e.g., robbery, burglary, aggravated assault) or criminal history (e.g., a pending case or on probation), the court has determined that initial placement in the community under extensively supervised release conditions is appropriate. The caseload ratio for this group is approximately 124:1 (June 2005). Caseload ratios of this magnitude make it virtually impossible for Pretrial Services Officers (PSO) to meet with defendants in person, respond swiftly to violations of release conditions, and apply supervision interventions. The public safety ramifications are clear. The requested increase will allow caseload ratios to be reduced to approximately 100:1. Even at this level the caseload ratios will be significantly higher than caseload ratios at federal pretrial offices in Maryland and Virginia.</p>		
Electronic Monitoring/Cellular/GPS	\$768,000	3 FTE
<p>The funding requested in this initiative will allow PSA to expand its Electronic Monitoring (EM) Program beyond the traditional EM systems to include both wireless cellular and global positioning systems (GPS) monitoring. These two newer, more effective technologies are currently being used in many jurisdictions to monitor defendants who cannot be effectively supervised using traditional EM. Wireless cellular monitoring technology allows the defendant population who do not have a hard wired home telephone to be monitored electronically. Defendants who are noncompliant with general supervision requirements will no longer be able to avoid the High Intensity Supervision Program by reporting the absence of a traditional telephone. GPS monitoring would allow PSA to quickly determine the location of a defendant at any time as well as track the movements of defendants. In addition, GPS monitoring can be used to notify the authorities when a defendant enters court-restricted areas such as schools, known drug areas, or a victim's neighborhood.</p>		

Pretrial Services Agency

Proposed FY 2007 Funding

by Critical Success Factor

For FY 2007, Close Supervision will receive the majority of PSA's resources, 56 percent. Treatment and Support Services will receive 26 percent while Risk and Needs Assessment will receive 17 percent of PSA's resources. Partnerships will receive the smallest share, approximately 1 percent. The activities under each Critical Success Factor play a crucial role in the overall accomplishment of PSA's mission and goals.



Pretrial Services Agency
Funding by Strategic Plan Critical Success Factor (CSF)
fiscal year 2007

	Critical Success Factors	Major Activities	FY 2007	
			(\$000)	FTE
Goal 1 Support the fair administration of justice by providing accurate information to the Court. Goal 2 Establish strict accountability of defendants to prevent criminal activity	CSF 1 Risk/Needs Assessment	Diagnostics Risk Assessment Drug Testing Court Reports	\$7,895	69
	CSF 2 Close Supervision	Monitoring Drug Testing Supervision Sanctions	\$25,861	213
	CSF 3 Treatment/Related Activities	Supervision Treatment Sanctions	\$12,197	56
	CSF 4 Partnerships	Supervision through Community Linkages	\$243	2
			\$46,196	340

The above table illustrates the relationship between the agency's Critical Success Factors (CSF), major operational activities, and budget authority/request. Management, program development and operational support functions are represented within each activity based on a prorated share of direct operational costs.

PSA's Role in the Criminal Justice System

As with any criminal justice system, the District of Columbia's system is composed of numerous agencies. PSA performs two critically important tasks that contribute significantly to the effective administration of justice.

- PSA assembles and presents information about newly arrested defendants and recommends release options for use by judicial officers in deciding what, if any, conditions are to be set for released defendants; and
- PSA supervises defendants released from custody during the pretrial period by monitoring their compliance with conditions of release and by notifying defendants about scheduled court hearings.

Pretrial Services Agency Major Partners in the D.C. Criminal Justice System



CSOSA: PSA works closely with CSOSA's Community Supervision Program (CSP). CSP information can be useful during initial hearings on new charges in identifying patterns of criminal behavior. PSA considers information about a defendant's compliance with community supervision (probation or parole) conditions in assessing flight and public safety risks. This timely exchange of information significantly improves PSA's initial release recommendations. Criminal history information collected and researched by PSA is used by CSP for Pre-Sentence Investigation reports. PSA also works with CSP to provide for a smooth transition for defendants sentenced to probation by the D.C. Superior Court. Compliance and substance abuse treatment information is made available to CSP for defendants sentenced to probation. Offenders who began treatment programming prior to conviction are transferred seamlessly from PSA to CSP.



DC Metropolitan Police Department: PSA worked with MPD to reinstate the citation release program, which was closed down in 1996 due to fiscal constraints. PSA assists MPD in determining whether defendants charged with misdemeanor offenses (excluding domestic violence charges) and traffic and regulatory offenses can be released from the police substation to appear for arraignment at a later date. As part of this process, PSA conducts a criminal history check, interviews the defendant, and verifies the defendant's personal background information to formulate a release recommendation for MPD.



DC Department of Corrections: PSA supervises some release conditions for defendants on pretrial work release. Drug testing is the most likely condition to be supervised. Work release defendants are assessed for substance abuse/dependence if there is a drug testing and/or drug treatment requirement, and referrals to treatment programs are made as indicated. If requested by the DOC contracted halfway house, defendants are assessed by the PSA Specialized Supervision Unit for mental health problems, and, when required, are referred to the Department of Mental Health for treatment. PSOs communicate with halfway house personnel to obtain halfway house compliance information, and report non-compliance information to the Court.



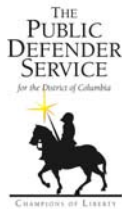
Federal Probation: Seamless transition from one type of supervision to another is also in place for defendants convicted of federal crimes. Defendants sentenced to probation by the U.S. District Court are 'handed-off' by PSOs to their federal probation counterparts in the Administrative Office of the U.S. Courts. These seamless transitions ensure strict accountability, enhance public safety, and promote successful reintegration into the community. PSA also supervises persons awaiting placement to serve their sentence in a Federal facility.



D.C. Superior Court and U.S. District Court: At the point of release, PSA relies upon the Courts to order release conditions based on PSA risk assessments. During the remainder of the pretrial supervision period, PSA looks to the courts to adjust release conditions and administer sanctions and incentives as needed, based on PSA recommendations. Increasingly, PSA is relying upon electronic monitoring and sanction-based treatment to reduce the risk of flight and the public safety risk to the community. PSA will continue to work with the Court to create a series of administrative sanctions, such as those in place in some of PSA's specialized supervision programs, which the PSOs are authorized to apply without returning for a court hearing. PSA also manages the Citation calendar for the Superior Court.



U.S. Attorney's Office: The U.S. Attorney's Office for the District of Columbia decides whether to "paper" (process) a case for prosecution. At the initial court hearing, PSA provides an objective assessment of a defendant's likelihood of flight and rearrest, and recommends the least restrictive conditions necessary for each defendant. Assistant U.S. Attorneys (AUSAs) may request additional conditions of release or may request detention. PSA provides the AUSAs with information about a defendant's performance during the period of pretrial supervision. The support of the prosecutor is helpful in getting judicial sanctions imposed on noncompliant defendants, up to and including revocation of release.



Federal/D.C. Public Defender Services/Defense Bar: The support of the defense bar has been particularly evident in the success of pretrial programs such as Drug Court, Options (a specialized supervision program for the mentally ill), the Community Court and various diversion programs.



Criminal Justice Coordinating Council (CJCC): The CJCC is made up of the relevant local and federal criminal justice agencies. The CJCC is intended to facilitate coordination and collaboration among D.C.'s criminal justice agencies. As a CJCC member agency, as well as a member of the Pretrial Systems and Community Options Committee of the CJCC, PSA participates in system-wide efforts to improve the operation of the city's criminal justice system.



D.C. Office of Attorney General: The D.C. Office of Attorney General processes misdemeanor and traffic offenses. PSA provides a Pretrial Services report containing defendant demographic information and a criminal history.

Strategic Plan, Government Performance and Results Act (GPRA) Goals, Outcomes, and Strategies

PSA's Strategic Plan (2005-2010) contains PSA's vision for fiscal years 2005 through 2010, and includes the steps PSA will take to complete its evolution to a performance-based results-oriented organization that can directly link costs and outcomes. The Strategic Plan sets out a set of core beliefs and values that guide PSA in carrying out its day-to-day activities in support of its mission. These core values and beliefs include:

- The Constitutional presumption of innocence of each pretrial defendant should lead to:
 - Least restrictive release in the community consistent with public safety and return to court.
 - Preventive detention only as a last resort based on a judicial determination of the risk of non-appearance at court and/or risk of danger to any person or to the community
- Nonfinancial conditional release, based on the history, characteristics, and reliability of the defendant, is more effective than financial release conditions. Reliance on money bail discriminates against indigent defendants and cannot effectively address public safety.
- Interventions that address substance abuse, unemployment, housing, medical, educational, and mental health issues afford defendants the opportunity for personal improvement and decrease the likelihood of criminal behavior.
- Innovation and the development of human capital, which lead to organizational excellence, high professional and ethical standards, and accountability to the public.

Based on the Strategic Plan, PSA has identified two critical outcomes:

- reduction in the rearrest rate for violent and drug crimes during the period of pretrial supervision, and
- reduction in the rate of failure to appear for court.

Achievement of these two outcomes depends on many factors. Evaluating each defendant's potential for flight and rearrest is critical as it allows PSA to make the most appropriate release recommendations for each defendant. Based on PSA's understanding of the defendant population and research conducted in the District and in other jurisdictions, providing close supervision coupled with sanctions for noncompliance and reducing drug use are also of primary importance. Further, PSA's use of social services, e.g., employment and job training, contributes to behavioral change in the defendant population.

Pretrial Services Agency
Fiscal Year 2007 Proposed Budget Distribution
by Performance Measure and Major Program Office

dollars in thousands

	Dioagnostic	Release Services	Evening	US District Court	General Supervision	HISP	Court Representation Team	SSU	SSAC	SCDIP	New Directions	Sanction Based Treatment Program	Contract Treatment	Drug Testing/Compliance Unit	Lab	Total
1.1 - Risk Assessment	1,648	0	715	202	0	0	0	0	0	0	0	0	0	1,445	0	4,010
1.2 - Initial Release Recommendation	1,682	0	2,002	202	0	0	0	0	0	0	0	0	0	0	0	3,886
2.1 - Compliance with Release Conditions	0	1,332	114	538	3,504	2,855	593	1,328	0	1,408	1,408	975	0	0	2,002	16,057
2.2 - Sanctions for Noncompliance	0	0	0	269	2,726	1,317	2,498	285	0	469	469	325	0	1,445	0	9,803
3.1 - Substance Abuse Assessment	0	0	0	0	0	0	0	0	759	0	0	0	0	0	0	759
3.2 - Placement in Drug Treatment	0	0	0	54	1,480	176	0	0	0	0	0	0	0	0	0	1,709
3.3 - Reduction in Drug Use	0	0	0	67	0	0	0	0	0	469	469	325	2,341	2,889	2,002	8,563
3.4 - Connection to Education/Employment Services	0	0	0	0	0	0	0	0	379	0	0	0	0	0	0	379
3.5 - Mental Health Assessment	0	0	0	0	0	0	0	0	379	0	0	0	0	0	0	379
3.6 - Connection to Mental Health Services	0	0	0	0	0	0	0	285	0	0	0	0	123	0	0	408
4.1 - Partnerships	34	13	29	13	78	44	31	0	0	0	0	0	0	0	0	242
TOTAL	3,364	1,346	2,860	1,346	7,788	4,392	3,123	1,897	1,518	2,346	2,346	1,624	2,464	5,778	4,004	46,196

Pretrial Services Agency

Fiscal Year 2007 Proposed Budget Distribution of New Initiatives by Performance Measure and Major Program Office

dollars in thousands

		Dioagnostic	Release Services	Evening	US District Court	General Supervision	HISP	Court Representation Team	SSU	SSAC	SCDIP	New Directions	Sanction Based Treatment Program	Contract Treatment	Drug Testing/Compliance Unit	Lab	Total
1.1 - Risk Assessment		0	0	0	0	0	0	0	0	0	0	0	0	0	52	0	52
1.2 - Initial Release Recommendation		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2.1 - Compliance with Release Conditions		0	0	0	0	672	499	0	0	0	0	0	0	0	0	0	1,172
2.2 - Sanctions for Noncompliance		0	0	0	0	523	230	0	0	0	0	0	0	0	52	0	806
3.1 - Substance Abuse Assessment		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.2 - Placement in Drug Treatment		0	0	0	0	284	31	0	0	0	0	0	0	0	0	0	315
3.3 - Reduction in Drug Use		0	0	0	0	0	0	0	0	0	0	0	0	0	105	0	105
3.4 - Connection to Education/Employment Services		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.5 - Mental Health Assessment		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3.6 - Connection to Mental Health Services		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4.1 - Partnerships		0	0	0	0	15	8	0	0	0	0	0	0	0	0	0	23
TOTAL		0	0	0	0	1,494	768	0	0	0	0	0	0	0	209	0	2,471

CSOSA and PSA established the following four Critical Success Factors (CSFs) corresponding to the basic operational strategies. CSFs form the core of PSA's day-to-day activities. Without these activities, it would be impossible to make progress toward the long-term outcomes.

1. ***Risk and Needs Assessment*** – Support judicial officers in making the most informed and effective nonfinancial release determinations throughout the pretrial period by formulating and recommending to the courts the least restrictive release conditions to promote the defendant's appearance for scheduled court dates and minimize the risk the defendant's release may pose to any person or to the community.
2. ***Close Supervision*** – Provide effective monitoring or supervision of pretrial defendants, consistent with release conditions, so that they return to court and do not engage in criminal activity while under pretrial supervision.
3. ***Treatment and Support Services*** – Provide for, or refer defendants to, effective substance abuse, mental health, and social services that will assist in reasonably assuring that defendants return to court and do not pose a danger to the community.
4. ***Partnerships*** – Establish and maintain effective partnerships with the judicial system, law enforcement, and the community to enhance PSA's ability to provide effective community supervision, enforce accountability, increase community awareness of PSA's public safety role, and develop opportunities for defendants under pretrial supervision, and pretrial diversion.

The CSFs shape the primary activities through which PSA achieves both intermediate and long-term outcomes. These outcomes are interdependent. Risk and needs assessments continually inform how defendants are supervised and which services they receive. Through partnerships with the community and other criminal justice agencies, PSA develops and expands service capacity and improves its supervision practices.

Eleven measures are used to track activities and results. These measures are used to manage PSA's progress toward achievement of its goals and contributions to CSOSA's overall success. PSA has selected measures that address the most important activities conducted for each CSF. Many other activities occur, but those selected for presentation in this document are those that PSA has identified as making the most important contributions to outcomes.

Program Assessment Rating Tool (PART)

The PART is OMB's method for assessing program performance and how the program achieves goals. The PART reinforces the ambitious outcome-oriented performance measurement framework developed under the Government Performance and Results Act (GPRA). Also, the PART builds on GPRA by encouraging agencies to integrate

operational decisions with strategic and performance planning. The PART can play an important role in improving performance measurement when existing measures are not outcome-oriented or sufficiently ambitious. Performance measures in GPRA plans and reports, and those developed or revised through the PART process, must be consistent.

The FY 2006 budget marked the first time PSA has participated in the PART process. PSA's score of 71 percent translates into a rating of Moderately

Effective. As a relatively new agency, it was not surprising that PSA's lowest scores were in the Program Results section.

PART Summary Pretrial Services Agency

Section	OMB Weighting	Score	Weighted Score
Program Purpose/Design	20%	100%	20%
Strategic Planning	10%	75%	8%
Program Management	20%	100%	20%
Program Results	50%	47%	23%
Total Score	100%		71%

PSA Organizational Structure

PSA provides risk assessment, drug testing, monitoring, supervision, and treatment services for pretrial defendants and performs a variety of other management, program development and support functions. The Agency's Office of Operations, the Office responsible for providing court and defendant-related services, consists of the Court Services Branch, the Supervision Branch, the Community Justice Resources Branch, the Treatment Branch, and the Drug Testing and Compliance Unit. The Forensic Toxicology Drug Testing Laboratory along with other management, program development and support functions are under the Office of the Director.

The **Court Services Branch** consists of the Diagnostic, Release Services, and U. S. District Court Units. The Diagnostic Unit interviews defendants charged with criminal, traffic and regulatory offenses in the D.C. Superior Court and formulates release recommendations. This pre-release process includes background investigations and defendant interviews. Diagnostic Unit staff verify information collected from the defendant, research and update prior and/or current criminal history, formulate a risk assessment, and prepare a written recommendation to the judicial officer. The Diagnostic Unit staff also conducts citation interviews and investigations, and schedule citation arraignment dates. The Diagnostic Unit is now a "24/7" operation and is also responsible for conducting nightly interviews at police districts and in the central cellblock. The staff also provides curfew supervision for certain high-risk defendants by making random after-hours curfew calls to the defendant's home.

Following a defendant's release, the Release Services Unit conducts a post-release interview that includes a review of the defendant's release conditions and an advisement to the defendant of the penalties that could result from non-compliance, failure to appear, and rearrest. This unit also investigates outstanding bench warrants for the purpose of re-

establishing contact with defendants who have failed to appear for court. In preparing the surrender of defendants to the Court, the unit updates PSA's existing records and conducts a new risk assessment to determine whether or not additional release conditions are warranted. The Unit also prevents the issuance of bench warrants by verifying a defendant's inability to appear in court, e.g. due to incarceration in another jurisdiction, and notifying the Court. Release Services is also responsible for interviewing and preparing the Pretrial bail reports on all D.C. Code violation and Traffic lock-ups.

The U.S. District Court Unit follows the same pre-release procedures as the Diagnostic Unit for Federal defendants. In addition to those responsibilities, the Unit supervises released defendants and convicted persons pending surrender for service of their sentences. Like their counterparts in the D.C. Superior Court, Pretrial Services Officers (PSOs) in the U. S. District Court Unit notify U.S. District Court judges and magistrate judges of violations of release conditions in federal criminal cases. An added responsibility of the U.S. District Court Unit is preparation of compliance reports that are incorporated into pre-sentence investigations by the U.S. Probation Office.

The **Supervision Branch** consists of the General Supervision Unit (GSU), a High Intensity Supervision Program (HISP), and the Work Release Program. GSU supervises compliance with release conditions imposed by the D.C. Superior Court for the vast majority of defendants released to PSA's supervision. Monitoring includes notifying the Court, prosecution, and defense counsel of violations. Release conditions can include stay away orders from designated people and places, regular contact with PSA and drug testing. The GSU PSO ensures that relevant information regarding compliance is current and available to the judge. If the defendant is not in compliance with the conditions of release, the PSO will send a violation report to the Court, including specific recommendations such as drug treatment or mental health treatment designed to address the violation. PSOs also provide daily courtroom support to judicial officers to ensure placement of defendants in appropriate pretrial programs.

The HISP represents a consolidation of the former Heightened Supervision Program and Intensive Supervision Program. The HISP makes available the same range of supervision options offered through the two individual programs, but these have been restructured into one program with two primary components – the Community Supervision Phase and the Home Confinement Phase.

The Community Supervision component targets defendants who have supervision-related failures from General Supervision, Sanction-Based Treatment, New Directions and Drug Court; violent misdemeanors and felonies, based on risk classification; and compliant defendants on work release who may be able to be moved out of the halfway house. Supervision requirements include face-to-face contact, drug testing at least once per week, and curfew with electronic monitoring (EM) daily from 10:00 p.m. to 6:00 a.m. Unemployed defendants charged with violent crimes also are required to attend the Violence Interruption Program session once per week.

Home Confinement is intended primarily for defendants who violate the program requirements under Community Supervision. However, the court will maintain the

option of ordering defendants directly into this increased level of supervision. Defendants are subject to 21 days of 24-hour curfew and otherwise will have the same supervision requirements as Community Supervision. They will only be allowed to leave their homes for work, to attend school, to report to PSA for face-to-face reporting and drug testing, and for other pre-approved purposes. Defendants will be returned to Community Supervision once they have completed the 21 days without incurring any infractions. PSA will continue to notify the court of all program violations.

The HISP staff also co-supervises with the D.C. Department of Corrections defendants placed in work release with conditions such as drug testing, and reports non-compliance to the Court.

The **Community Justice Resources Branch** consists of the Specialized Supervision Unit (SSU) and the Social Services and Assessment Center (SSAC). This branch is also planning to provide social services and supervision to defendants at a Community Justice Resource Center in Ward 7, as well as in the current downtown location near the courthouses.

The SSU provides critical supervision and case management services for defendants with severe and persistent mental health disorders, as well as for those with co-occurring mental illness and substance use disorders. The Unit tests and evaluates defendants suspected of having a mental illness, and when indicated, ensures that these defendants are linked with community-based mental health treatment through the D.C. Department of Mental Health. Personnel in this unit have mental health expertise and/or specialized training in working effectively with the mentally ill and dually diagnosed.

The SSAC provides substance abuse assessments and social service referrals for any defendant under pretrial supervision. These services are provided in response to a court-ordered release condition and/or as the result of a needs assessment. The Center conducts about 275 substance abuse assessments per month. Staff in the unit also identify and maintain information on treatment, employment, education, housing and other social services that may be utilized by defendants in meeting pretrial release obligations. In addition, the SSAC liaisons with community organizations that provide opportunities for defendants to perform community service as part of diversion in the Community Court.

The **Treatment Branch** includes the Superior Court Drug Intervention Program (Drug Court), the New Directions Drug Treatment and Intensive Supervision Program, and the Sanction-Based Contract Treatment Program. Each of the sanction-based drug treatment programs includes a system of sanctions and incentives designed to motivate compliant behavior and to reduce drug use. Further, each program features the use of a treatment plan that guides case managers in tailoring and modifying therapeutic interventions for a population involved in the criminal justice system.

Drug Court is a sanction-based program with a proven approach to dealing with a non-violent population of drug-involved defendants. Participants in the program appear before one judge throughout their time in the Program, must meet strict eligibility criteria to participate, must submit to twice-weekly drug testing, must participate in substance abuse

treatment, and must agree to immediate administrative or court-imposed sanctions for noncompliance with program requirements. Sanctions are graduated and initially involve a treatment response, e.g., mandatory participation in motivational enhancement groups, leading up to two days participation in the “jury box” and then three nights in jail for ongoing drug-testing infractions. Incentives, such as recognized phase progression and reduced drug testing, are also offered to motivate defendants’ compliance and recovery from addiction.

The New Directions Program includes many of the features of the Drug Court Program. The key differences are that New Directions provides treatment to defendants charged with violent as well as a non-violent crimes, does not offer diversion from prosecution, and does not maintain strict eligibility criteria. Defendants in New Directions must also participate in sanction-based substance abuse treatment. PSOs in New Directions utilize swift administrative sanctions in response to defendant noncompliance and rely on court-imposed sanctions only when a defendant refuses to comply with an administrative sanction or when discharge from the Program seems warranted. Sanctions in New Directions are also graduated and also initially involve treatment responses. However, jury box and jail sanctions are replaced with enhanced treatment placements. Incentives, such as recognized phase progressions and reduced drug testing and reporting requirements, are also offered to motivate defendants’ compliance and recovery from addiction.

The Sanction-Based Contract Treatment Program (SBT) also includes many features of the Drug Court Program. Defendants in SBT are subject to the same administrative and court-imposed sanctions as Drug Court defendants. Like other Treatment Branch programs, PSOs in SBT recommend swift sanctions and provide recognized incentives to defendants, but the SBT Program is unique in that all forms of substance abuse treatment are provided by contracted treatment providers. Like New Directions, the eligibility criteria for participating in SBT are minimal (violent as well as non-violent charges are eligible), and diversion from prosecution is not offered.

The **Drug Testing and Compliance Unit** is responsible for collecting urine samples for analysis. With a majority of all criminal defendants having substance abuse problems, drug testing is vital for several reasons. The criminal justice system must identify defendants using drugs for *risk assessment* purposes. Drug-dependent defendants are significantly more likely to become involved in future criminal activity than their non-drug using counterparts. Drug testing is also critical for *risk reduction* purposes. Supervision of drug-dependent individuals is most effective when the criminal justice system is capable of responding quickly – through treatment and immediate sanctions – to continued drug use.

The **Forensic Toxicology Drug Testing Laboratory** processes urine specimens for the entire agency. This includes testing for the sentenced offender population as well as those under pretrial supervision. Each sample is tested for three to five drugs of abuse. All positive samples are retested. Toxicologists conduct levels analysis to determine drug concentration, gas chromatograph/mass spectrometry confirmation tests, and provide forensic consultations and court testimony.

The following areas within the agency provide **management, program development, and frontline operational support**¹:

- PSA Office of the Director
- Justice and Community Relations
- Forensic Research
- Finance and Administration
- Human Resources, Strategic Planning, Analysis and Evaluation, and Training
- Information Technology

Progress Towards Outcomes

Driven by its mission to enhance public safety through the formulation of appropriate and fair release recommendations and to provide effective community supervision for defendants, PSA has established two critical outcomes: 1) reduction in the rearrest rate for violent and drug crimes during the period of supervision and 2) reduction in the rate of failures to appear for court. These outcomes are related to the defendant population and are the end result of PSA activities.

Outcomes	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2005 Target	FY 2006 Target	FY 2007 Target
Percentage of defendants rearrested for violent or drug crimes during the period of pretrial supervision.							
For all defendants rearrested for:							
- any crimes	14.6%	12%	14%	13%	13%	13%	12%
- violent crimes	1.6%	1%	3%	3%	1%	1%	1%
- drug crimes	4.6%	5%	5%	4%	4%	4%	4%
For drug-using defendants rearrested for:							
- any crimes	20.6%	17%	23%	20%	19%	19%	18%
- violent crimes	2.3%	1%	5%	4%	2%	2%	2%
- drug crimes	7.2%	8%	8%	7%	7%	7%	7%
For nondrug-using defendants rearrested for:							
- any crimes	7%	2%	6%	6%	5%	5%	5%
- violent crimes	0.9%	<1%	1%	1%	1%	1%	1%
- drug crimes	1.4%	<1%	1%	1%	1%	1%	1%
Percentage of cases in which a defendant failed to appear for at least one court hearing.							
- any defendants	15.9%	15.6%	14%	9%	14%	14%	13%
- drug-users	19.5%	18.8%	20%	13%	17%	16%	15%
- nondrug-users	10.4%	10.6%	8%	5%	9%	9%	9%

Rearrest: Rearrest is the outcome most closely related to public safety. PSA identifies a defendant's risk of rearrest and provides a corresponding level of supervision to reasonably assure the defendant will not be a danger to the community while on pretrial

¹ Certain functions are performed by CSOSA for PSA, including those in the Office of General Counsel; Legislative, Intergovernmental, Public Affairs; Equal Employment Opportunity; Diversity and Special Programs; and Professional Responsibility.

release. Through its automated system, PSA is alerted immediately if a defendant is rearrested in the District of Columbia so that the appropriate response can occur.

Failure to appear: When defendants fail to appear for scheduled court hearings, court resources are expended even though the court case does not advance through the system. PSA assists the court by notifying defendants in writing and in person of scheduled hearings.

Critical Success Factor 1: Risk and Needs Assessment

Analysis by Critical Success Factor Budget Request

		2006 Enacted Budget	ATB	Program Changes*	2007 Request	Change From 2006
Risk/Needs	\$000	7,454	389	52	7,895	+441
Assessment	FTE	69	0	0	69	0
*Includes \$52,250 from Supervision Caseload Reduction (see CSF 2 for description)						

Program Summary

The foundation of effective pretrial supervision is based upon appropriate release conditions. The bail report provides much of the information the judicial officer uses to make a determination of the risk the defendant poses to the community and to determine what level of supervision, if any, the defendant requires. The bail report includes prior and current criminal history, lock-up drug test results, risk assessment, and verified defendant information (residence, employment status, community ties, etc.). An initial drug test at lock-up is fundamental to the determination of PSA release conditions. Approximately 48% of defendants test positive at lock-up for cocaine, opiates, or PCP.

For individuals arrested and charged with nonviolent misdemeanors, citations issued by law enforcement officers constitute the quickest and least restrictive form of release. In providing background criminal history checks and verified information on community ties, PSA may elicit additional data that supports the release of the defendant on citation. This reduces the unnecessary detention of defendants charged with misdemeanors (with the exception of domestic violence), regulatory and traffic offenses. Alternatively, data provided by PSA may indicate that the defendant is not a good risk for citation release, and should be held pending a first appearance before the Court.

PSA operates as a neutral component of the criminal justice system and avoids biases toward either the defense or the prosecution. The Agency conveys factual information to the Court, and in deference to the fact that the defendant is presumed innocent, bail

Support judicial officers in making the most informed and effective non-financial release determinations throughout the pretrial period by formulating and recommending to the courts the least restrictive release conditions that will reasonably assure that the defendant will:

- Appear for scheduled court dates; and
- Not pose a threat to any person or to the community while on release.

recommendations reflect the statutory preference for the least restrictive release that reasonably assures appearance in court and minimizes potential danger to the community.

Performance Measures

Measures		FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2005 Target	FY 2007 Target
1.1	Percentage of defendants who are assessed for risk of failure to appear and rearrest.	98%	99%	99%	94% ²	99%	99%
1.2	Percentage of defendants for whom PSA recommends the least restrictive conditions consistent with public safety and return to court.	88%	91%	89%	89%	92%	94%

PSA's pre-release process strives to properly classify defendants. Defendants are classified into risk categories (both for risk of rearrest and failure to appear for court) based on criminal history, substance abuse and mental health history, drug test results, and individual factors such as community ties. Assessment is successful when PSA has formulated its release recommendations using all available and relevant defendant information. PSA's assessment process has two components:

Risk Assessment: PSA conducts a risk assessment for each defendant to determine the probability of the risk of flight and the potential for criminal behavior. By statute, PSA is required to collect information on each defendant and use the information to assess risk. Factors associated with the risk of rearrest and flight from prosecution are identified. Each defendant is assessed and recommendations are made to the court that match the risk associated with each defendant to appropriate levels of monitoring and supervision.

Recommendation to the Court: For each defendant, PSA recommends the least restrictive non-financial release conditions needed to protect the community and reasonably assure the defendant's return to court. PSA begins the defendant assessment process with a presumption in favor of release without conditions. Based on evidence gathered during the pretrial investigation, PSA recommends the least restrictive conditions warranted for each defendant given the need for public safety, but does not make financial release recommendations. When warranted, PSA recommends to the court a variety of restrictive conditions including, but not limited to: drug testing; drug

² The frequency with which the Pretrial Services Report (under PRISM 2.0) is submitted to the court in time for the initial hearing will be used as the basis for this measure. Until we are able to track submission of Pretrial Service Reports (PSRs) to the Court using PRISM, this data will be collected manually. It should be noted that this percentage is lower than in previous years, possibly because of the deployment of PRISM 2.0.

treatment; mental health treatment; stay aways from specified persons; regular and frequent face-to-face contact with a Pretrial Services Officer (PSO); halfway house placement; and electronic monitoring. The electronic monitoring may include a period of home confinement with release authorized by the Pretrial Services Officer for limited purposes.

Accomplishments

- In June 2005 PSA implemented PRISM 2.0, which incorporated a diagnostic module into the PSA case management system to allow for enhanced risk analysis of defendants under pretrial release. The new diagnostic module required converting over 600,000 criminal history records from the old legacy system to PRISM.
- In FY 2005, over 20,000 bail reports were prepared for defendants charged with felonies and misdemeanors. Approximately 80 percent of these reports must be prepared in the morning in order to meet the requirements of the four arraignment courts held each afternoon. In order to accomplish this, Pretrial Services Officers interview defendants throughout the night at police districts in all parts of the city.
- In FY 2005, the Diagnostic Unit conducted approximately 280 citation interviews for the D.C. Metropolitan Police Department and other law enforcement agencies every month. Of these, 93 percent of the people interviewed by PSA were released on citation and given return dates for their arraignments.
- In FY 2005, over 5,500 bail reports were prepared for D.C. misdemeanor and serious traffic offenses. Besides setting bail, information contained in the reports also is used by the D.C. Office of the Attorney General to determine defendants' eligibility for diversion in the D.C. and Traffic Court.

Critical Success Factor 2: Close Supervision

Analysis by Critical Success Factor Budget Request

		2006 Enacted Budget	ATB	Program Changes*	2007 Request	Change From 2006
Close Supervision	\$000	22,760	1,124	1,977	25,861	+3,101
	FTE	200	0	13	213	+13
*Includes \$1,247,450 from Supervision Caseload Reduction \$729,600 from Electronic Monitoring						

Program Summary

Conditions of release are imposed in an effort to reduce the probability of nonappearance in court and to reasonably assure that the community is not endangered. Compliance with release conditions must be strictly supervised. Compliance monitoring allows PSA to detect and respond to condition violations. Noncompliant defendants are subject to administrative or judicial sanctions. Information on a defendant's performance during the pretrial period may also be useful to the judge for consideration during sentencing.

PSA provides a wide range of supervision programs to support local and federal courts. The majority of defendants are monitored or supervised by General Supervision. Defendants in this program have a wide variety of risk profiles, from those posing limited risk and requiring condition monitoring, to those posing considerable risk with extensive release conditions such as frequent drug testing, stay away orders, drug treatment or mental health treatment if deemed appropriate through PSA's assessment process, and/or frequent contact requirements with Pretrial Services Officers.

Provide effective monitoring or supervision of pretrial defendants, consistent with release conditions, so that they return to court and are less likely to engage in criminal activity while under pretrial supervision.

The Agency also has a number of programs that provide increasing levels of restrictive and specialized supervision. In addition to the extensive conditions noted above, the highest risk defendants may be subject to curfew, electronic monitoring, home confinement or residence in a halfway house. Sanctions for this population are immediate.

Caseload size influences the quality of supervision. Successful pretrial supervision hinges on the ability of the Pretrial Services Officer to respond quickly to violations of the conditions of release. To be effective, sanctions must be swift and certain in order to prompt changes in behavior. Prior to the National Capital Revitalization and Self-Government Improvement Act of 1997, with the exception of a few specialized programs

such as Drug Court and Intensive Supervision, most of the pretrial population was monitored at a ratio of over 400:1, which allowed for no more than general monitoring of defendants' drug test results. PSA has made significant strides in reducing caseloads to somewhat more appropriate levels. However, for the vast majority of defendants under PSA's supervision, the caseloads remain too high to provide prompt responses to violation of court orders. Current PSA supervision caseloads are profiled in the chart below.

Current Supervision Caseload Ratios

June 2005

Category	PSOs	Defendants	Ratios	
General Supervision				
Condition Monitoring/ Courtroom Support	16	655		Lower risk defendants plus daily courtroom representation regarding all General Supervision release condition compliance
Extensive Supervision	26	3,225	124:1	Higher risk felony and serious misdemeanor defendants with drug testing, drug treatment, and reporting conditions.
Community Court	5	384	77:1	Misdemeanor defendants in community court who are extensively supervised.
<i>Subtotal</i>	47	4,264		
Special Supervision	49	1,245	25:1	Highest risk defendants ordered to electronic monitoring, home confinement or residence in a halfway house, in-house and contractual sanction-based substance abuse treatment programs, or mental health treatment.
U.S. District Court	4	362	91:1	Felony and misdemeanor defendants charged in U. S. District Court.
<i>Total Supervision</i>	100	5,871		
Extended Bench Warrants <i>(over 60 days old)</i>		2,741		
<i>Total</i>		8,612		

Performance Measures

Measures		FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2005 Target	FY 2007 Target
2.1	Percentage of defendants who are in compliance with release conditions at the end of the pretrial period.	51%	45%	51%	56%	55%	55%
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			80%	90%	80%	80%
	- contact violations		60%	79%	84%	70%	70%
	- sanction-based treatment program violations		75%	97%	75% ³	80%	80%
	- electronic monitoring violations		86%	83%	88%	92%	92%

PSA supervises defendants in accordance with release conditions that are designed to minimize risk to the community and maximize return to court. PSA is concerned with assuring defendant compliance with all conditions it recommends. PSA's monitoring and supervision has multiple components:

Notification of upcoming court dates: Research conducted on various pretrial programs, including PSA, clearly demonstrates that most instances of failure to appear for court result from misunderstandings on the part of the defendants. Very few failures to appear are deliberate flights from prosecution. In order to minimize failures to appear, PSA notifies defendants in person (when possible) and in writing of upcoming court hearings. PSA is notified by the court system of upcoming court appearance dates. Once PSA receives this information, automatic notification letters are generated and mailed to defendants.

Appropriate supervision: Appropriate supervision may reduce rearrest and failures to appear. Defendants who are appropriately supervised are held accountable to the court. Supervision provides structure for defendants and reinforces the courts' expectations. An important function that Pretrial Services Officers (PSOs) perform is to make defendants aware of behavioral expectations while on pretrial release. Defendants are informed of the conditions by which they must abide and the consequences of noncompliance. Because violations of conditions may indicate that defendants are about to engage in illegal behavior, noncompliance must be addressed as quickly as possible. Holding defendants

³ Responses to treatment infractions were not recorded if the response was also addressing a violation of another condition and recorded as a response to that condition. Therefore, PSA's response is underreported. Changes have been made in data collection methods to allow for better tracking of PSA's response in FY 2006.

accountable is critical to keeping PSA's monitoring and supervision credible in the eyes of the defendants, the court and the community. When violations of conditions are detected, PSA informs the court, and when warranted, seeks sanctions. Defendants in certain programs are also subject to administrative sanctions for noncompliance.

Accomplishments

- PSA staff has significantly improved the rate with which they respond to violations of release conditions. In FY 2005, Pretrial Services Officers levied administrative sanctions or requested judicial sanctions for 90 percent of drug testing violations, 84 percent of contact conditions, and 88 percent of electronic monitoring (EM) violations.
- Due to the increased use of electronic monitoring, the number of curfew calls necessary to ensure defendants compliance with movement restrictions imposed by the Court was reduced from 38,000 to 11,000.
- In FY 2005, the PSA Drug Lab conducted drug tests on 513,260 urine samples (an increase of 4.2 percent over FY 2004) collected from both defendants and offenders. Each sample may be tested multiple drugs.
- In FY 2005, PSA greatly expanded the role of its Specialized Supervision Unit, entered into a cooperative relationship with the D.C. Department of Mental Health, and enhanced supervision for over 700 mentally ill defendants.
- In FY 2005, PSA placed all of the defendants in Heightened and Intensive Supervision under electronic monitoring in its new High Intensity Supervision Program (HISP). The HISP program mandates a period of immediate confinement to the defendant's home when the defendant reaches violation status.
- In FY 2005, PSA worked closely with the U.S. Attorney's Office and the D.C. Superior Court in streamlining the requirements of the East of the River Community Court and enhancing community service opportunities.

Justification for Change

Extensive Supervision Caseload Reduction

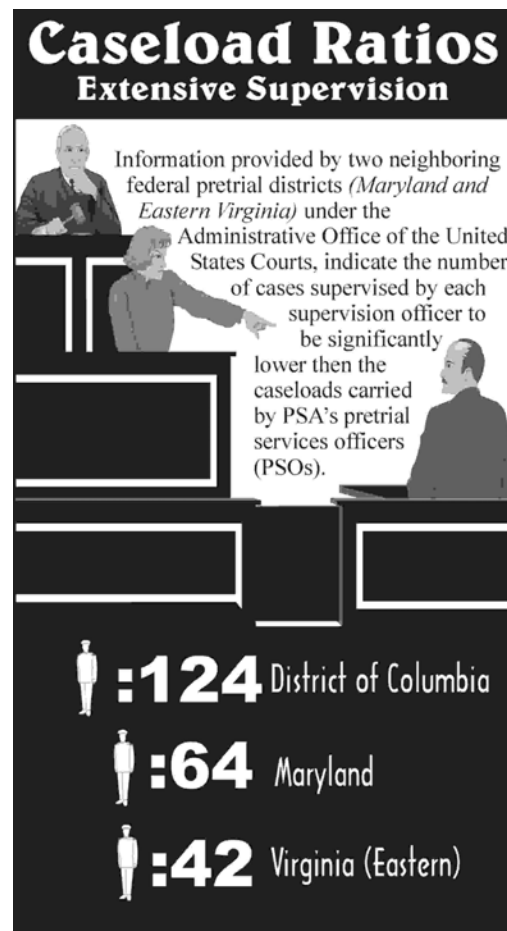
		FY 2005	FY 2006	FY 2007	Change 2006/ 2007
Extensive Supervision	(\$000)	3,235*	3,310*	5,103*	1,793
	Positions	26	26	38	12
	FTE	26	26	38	12

* Includes funds for Community Court.

Background

In June of 2005, 26 PSOs were supervising 3,225 defendants (124:1) with extensive supervision conditions. The defendants with extensive supervision conditions within General Supervision account for approximately 55 percent of all cases with pretrial conditions of release. Defendants who fall into this category have been charged with a range of offenses—from serious misdemeanors to dangerous and violent felonies. Even though many of the felony defendants are potentially eligible for pretrial detention based on their charge (e.g., robbery, burglary, aggravated assault) or criminal history (e.g., a pending case or on probation), the court has determined that initial placement in the community under extensively supervised release conditions is appropriate. The Court's expectation, however, is that, in order to ameliorate the risk to public safety while on pretrial release, conditions such as drug testing and regular reporting will be closely supervised by PSA and violators will be promptly reported to the Court. This expected and statutorily required response does not occur because of extremely high caseload ratios. The caseload ratio for this group is approximately 124:1 (June 2005). Caseload ratios of this magnitude make it virtually impossible for Pretrial Services Officers (PSO) to meet with defendants in person, respond swiftly to violations of release conditions, and apply supervision interventions.

Swift response to release violations can make the difference between correcting a defendant's noncompliance with release conditions and allowing time for that defendant to engage in criminal behavior. Typical sanctions can include more frequent drug testing, placement on electronic monitoring or



home confinement, and other restrictions of movement, placement in a treatment or mental health facility, and increased contact with a supervision officer.

Defendants under Extensive Supervision also have numerous issues that PSA should take into account as part of its mission to reduce rearrest and failure to appear for court. Unstable home environments, homelessness, lack of job skills, illiteracy, and substance abuse and mental health problems plague many in this group and contribute to the complexities of supervision. Without stable home environments, many defendants require additional supervision resources in order to stay arrest-free during the period of pretrial release.

Justification

It is resource intensive to properly supervise defendants identified by the Court as needing extensive supervision. In order to be effective and influence defendant outcomes, PSA needs to increase the resources devoted to supervising these defendants. With the additional resources being requested, PSA could add one additional team to the Extensive Supervision teams now operating. This would reduce caseload ratios from 124 to 1 (June 2005) to approximately 100 to 1. Even at this level the caseload ratios will be significantly higher than caseload ratios at federal pretrial offices in Maryland and Virginia.

With the current high caseload ratios, PSA is not able to provide the supervision expected by the Court or required by PSA's internal policies and procedures. In FY 2005, only 56% of defendants were in compliance with their release conditions at the end of the pretrial period. Currently, PSOs often cannot respond quickly to violations of release conditions, despite the statutory requirement that every violation be reported to the prosecutor and the Court. This is particularly troubling with high-risk felonies pending indictment, where the first court date after the preliminary hearing is often many months after the defendant has been released to PSA. During that time, because the PSOs are "managing" their caseloads on the basis of court dates rather than violations of release conditions, warrant checks and criminal records checks are not done regularly to see if defendants have been arrested again in a neighboring jurisdiction while on release. Treatment or employment opportunities are not pursued. More restrictive release conditions are not promptly suggested to the court. In short, these defendants are not being appropriately supervised, at considerable risk to public safety.

Furthermore, in May of 2005, the District of Columbia enacted the *Incompetent Defendants Criminal Commitment Act of 2004*. Among other features, this law requires that defendants who are found incompetent to stand trial be considered for outpatient competency restoration treatment as an alternative to inpatient treatment. Prior to this new law, all such defendants most likely would have been treated in an inpatient forensic facility and therefore not been under PSA supervision. Based on data provided to PSA by the District of Columbia's Forensic Services Administration Inpatient Services Division, this could result in up to 200 additional pretrial defendants placed under PSA supervision.

Summary of Requested Resources

The proposed request would fund one new supervision team and related drug testing personnel :

- 7 Pretrial Service Officers
- 1 Supervisory Pretrial Service Officer
- 1 Assistant Pretrial Service Officer
- 2 Drug Technicians
- 1 Receptionist

Relationship to the PART/Strategic Plan

PSA's goal is to increase public safety in the District of Columbia by reasonably assuring that defendants on pretrial release do not participate in criminal activities and that they appear for all court appearances. PSA accomplishes this by closely monitoring and supervising defendants to assure the Court that defendants are complying with all conditions of their release. This initiative will allow caseloads under Extensive Supervision (55 percent of all defendants) to be reduced to a level where PSOs will be able to respond to instances where a defendant is in violation of his/her release conditions. In FY 2005, only 56 percent of defendants were in compliance with release conditions at the end of their supervision period. Due to high caseload ratios, PSOs cannot respond promptly to release condition violations.

Failure in meeting these annual performance goals was highlighted by the PART section four concerning making progress towards long-term goals (question 4.1) and meeting annual performance goals (question 4.2). A reduction in caseload levels is essential if PSA is to improve its scores in this area.

Justification for Change

Electronic Monitoring/Wireless Cellular/GPS

		FY 2005	FY 2006	FY 2007	Change 2006/ 2007
Electronic Monitoring Systems	(\$000)	308	308	1,076	768
	Positions	0	0	3	3
	FTE	0	0	3	3

Background

During FY 2002, PSA implemented electronic monitoring (EM) of curfew conditions for high-risk defendants in its Intensive Supervision Program. This tool expanded PSA's options for close supervision and served as an administrative sanction for noncompliant defendants. To better meet its goal of reducing the risk of failure to appear and rearrest, PSA expanded EM in FY 2003 to defendants supervised by the Heightened Supervision Unit. This decision was supported by data from the first half of FY 2003 showing that non-compliance with the curfew condition dropped from 23.5 percent to 13.5 percent after EM was imposed as a surveillance method. Further, PSA's use of EM as a standard release condition under its Intensive Supervision Program highlighted several advantages to that condition, including:

- Better compliance rate than phone-monitored curfew;
- Continuous coverage of a defendant's curfew compliance;
- Easy administration of the condition due to access to the vendor's automated computer system; and
- Defendants' preference of EM over phone monitoring, since the former eliminates calls to residences during the middle of the night.

In January 2005, PSA merged its Intensive Supervision Program and Heightened Supervision Program to form the High Intensity Supervision Program. All defendants placed in this program for high risk defendants are subject to EM, which allows PSA staff to monitor compliance with curfews and home confinement requirements.

Justification

While EM has proved an important tool in the supervision of defendants, it has two major limitations. First, EM requires the defendant to have standard hardwired telephone service (traditional telephone as opposed to a cell phone). As a result, defendants who do not have this traditional type of telephone service remain in a lower supervision regimen, even when their performance under supervision suggests higher risk supervision is warranted. EM's other major limitation is that it can only be used for curfew or home confinement situations. This limitation does not allow for electronically monitoring defendants who are required to stay within certain geographical boundaries or stay away

from certain locations like schools, known drug areas, or the homes of victims of domestic violence.

Two newer, more effective technologies, wireless cellular and Global Positioning Systems (GPS), are currently being used in many jurisdictions to monitor defendants who cannot be effectively supervised using traditional EM. Wireless cellular monitoring technology allows the defendant population who do not have a hard wired home telephone to be monitored electronically. Defendants who are noncompliant with general supervision requirements will no longer be able to avoid the High Intensity Supervision Program by reporting the absence of a traditional telephone. Wireless cellular monitoring can provide an alert for tamper detection, motion sensors to ensure the unit remains attached, call in, no call out, and voice communication.

Global Positioning Systems (GPS) are being used in many jurisdictions to monitor the movements of defendants charged with domestic violence offenses. In the District of Columbia, 3,618 defendants charged with domestic violence were released into the community during FY 2004. PSA data shows that defendants charged with domestic violence tend to be rearrested significantly faster than defendants charged with other offenses. In FY 2004, 377 defendants were charged with domestic violence on more than one occasion. Additionally, 228 defendants were charged with domestic violence and violating a civil protection order. The numbers of defendants charged with multiple domestic violence offenses present a significant safety issue for the District of Columbia.

The use of GPS to monitor pretrial defendants and offenders released to the community is not a new concept. Within the past five years more jurisdictions have developed the use of GPS as a tool to assist in the monitoring of both offenders and pretrial defendants. GPS is currently used in many states and local jurisdictions for monitoring

Types of Electronic Monitoring

Electronic Monitoring (EM) is used when a defendant is placed under a curfew or home confinement. The defendant wears a tamper-resistant transmitter on his/her ankle or wrist 24 hours a day. The transmitter emits a radio frequency signal that is detected by a receiver/dialer unit connected to the home phone. When the transmitter comes within range of the receiver/dialer unit, the unit calls a monitoring center to indicate the defendant is at home. The defendant must stay within 150 feet of the receiver/dialer unit. The transmitter and the receiver/dialer unit work together to detect and report if and when the defendant leaves the home. This type of system cannot provide information on where the defendant goes if he/she leaves the home and will only work with a traditional landline telephone.

Wireless Cellular consists of a transmitter worn by the defendant and a field-monitoring device (FMD) which is connected through a wireless telephone line. The FMD is connected to a motion detection unit, which prevents the unit from being moved. Like the EM systems, the wireless cellular systems cannot provide information on where the defendant goes if he leaves the home.

Global Positioning Systems (GPS) consists of a tamper proof ankle bracelet and a personal tracking unit, which must remain within 150 feet of each other, and a base station for charging the personal tracking device. A network of 24 GPS satellites receive constant signals from the personal tracking unit, allowing the defendant's position (within 100 feet) to be determined at all times. In addition, the system can alert authorities if the defendant enters predetermined exclusion zones.

and tracking their community supervision population. In the District of Columbia, CSOSA's Community Supervision Program is conducting a pilot GPS monitoring project to track offenders on parole or probation. To date over 350 offenders in the District of Columbia have been monitored using GPS. Using GPS monitoring technology for the pretrial domestic violence recidivist population is equally appropriate.

The funding requested in this initiative will allow PSA to expand its Electronic Monitoring Program beyond the traditional EM systems to include both wireless cellular and GPS monitoring.

Summary of Requested Resources

This initiative requests funding for three FTEs (PSOs) and includes \$114,000 for wireless cellular monitoring (50 defendants at \$6.25 per day) and \$183,000 for GPS monitoring (50 defendants at \$10.00 per day).

Relationship to the PART/Strategic Plan

The ability to closely supervise those defendants who represent the greatest risk to public safety is inherent in the mission of the Pretrial Services Agency. The PSA Strategic Plan establishes two major goals: reducing the rearrest rate for defendants under pretrial supervision and reducing defendant's rate of failure to appear for court. PSA seeks to accomplish these goals by assuring each defendant under supervision is assigned the appropriate levels of pretrial supervision. Incorporating new technologies into PSA's arsenal of supervision tools will allow PSA to better protect the community and assure defendants receive the least restrictive release conditions.

Critical Success Factor 3: Treatment and Related Services

Analysis by Critical Success Factor Budget Request

		2006 Enacted Budget	ATB	Program Changes*	2007 Request	Change From 2006
Treatment/ Related Services	\$000	11,350	428	419	12,197	+847
	FTE	54	0	+2	56	+2
*Includes \$388,360 from Supervision Caseload Reduction (<i>see CSF 2 for description</i>) \$30,720 from Electronic Monitoring (<i>see CSF 2 for description</i>)						

Program Summary

The connection between substance abuse and crime has been well established. Success in reducing rearrest and failure to appear for court depends on two key factors: 1) identifying and treating drug use and other social problems, and 2) establishing swift and certain consequences for continued drug use. Sanction-Based Treatment (SBT) is one of the most effective

tools for breaking the cycle of substance abuse and crime. In addition to public safety benefits, the community also benefits from the cost savings of providing treatment in lieu of incarceration. The D.C. Pretrial Services Agency is committed to providing sanction-based treatment programs to the defendant population as a mechanism for enhancing community safety. In FY 2005, defendants using drugs had a rearrest rate of 20 percent, while non-drug using defendants had a rearrest rate of only six percent.

Provide for, or refer defendants to, effective substance abuse, mental health, and social services that will assist in reasonably assuring that defendants return to court and do not pose a danger to the community.

Drug use can also contribute to failures to appear for scheduled court dates. Drug use is often an indicator of a disorganized lifestyle, and disorganization is the most frequently cited reason for failures to appear.⁴ Assuring that defendants appear for scheduled court hearings is central to PSA's mission. To fulfill its mission, the agency must therefore address drug usage issues with the defendants the agency supervises.

⁴ Clarke, Stevens H., "Pretrial Release: Concepts, Issues and Strategies for Improvement," Research in Corrections, Vol. 1, Issue 3, National Institute of Corrections, U.S. Department of Justice, Washington, D.C., 1988.

The D.C. Superior Court Drug Intervention Program (Drug Court), which is administered by PSA, participated in an independent experimental evaluation (Evaluation of the D.C. Superior Court Drug Intervention Programs⁵) designed to compare the impact of sanction-based contingency contracts with an intensive drug treatment program. The sanction-based contingency contract program, which did not require mandatory treatment, and the intensive drug treatment program were both compared with traditional case processing. PSA used multiple drug test results to identify defendants in need of drug treatment. Drug testing was found to be an effective and efficient way of identifying habitual drug users, and test results helped PSA focus its resources on known users.

The evaluation established that defendants participating in the intensive drug treatment program had greater reductions in drug use and reported significantly fewer drug-related social problems in the year following sentencing than did those defendants whose cases were traditionally processed through the D.C. Superior Court. Defendants participating in the sanction-based contingency contract program received graduated sanctions for failing compulsory drug tests. Participants in this program were significantly less likely than traditionally processed defendants to be arrested in the year following sentencing. In response to the evaluation findings, PSA has combined intensive drug treatment with graduated sanctions for all defendants participating in the Drug Court. The synergistic impact of treatment and graduated sanctions is expected to produce better results than either approach individually.

Research performed by the Washington/Baltimore High Intensity Drug Trafficking Area project has found that the length of time in treatment contributes proportionately to reductions in arrest, drug use and technical violations. In addition,

John Doe is a 37-year old single African American male who was arrested for unauthorized use of a vehicle. He was placed into PSA's New Directions Intensive Treatment Program. At the time of placement, he reported a 20 year history of marijuana use, a 16 year history of alcohol use and a 13 year history of cocaine use. He indicated he snorted powder cocaine for approximately 6 years, and he smoked crack cocaine for 7 years prior to admission. He denied any prior formal treatment experiences, but does indicate he participated in self-help groups 1-2 times per week for approximately 3 months. He states his longest period of abstinence was the 3 months during which he participated in self-help groups. He reported having medical issues but was not under the care of a physician at the time of admission. He was homeless and living in a homeless shelter in Rockville, MD. He reported having a high school diploma, and was employed full time as a waiter. He indicated he wanted to stop using drugs because he knew they have hindered his ability to reach his goals; he was fully aware that his drug use contributed to his employment, legal, and housing problems. After completing the orientation process, he was accepted into 30-day residential treatment. He successfully completed that treatment, and then obtained transitional housing. He returned to work full time, actively participated in treatment groups, and addressed his medical issues. He continued to work full time and remained in transitional housing until he was sentenced to probation and obtained his own apartment.

⁵ Harrell, A., Cavanagh, S., and John Roman, "Evaluation of the D.C. Superior Court Drug Intervention Programs," Research in Brief, National Institute of Justice, U.S. Department of Justice, 2000.

this study found that involvement in drug treatment programs with regular drug testing and immediate sanctions for violations resulted in a 70 percent reduction in recidivism in the 12 months following completion of the programs.⁶

Given PSA's mission of enhancing public safety, the agency must address drug use in the defendant population. PSA does this in a number of ways. First, PSA has expanded the use of sanction-based drug treatment and continues to expand the range of tools available to assist in the supervision of higher risk defendants. Second, with the addition of the Community Justice Resources Branch and the creation of the Office of Justice and Community Relations, defendant access to education, employment and other types of social services has improved. Finally, PSA is working closely with CSOSA's Community Supervision Program (CSP) to leverage their investments in community-based resources.

Performance Measures

Measures		FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2005 Target	FY 2007 Target
3.1	Percentage of referred defendants who are assessed for substance abuse treatment	68%	70%	99%	98%	99%	99%
3.2	Percentage of eligible assessed defendants placed in substance abuse treatment programs <i>IH – In-House; C – Contractual Program; B – Both</i>	55% IH 84% C	54% IH 86% C	46% B	49% B	70%	70%
3.3	Percentage of defendants who have a reduction in drug usage following placement in a sanction-based treatment program	55%	63%	72%	81%	65%	65%
3.4	Percentage of defendants connected to educational or employment services following assessment by the Social Services and Assessment Center	21%	38%	36%	99%	65%	65%
3.5	Percentage of referred defendants who are assessed or screened for mental health treatment			99%	98%	99%	99%
3.6	Percentage of eligible assessed defendants connected to mental health services			78% (based on data from last half of FY 2004)	63%	80%	80%

⁶ Certification Report, CSOSA, 2000

Drug using, mentally ill, or dually diagnosed defendants are at higher risk for rearrest and failure to appear for court. The measures associated with PSA's integration of supervision with treatment are focused on addressing the specialized needs, i.e., drug use, unemployment, and mental health problems of released defendants and are applied to in-house and contractual sanction-based substance abuse treatment programs and social and mental health services.

PSA has systems in place to address the substance abuse needs of defendants. Defendants' need for substance abuse treatment is assessed using the Addiction Severity Index (ASI). Based on the results of the ASI, PSA refers defendants to appropriate substance abuse treatment.

In addition to drug use, other factors such as unemployment, low educational attainment, and homelessness can contribute to criminal activity. As PSA builds successful relationships with a broad range of service providers, other services that may impact criminal behavior or provide support to defendants are being identified.

Treatment and support services are provided in the following three areas:

Substance Abuse: Given the nexus between drug use and crime, PSA must address drug use in the defendant population. PSA responds to drug use by referring defendants to appropriate treatment and working to ensure placement. PSA utilizes a variety of treatment resources. For certain categories of defendants, PSA provides both close supervision and in-house treatment. For others, PSA refers and places defendants in sanction-based treatment via contractual providers while continuing to provide supervision. Finally, if sanction-based treatment is not available or is not ordered by the court, PSA will provide supervision and refer defendants to community-based providers.

CASE STUDY

Jane Doe is a 27-year-old single African American female who was arrested for solicitation and admitted into Drug Court (SCDIP) in August 2004. She has 4 children ages 2 months, 1 year, 4 years and 8 years old. She began using marijuana and drinking 2 to 3 times a week around age 15. She began using crack cocaine between ages 17 or 18 after completing high school. Her crack use was sporadic at first because she reports being afraid of what it would do to her. She used with her oldest child's father and after a year or so she began to use more often. She later progressed to using 4 to 5 times a week but had to make money to support her habit. She was unemployed and had been receiving public assistance until she had to get off the program. After being admitted in to Drug Court she was placed in detoxification followed by 30 days of residential treatment and then outpatient treatment. She remained in the Drug Court treatment for a total of 7 months. While in the program she was able to get connected to a welfare to work program and was referred for training in automated office skills. She began working at temp agencies until she was picked up permanently by one of the agencies. She is now scheduled to attend the Xerox University and has an opportunity for promotion to a management position with her company. In August 2005 she celebrated 1 year of sobriety. Jane often returns to see her Case Manager and to keep the program informed about her successes. She often says that with the opportunity she received through Drug Court and the support she has received from the staff and other people in treatment, she is on her way to success she never thought she could have.

Social Services: Research supports the premise that employment and education services can contribute to a reduction in recidivism. Recognizing this, PSA utilizes its Social Services and Assessment Center to coordinate education, employment and other social services for defendants on the “front end” of the criminal justice system and begin the process through which defendants will be able to secure gainful employment.

Mental Health: Many defendants in the District’s criminal justice population have mental health problems severe enough to affect their ability to appear in court and to remain arrest-free. Based on surveys in jail systems across the country, we can expect that over 15 percent of defendants will have a serious mental illness. Many of these defendants are in need of substance abuse treatment as well. The Specialized Supervision Unit, which was established during the third quarter of FY 2003, addresses the needs of this dually diagnosed population by providing specialized supervision and by arranging for needed mental health and substance abuse services.

Accomplishments

- In FY 2005, 98 percent of referred defendants were assessed for substance abuse treatment and 98 percent of referred defendants were assessed for mental health treatment. These high percentages are the result of PSA’s protocols mandating “same day”, walk-in assessments without requiring scheduled appointments.
- Three thousand, two hundred and ninety one (3,291) ASIs were completed in FY 2005. Of these, 97 percent indicated the defendant was in need of substance abuse treatment. One thousand, five hundred and sixty three (1,563) defendants (or 49 percent of those identified by the assessments as in need of treatment) were

John Doe is a 59-year-old African-American male charged with a Bail Reform Act Violation (failure to appear in court), contempt, possession of cocaine, and possession of drug paraphernalia. The defendant has a long criminal history dating back to 1979 with arrests in 1991, 1994, 1995, 1996, 1997, 2001, 2002, 2003, and 2004. The defendant has been using cocaine for approximately 20 years. He has been diagnosed a paranoid schizophrenic and has been in and out of Saint Elizabeth’s several times over the past 20 years. In January of 2005 the defendant was placed under the supervision of a Pretrial Services Officer in PSA’s Specialized Supervision Unit (SSU) – a unit created to supervise defendants with mental illness. Because no family members would allow him to live with them due to his previous criminal history, he was placed in a Halfway House by the court. While in the Halfway House he attended Alcoholics Anonymous/Narcotics Anonymous (AA/NA) meetings and life skills groups (preparing for employment, treatment, taking medication, budgeting, etc.). To assist in the recovery effort, part of PSA’s supervision included closely monitoring the defendant’s attendance at these group meetings. With PSA assistance, in April of 2005 the defendant was placed in the Coates and Lane mental health program. The defendant continues to participate in his mental health program and take his medication. PSA drug testing shows the defendant remained drug-free during his period of supervision. He is also now living with a family member. His compliance with both PSA and his mental health conditions assisted the judge in his decision to place the defendant on probation.

placed into some type of substance abuse treatment (in-house, contractual, or a combination of both).

- In FY 2005 the percentage of defendants who had a reduction in drug usage following placement in a sanctioned-based treatment program rose to 81 percent, a nine percentage point increase over FY 2004.
- PSA redesigned the sanctions component of its drug treatment programs, adding several redirection and treatment groups prior to an imposition of the jail sanction.

Critical Success Factor 4: Partnerships

Analysis by Critical Success Factor Budget Request

		2006 Enacted Budget	ATB	Program Changes*	2007 Request	Change From 2006
Partnerships	\$000	209	11	23	243	+34
	FTE	2	0	0	2	0
*Includes \$14,940 from Supervision Caseload Reduction (see CSF 2 for description) \$7,680 from Electronic Monitoring (see CSF 2 for description)						

Program Summary

Effective partnering with other justice agencies and community organizations is a major strategy through which PSA enhances public safety in the District's neighborhoods and builds the capacity for support services for defendants under pretrial supervision. It is through these partnerships with the courts, the United States Attorney's Office for the District of Columbia (USAO), Office of the Attorney General for the District of Columbia, various District government agencies, and non-profit community-based organizations that PSA can effectuate close supervision to assure that defendants will return to court and not be a danger to the community while on pretrial release. In addition, treatment and social service options are developed and/or expanded to enhance PSA's ability to address the social problems that contribute to criminal behavior, thereby increasing defendant's likelihood of success under pretrial supervision. In order for partnerships to be viable, PSA proactively identifies initiatives, seeks partnering entities, and collaborates with stakeholders to develop goals, objectives, and implementation plans.

Establish and maintain effective partnerships with the judicial system, law enforcement, and the community to enhance PSA's ability to provide effective community supervision, enforce accountability, increase community awareness of PSA's public safety role, and develop opportunities for defendants under pretrial supervision and pretrial diversion.

The Office of Justice and Community Relations leads interagency planning for community-based initiatives, develops interagency collaborations with CSOSA's Community Supervision Program, and identifies opportunities for partnerships with other justice agencies and community organizations that enhance the work of PSA.

Performance Measures

The measure associated with Critical Success Factor 4 is an output measure and provides the foundation for other targeted outcomes. For example, this measure contributes to the

achievement of the targets established for Measure 3.2 (placement in substance abuse treatment), Measure 3.3 (reduction in drug use), Measure 3.4 (connection to educational or employment services) and Measure 3.6 (connection to mental health services).

Measures		FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2005 Target	FY 2007 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			13	19	15	17

Accomplishments

- PSA developed an MOU with the D.C. Department of Mental Health (DMH) and CSOSA to streamline services for defendants/offenders with mental health needs. The MOU seeks to enhance and expand the agencies' ability to be more effective in identifying, treating and supervising this population by marshaling related internal resources, utilizing external mental health specialists, and identifying more expeditiously those individuals who are already connected with DMH core service agencies so that their justice-related requirements can be more effectively coordinated with their treatment needs.
- PSA worked with the D.C. Superior Court in the implementation and/or refinement of three community court initiatives – the Traffic and Misdemeanor Court, East of the River Community Court, and the Domestic Violence Court. These initiatives shift the method of case processing away from a traditional case processing approach toward increased problem solving. PSA supported this effort by developing alternative processing mechanisms and expanding available resources to provide supervision and social services to the East of the River Community Court and the Domestic Violence Court.
- PSA developed or updated memoranda of understanding (MOU) with the D.C. Department of Public Works, D.C. Department of Parks and Recreation, and the Downtown D.C. Business Improvement District to enhance community service opportunities for defendants who are ordered by the Court to complete community service as a requirement of pretrial diversion.

- PSA continues to work actively with the Criminal Justice Coordinating Council to develop and implement strategies for expanding pretrial diversion programs and pretrial release options.
- PSA entered into MOUs with the Superior Court of the District of Columbia to provide drug testing services for juveniles in lock-up and on community release and juveniles in pre-adjudicated and probation status; and with the D.C. Child and Family Services Agency for juveniles and parents in abuse and neglect cases.

Pretrial Services Agency
Summary of Change
fiscal year 2007

	Permanent Positions	FTE	Amount \$(000)
FY 2006 President's Budget	325	325	42,195
Congressional Rescission	0	0	-422
FY 2006 Enacted Budget	325	325	41,773
Adjustments to Base:			
FY 2007 Pay Raise	0	0	1,666
Annualization of FY 2004 Positions	0	0	0
General Price Increase	0	0	286
Total Adjustments to Base	0	0	1,952
FY 2007 Base	325	325	43,725
Program Changes:			
Extensive Supervision Caseload Reduction	12	12	1,703
Electronic Monitoring - Cellular/GPS	3	3	768
Total Program Changes	15	15	2,471
Total Changes	15	15	4,423
FY 2007 Request	340	340	46,196
Percent Increase over FY 2006 Enacted Budget	4.6%	4.6%	10.6%

Pretrial Services Agency
New Initiatives
Salaries and Expenses
Financial Analysis - Program Changes

	Positions	Amount \$(000)
GS-15	0	0
GS-14	0	0
GS-13	1	86
GS-12	10	716
GS-11	0	0
GS-10	0	0
GS-9	0	0
GS-8	0	0
GS-7	4	172
GS-6	0	0
GS-5	0	0
Total Positions	15	974
Total FTE	15	
11.1 Full Time Permanent	15	974
11.3 Other Than Full Time Permanent		0
11.5 Other Personnel Cost		43
12.1 Benefits		397
Total Personnel Cost		1,414
21.0 Travel and Training		29
22.0 Transportation of Things		4
23.2 Rental Payments to Others		287
23.3 Communications, Utilities, and Misc.		87
24.0 Printing		0
25.1 Consulting Services		297
25.2 Other Services		0
25.3 Purchases from Government Accounts		94
26.0 Supplies and Materials		14
31.0 Furniture and Equipment		240
32.0 Buildout		5
Total Non-Personnel Cost		1,057
Total Cost		2,471

SALARIES and EXPENSES
SUMMARY OF REQUIREMENTS by GRADE and OBJECT CLASS
(Dollars in Thousands)

Grade	2005 Enacted		2006 Pres. Budget		2007 Request		Variance	
	Pos	Amount	Pos	Amount	Pos	Amount	Pos	Amount
SL	3	451	3	471	3	490	0	19
GS-15	8	999	8	1,075	8	1,119	0	44
GS-14	22	2,272	22	2,443	22	2,544	0	101
GS-13	39	3,237	39	3,480	40	3,709	1	229
GS-12	127	8,617	127	9,378	137	10,659	10	1,281
GS-11	33	1,788	33	1,922	33	2,001	0	79
GS-10	2	117	2	126	2	131	0	5
GS-09	29	1,353	29	1,455	29	1,515	0	60
GS-08	12	529	12	569	12	592	0	23
GS-07	33	1,360	33	1,462	37	1,694	4	232
GS-06	6	231	6	248	6	258	0	10
GS-05	11	408	11	438	11	456	0	18
Total Appropriated Positions	325	21,361	325	23,067	340	25,170	15	2,103
Object Class								
11.1 Full Time Permanent	325	21,361	325	23,067	340	25,170	15	2,103
11.3 Other Than Full-Time Permanent		129		0		0		0
11.5 Other Personal Compensation		211		98		141		43
12.0 Personnel Benefits		7,316		8,016		8,951		935
13.0 Unemployment Compensation		18		18		18		0
Personnel Costs	325	29,036	325	31,199	340	34,279	15	3,081
21.0 Travel & Training		286		293		329		36
22.0 Transportation of Things		6		6		10		4
23.2 Rental Payments to Others		3,031		3,708		4,088		380
23.3 Communications, Utilities & Misc.		474		485		585		99
24.0 Printing and Reproduction		18		18		19		0
25.2 Other Services		4,440		4,449		4,972		523
26.0 Supplies and Materials		575		589		618		29
31.0 Furniture and Equipment		1,066		958		1,222		264
32.0 Buildout		67		69		75		7
42.0 Claims		0		0		0		0
Non-Personnel Costs		9,963		10,574		11,917		1,342
TOTAL	325	38,999	325	41,773	340	46,196	15	4,423
OUTLAYS		38,791		41,218		45,312		4,093

