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Congressional Budget Justification And Performance Information Fiscal Year 2010

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May 07, 2009

District of Columbia

Pretrial Services Agency



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APPENDIX A

PSA ROLE IN THE CRIMINAL JUSTICE SYSTEM1

District of Columbia
Pretrial Services Agency
FY 2010 Budget Justification

{ TC "Resource Request" \f C \l "1" }Resource Request

Pretrial Services Agency
Summary of Change
fiscal year 2010

	Permanent Positions	FTE	Amount \$(000)
FY 2009 Enacted	373	373	54,838
Adjustments to Base:			
FY 2010 Pay Raise	0	0	1,193
Annualization of FY 2009 Positions	0	0	642
633 Indiana Avenue, NW Rent Increase	0	0	784
General Price Increase	0	0	95
Total Adjustments to Base	0	0	2,714
FY 2010 Base	373	373	57,552
Program Changes:			
GPS Enhanced Monitoring of High-Risk Defendants	5	5	1,000
Total Program Changes	5	5	1,000
Total Changes	5	5	3,714
FY 2010 President's Request	378	378	58,552
 Percent Increase over FY 2009 President's Budget	 1.3%	 1.3%	 6.8%

The total FY 2010 President's Budget Request for the Pretrial Services Agency (PSA) is \$58,552,000, an increase of 6.8%, or \$3,714,000 over the 2009 enacted level. The request includes Adjustments to Base (ATB), which cover mandatory pay increases, non-personnel cost adjustments; including annualized salary and benefit costs for 23 FTEs provided in the 2009 appropriation; and \$784,000 to cover the increased rent costs in the new GSA lease agreement effective February 2009. The increased lease cost is for the Agency's Headquarters building and is the result of GSA's assumption of leasing responsibility. The requested program change amount is \$1,000,000 and 5 FTEs. The program increase would

provide enhanced monitoring of high-risk defendants through the expansion of pilot cellular electronic monitoring and Global Positioning System (GPS) programs. This program request addresses a public safety concern of both the Agency and the DC Court System.

Justification for Change

GPS Enhanced Monitoring of High-Risk Defendants

		FY 2008	FY 2009	FY 2010	Change FY 2009/ FY 2010
GPS/Cellular	(\$000)	300	0	1,000	1,000
	Positions	0	0	5	5
	FTE Level	3	0	5	5

{ TC "GPS MONITORING OF HIGH-RISK DEFENDANTS" \f C \l "1" }

Background

In FY 2008, PSA set as a strategic goal enhanced and more efficient supervision of high-risk defendants, using cellular electronic monitoring (EM) and Global Positioning System (GPS) location monitoring. Cellular EM-targeted defendants would be those identified by PSA's risk assessment as high-risk, but ineligible for PSA's High Intensity Supervision Program (HISP) due to the lack of landline telephone service. Cellular EM technology does not require traditional landline service, thus allowing electronic surveillance of these defendants. GPS has broadened PSA's ability to supervise court-ordered stay away (from place and/or person) conditions. While EM continues to be used to supervise a defendant's compliance with a court-ordered curfew, GPS gives PSA the ability to track the physical location of a defendant, thus enabling PSA to work closely with law enforcement officials to provide a higher level of defendant accountability in complying with stay away conditions.

In FY 2008 PSA received funding to pilot cellular electronic monitoring (EM) and Global Positioning System (GPS) technology for the supervision of 100 repeat domestic violence offenders. The use of curfew monitoring via EM technology and location monitoring via GPS has proven to be a highly successful management tool for high risk defendants. This success has resulted in a rapid increase in the number of requests from the Court and our other partners in the Criminal Justice Coordinating Council (CJCC) for increased usage of these technologies, thereby leading to burgeoning costs to PSA. The caseloads of PSA's High Intensity Supervision Program (HISP) have risen from 246 to 405 at the end of 2008, with caseload ratios moving up from 1:30 to 1:40. In addition to targeting domestic violence offenders, the Court, the Office of the US Attorney, the Office of the Attorney General and the Office of the City Administrator have requested that PSA utilize GPS for certain pretrial defendants charged with violent felonies or felony weapon offenses, including those who are placed into the Department of Corrections work release program. We anticipate that honoring these requests will increase HISP's daily population in FY 2010 from the current 405 to 550. In addition, with the increased use of cellular phones in the community, we are finding that EM technology is not compatible with the equipment of many landline telephone providers. Consequently, this is necessitating the gradual conversion from landline EM to cellular EM for many of our pretrial defendants. The anticipated increased costs will go from \$3.65 per defendant per day to \$7.60 per day. This is more than a 50% increase per defendant per day.

As of September 30, 2008, 173 high-risk defendants were monitored in HISP under either cellular or GPS technology.

The use of curfew monitoring via EM technology and location monitoring via GPS has proven to be a highly successful management tool for high-risk defendants. Maintaining this high success rate will require additional contract funding for the increase in GPS technology costs associated with this initiative. At the same time, PSA will attempt to reduce the high risk unit's daily officer-to-defendant caseload back to a 1:34 level. In summary, this initiative is high profile and relatively low cost and provides a tangible enhancement to public safety.

Summary of Requested Resources

PSA requests resources of:

- (1) \$200,000 increase in funds for contract costs (for a total of \$725,000) to provide additional GPS technology as described in the previous paragraphs, and,
- (2) \$800,000 to fund additional personnel costs, direct and indirect, for five FTEs to accommodate the increased caseload ratio generated by the growth of this program.

The total cost of the initiative (\$1,000,000) will support enhanced high-end technology for a daily average caseload of 550 high-risk defendants throughout 2010. The per-defendant cost of the increased defendant population as well as the current level of GPS technology will remain roughly the same. The increase of five FTE will serve to maintain the desired HISP officer/defendant caseload ratio of 1:34; the staffing level will increase from 11 PSOs to 16.

Justification

The successful use of curfew monitoring via EM technology and location monitoring via GPS has not only proven to be a highly successful management tool for high-risk defendants, but it has also resulted in an increase in requests from the Court to utilize these technologies. As such, PSA must plan and have available resources to expand cellular EM and GPS usage in FY 2010. In addition to utilization for domestic violence offenders, the court and our law enforcement partners want to use GPS for pretrial defendants charged with violent felonies or felony weapon offenses, including those who are placed into the Department of Corrections work release program. We anticipate that this expanded use will increase HISP's daily population in FY 2010 from the current 405 to 550. At the same time, PSA will attempt to keep the high-risk unit's daily officer-to-defendant caseload level at a 1:34 ratio to assure public safety. To maintain this caseload ratio of 1:34 will require five additional pretrial services officers.

PSA has procured the services of a single monitoring contractor to manage EM and GPS services, thus streamlining case management and permitting staff to work with a single management information system and vendor. With the increased use of cellular phones in the community, we are also finding that the EM technology is not compatible with the equipment of many landline telephone providers. This is necessitating the gradual conversion from landline EM to cellular EM for many of our pretrial defendants. As such, we anticipate increased costs—from \$3.65 per

defendant per day to \$7.60 per defendant per day in FY 2010. This will require an increase of \$200,000 in our contract funding.

Relationship to Strategic Plan

Improving and expanding effective supervision technologies for higher-risk defendants relates to PSA's performance goal of providing supervision and monitoring necessary to address each defendant's potential for pretrial misconduct and PSA's statutory requirement under DC Code §23-1303 (h)(1) to supervise all persons released except those on surety bond. This initiative also will enhance PSA's collaboration efforts with the DC Superior Court, MPD, and other criminal justice and community partner agencies.

District of Columbia

Pretrial Services Agency

{ TC "Fiscal Year 2010 Budget Justification Request" \f C \l "1" }FY 2010

Budget Justification

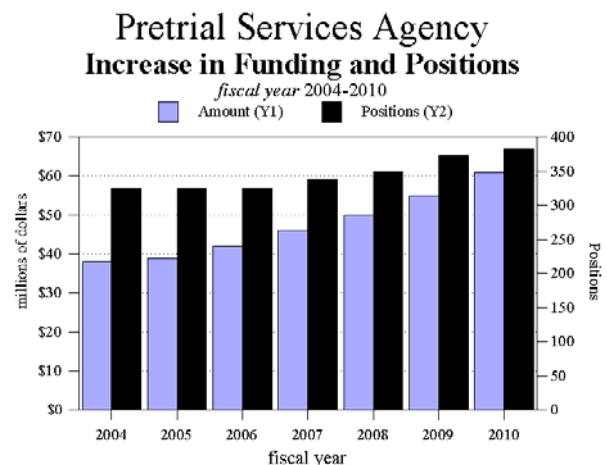
The DC Pretrial Services Agency (PSA or Agency) is pleased to provide this Budget Justification and Performance Information for Fiscal Year 2010. PSA's mission is to assess, supervise, and provide services for defendants, and collaborate with the justice community, to assist the courts in making pretrial release decisions. We promote community safety and return to court while honoring the constitutional presumption of innocence. This mission is the foundation of our organizational structure and the keystone for our strategic and budgetary initiatives.

To support our mission, PSA performs two critically important tasks that contribute significantly to the effective administration of justice:

- PSA investigates and presents demographic and criminal history information about newly arrested defendants and recommends release options for use by judicial officers and law enforcement agencies in deciding what, if any, release conditions are to be set; and
- PSA supervises defendants released from custody during the pretrial period by monitoring their compliance with conditions of release, bringing them into compliance through an array of supervision and treatment options, or alternatively, recommending revocation of release, and by notifying defendants about scheduled court hearings.

Funding History

The FY 2010 President's Budget request is \$58,552,000, an increase of \$3,714,000 or 6.8% over the 2009 enacted level. Total adjustments to base (ATB) represent mandatory pay increases and non-personnel inflation adjustments, including annualized salary and benefit costs for 23 FTEs provided in the 2009 appropriation; and \$784,000 to cover the increased costs in the new GSA lease agreement effective February 2009. The increased lease cost is for the Agency's Headquarters building and is the result of GSA's assumption of leasing responsibility. The requested program change is \$1,000,000 and 5 FTEs. The program increase would provide enhanced monitoring of high-risk defendants through the expansion of pilot cellular electronic monitoring and Global



Positioning System (GPS) programs. This program request addresses a public safety concern of both the Agency and the DC Court System.

Supervision Caseloads

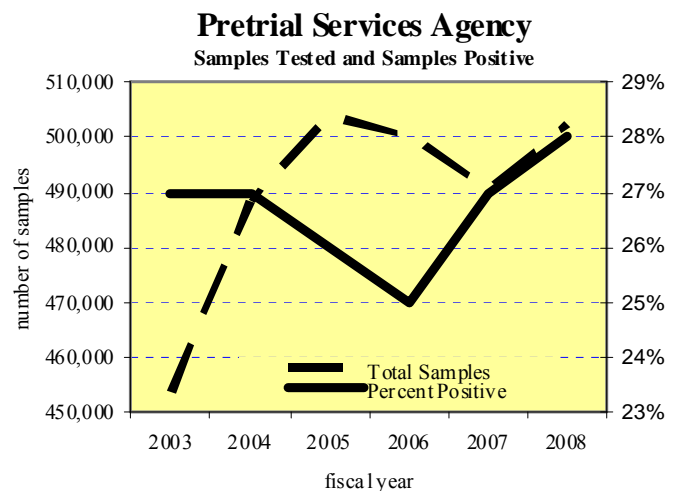
Twelve Month Average Caseload{ XE "caseload" } Ratios <i>October 2007 thru September 2008</i>			
Category	PSOs	Defendants	Ratio
General Supervision			
Condition Monitoring/ Courtroom Support	12	497	
Extensive Supervision	35	2,880	1:82
Community Court{ XE "Community Court" }	6	388	1:64
Subtotal – General	53	3,765	
Specialized Supervision	45	1,243	1:28
U. S. District Court	6	261	1:44
TOTAL	104	5,269	
BENCH WARRANTS OVER 60 DAYS		5,948	
Total Supervision		11,217	

Defendants with extensive supervision conditions within the General Supervision Unit{ XE "general supervision" } account for approximately 55% 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/or violent felonies. Even though many of the felony defendants potentially are 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 and cost effective by avoiding the high cost of incarceration. The Court's expectation, however, is that, in order to mitigate the risk to public safety while on pretrial release, conditions such as drug testing and regular reporting will{ XE "drug testing" } be supervised closely by PSA, and violators will be reported promptly to the Court. This expected and statutorily required response has not always occurred because of extremely high caseload{ XE "caseload" } ratios. In FY 2007, caseloads averaged 1:115 for extensively supervised General Supervision cases. However, with FY 2007 and FY 2008 funding, caseloads in Extensive Supervision were reduced to 1:82.

Drug Testing

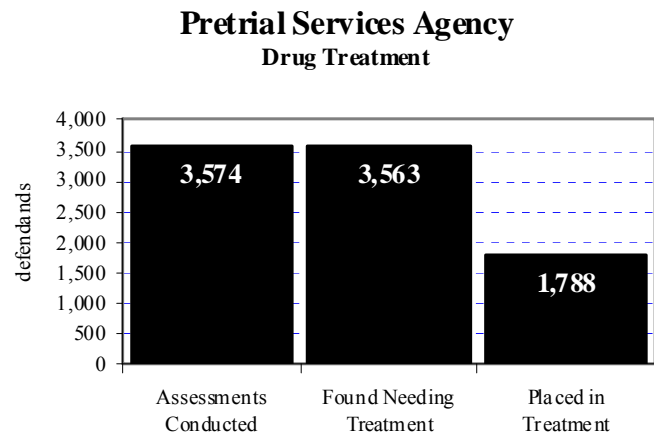
The PSA Forensic Toxicology Drug Testing Laboratory conducts drug testing{ XE "drug testing" } for pretrial defendants under PSA's supervision and for offenders under Court Services and Offender Supervision Agency's (CSOSA){ XE "Court Services and Offender Supervision Agency" } supervision (i.e., probation, parole, and supervised release). During FY



2008, PSA conducted 3,230,671 drug tests on 502,395 urine samples, (each sample can be tested for up to seven different drugs) collected from defendants and offenders. The number of samples taken by the lab{ XE "lab" } increased in FY 2008, as well as the number of tests per sample. 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 by reallocating resources from other programs. The lab currently stays open 24 hours per day during the week and has extended hours on weekends as well.

Drug Treatment

PSA conducted 3,574 Addiction Severity Index (ASI{ XE "Addiction Severity Index" }) assessments in FY 2008. Of these, 99% indicated the defendant was in need of treatment. PSA placed 1,788 of those found to be in need of treatment into some type of sanction-based substance abuse{ XE "substance abuse" } treatment (i.e., in-house, contractual, or a combination of both).

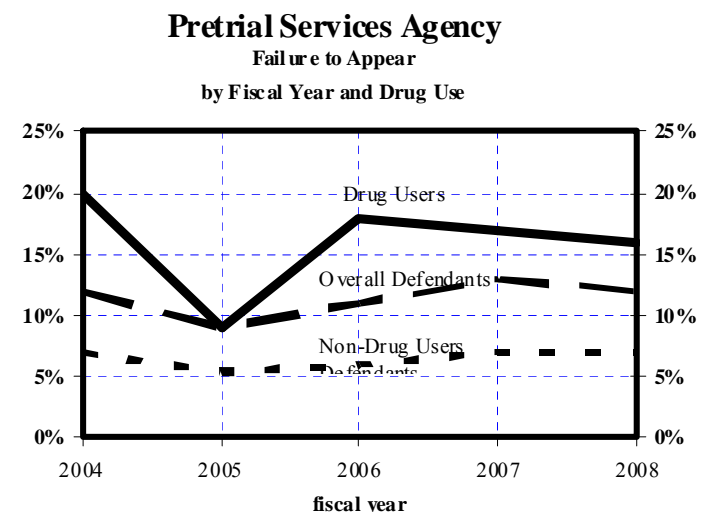


Failure to Appear

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

Between FY 2004 and FY 2008, the FTA rate decreased substantially for all defendants, both non-drug using defendants and drug using defendants.

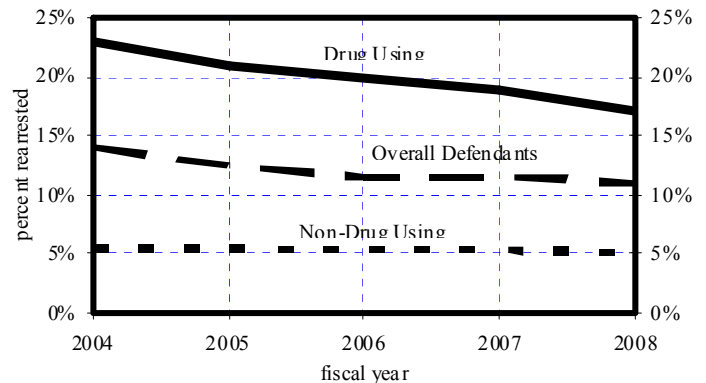
Overall, the FTA rate decreased to 12%. The FTA rate for non-drug using defendants decreased to 7%, while the FTA rate for defendants using drugs decreased from 20% to 16%. The FTA rate for defendants who do not use drugs is 44% that of drug using defendants.



Rearrest Rate

Rearrest is the outcome most closely related to public safety. PSA identifies each defendant's risk of rearrest{ XE "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.

**Pretrial Services Agency
Rearrest Rate**



Similar to its causal link to FTA,{ XE "failure to appear" } drug use also appears related to rearrest{ XE "rearrest" }. The rearrest rates for both drug using and non-drug using defendants have decreased slightly during the period FY 2004 – FY 2008. The rearrest rate for drug using defendants is 17% compared to 5% for non-drug using defendants, more than a three-fold difference.

Strategic Plan, Government Performance and Results Act (GPRA) Goals, Outcomes, and Strategies{ TC "Strategic Plan, GPRA Goals, Outcomes, and Strategies" \f C \l "1" }

PSA's Strategic Plan (2008-2013) contains PSA's vision for fiscal years 2008 through 2013, and includes further steps PSA will take to continue as a performance-based results-oriented organization that directly links costs and outcomes. The Strategic Plan sets as priorities the review of its release recommendation procedures, the expansion of supervision services to certain defendants charged with local traffic and District of Columbia misdemeanor offenses, the expansion of supervision resources for high-risk defendants, helping the local court to expand diversion opportunities, providing additional treatment resources for substance-abusing defendants and those with mental health issues, and increasing the number of partnerships with local justice system, treatment service, and community organizations. The Strategic Plan presents 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 for each pretrial defendant should lead to:
 - Least restrictive release in the community.
 - Preventive detention only as a last resort based on a judicial determination of the risk of non-appearance at Court and/or danger to any person or to the community.
- Accountability to the public for carrying out the PSA mission is essential.
- Non-financial 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 conditioning defendants' conduct to protect the public.
- Pro-social interventions that address substance abuse{ XE "substance abuse" }, employment{ XE "employment" }, housing, medical, educational, and mental health{ XE "mental health" } issues afford defendants the opportunity for personal improvement and decrease the likelihood of criminal behavior.
- All of PSA's work is performed to the highest professional and ethical standards.
- Innovation and the development of human capital lead to organizational excellence.

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

- Reduction in the rearrest{ XE "rearrest" } rate for violent and drug crimes during the period of pretrial supervision, and,
- Reduction in the rate of failure to appear{ XE "failure to appear" } for Court.

Achievement of these two outcomes depends on many factors. Evaluating each defendant's potential for flight and rearrest{ XE "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 non-compliance and reducing drug use are also of primary importance. Further, PSA's use of social services (e.g., job training and employment) contributes to behavioral change in the defendant population.

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*{ XE "risk and needs assessment" } – 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 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*{ XE "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*{ XE "treatment and support services" } – Provide for, or refer defendants to, effective substance abuse{ XE "substance abuse" }, mental health{ XE "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*{ XE "**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 determine 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 performance measures are used to track activities and results. These measures are used to manage PSA's progress toward achievement of its goals. { XE "Court Services and Offender Supervision Agency" } 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 ones that PSA has identified as making the most important contributions to outcomes.

PSA's budget function continues to provide weekly status of funds reports that allow management to monitor spending rates and funds availability throughout the year. Information from these reports provides an ongoing stream of information used to ensure a 99% spend rate, thereby ensuring that the Agency's mission is fully and effectively delivered as funded by the Congress. At the end of FY 2008 the Agency's closing balance was less than 1% of the annual appropriation.

Revisions to FY 2009 and 2010 Outcome and Performance Measure Targets

To help ensure that its outcome and performance measures are reasonable but ambitious and fit the agency's mission and objectives, PSA annually reviews measure targets, definitions, and data sources, and makes appropriate changes when needed. Following its FY 2008 impact review, PSA revised the definitions and targets for several performance measures. These changes reflect PSA's continuing revision of appropriate targets, its identification of more reliable and accurate data sources, and its desire to more closely tie certain measures to PSA's mission, goals and objectives. Revised performance measure and an explanation for the proposed change appear below:

Outcome Measures

- Beginning in FY 2010, PSA will track a new outcome measure: *the percentage of defendants who remain on release at the conclusion of their pretrial status without a pending request for removal or revocation due to noncompliance*. We are setting a proposed target of 75% for this measure. This measure is a proxy outcome measure since it complements PSA's guiding principles of ensuring the least restrictive release consistent with public safety and return to court throughout the pretrial stage. It also encourages the use of effective interventions to control pretrial misconduct and encourage positive defendant behavior.
- *Increasing the rearrest outcome targets for violent crimes for all defendants to three percent from one percent and violent crimes for drug using defendants to four percent from two percent (FY 2009-2011)*. The new targets conform to PSA's average actual performance from FY 2005 to FY 2008: 2.5 percent for violent crime rearrests overall and four percent for violent crime drug users. They also reflect that many defendants with safety and drug use issues may not be placed by the courts under supervision levels that address those issues adequately. For example, in FY 2008, 49 percent of defendants who were initially detained due to safety concerns (such as a violent or dangerous charges or rearrests while on criminal justice supervision) later secured release. Over 60 percent of these new releases were to PSA's low to medium-level supervision, while

almost four percent were releases on personal recognizance without supervision. Further, since FY2005, only 50 percent of drug-using defendants identified as needing treatment actually received treatment placements. This adjustment reflects the reality that PSA may influence but does not control release and detention decisions.

Performance Measure Targets

- *Decreasing the target for performance measure 1.1: Percentage of defendants assessed for risk of failure to appear and rearrest to 96 percent from 99 percent (FY 2009-FY 2011):* The new target accounts for logistics issues in interviewing arrestees prior to initial appearance hearings and providing reports and recommendations to the Court so that information can be used for bail decision making.
- *Revising performance measure 1.2 from “defendants for whom PSA recommends the least restrictive conditions consistent with public safety” to “defendants for whom PSA identifies eligibility for appropriate appearance and safety-based detention hearings”:* PSA recommends revising the actual performance measure and data source to more accurately track our strategic goal to identify and manage risk to public safety. The information source for the new measure is quantitative—the preferred data type for outcome and performance tracking—and replaces the more subjective expert panel approach used to calculate the former measure. (Among the shortcomings of the former approach was the possibility that separate panelists could rate similar recommendations differently. The technique also is time consuming, taking up to ten weeks to complete.)

We propose dropping the current measure from the FY 2009’s reporting requirement, then tracking the new measure beginning in FY 2010. The new measure would have a 95 percent proxy target for FY 2010. (In FY 2008, PSA recommended the least restrictive conditions of release for 91 percent of defendants.) If necessary, PSA will revise the FY 2011 target based on an evaluation of our performance in this area over the past two fiscal years. The review will identify all defendants with criminal cases filed in D.C. Superior Court and U.S. District Court over the past two fiscal years that qualified for appearance and/or safety-based detention under local and federal bail statutes. From that population, PSA will gauge how often diagnostic staff correctly identify and report to the court appropriate detention hearings. To further help determine appropriate targets here, the Office of Operations and the Office of Research, Analysis and Development will review how planned changes to PSA’s Pretrial Real-time Information System Manager’s diagnostic function should influence the new targets.

- *Decreasing the target for performance measure 2.1: percentage of defendants who are in compliance with release conditions at the end of the pretrial period to 77 percent from 80 percent (FY 2009-FY 2011):* As noted in previous budgets, we revised the calculation of final supervision compliance to include only defendants with no pending requests for supervision removal, no papered rearrests during the supervision period, and no unexcused missed court appearances. This new definition excluded defendants whom PSA may have recommended for termination, but who were continued on supervision by the Court. This new calculation increased the actual performance to an average 76.3 percent between FY 2006 and FY 2008 from the 56 percent actual percentage in FY 2005. PSA will review this measure target again in FY 2010, following implementation of enhanced supervision and treatment protocols.

- Adjusting performance measure 3.3: Percentage of defendants who have a reduction in drug usage following placement in a sanction-based treatment program to 74 percent (FY 2009-FY 2011):* In FY2008, PSA increased this performance measure target to 80 percent, consistent with the reported 79 percent average actual from FY 2005 to FY 2007. To ensure that the measure included all appropriate treatment-placed defendants, PSA revised the definition to defendants with a reduction in drug use after at least 30 days of treatment. This replaced the old definition—drug reduction following treatment completion—which did not count defendants whom PSA or CSOSA did not continue to test post-treatment. (This group included SCDIP graduates, defendants exiting treatment early but in compliance, and treatment defendants who did not receive community supervision as a final disposition.) Under the new definition, PSA identified nearly three times the number of eligible defendants compared to the population found under the previous definition, but also determined that 71 percent was a more accurate performance actual for this measure. For FY 2009-FY 2011, PSA will reduce the measure target to 74 percent, a figure more in line with the new definition and reflective of changes PSA expects with the introduction of new treatment procedures during the second quarter of FY 2009.
- Increasing the target for performance measure 3.4: Percentage of defendants connected to educational or employment services following assessment by SSAC from 75 percent to 90 percent (FY 2009-FY 2011):* This indicator reflects the Agency’s Social Services and Assessment Center’s (SSAC) frequency in connecting defendants to available educational or employment services, both as a condition of supervision and as requested by defendants and PSA case managers. Our 94 percent performance rate for FY 2007- FY 2008 reflects SSAC’s continued success in this area. However, PSA anticipates that the current economic downturn will make it difficult for local agencies who provide employment referral and vocational training services to accept and place new referrals at the same rates as in previous years. Our proposed 92 percent target rate for FY 2010 and FY 2011 anticipates a reduction in these services locally while still providing a 17 percent increase over the current target of 75 percent. We believe this figure is reasonable in light of the current economic environment but ambitious enough to meet GPRA requirements.
- Changing the wording of measure 3.6: the percentage of service-eligible assessed defendants connected to mental health services.* We propose adding the word “service” eligible to the wording to reflect that defendants must be eligible for particular services to be connected with these services. No change in targets.

{ TC "FY 2010 PROPOSED BUDGET DISTRIBUTION BY PERFORMANCE MEASURE AND
MAJOR PROGRAM OFFICE" \f C \l "1"
}

dollars in thousands

Pretrial Services Agency

dollars in thousands

TC "FY 2010 Proposed Budget Distribution of New Initiatives by Performance Measure									
Performance Measure	Program	Activity	Sub-Activity	Activity Code	Activity Title	Activity Description	Activity Type	Activity Status	Activity Start Date
Performance Measure 1	Program 1	Activity 1	Sub-Activity 1	101	Activity 1.1	Activity 1.1 Description	Activity 1.1 Type	Activity 1.1 Status	Activity 1.1 Start Date
				102	Activity 1.2	Activity 1.2 Description	Activity 1.2 Type	Activity 1.2 Status	Activity 1.2 Start Date
				103	Activity 1.3	Activity 1.3 Description	Activity 1.3 Type	Activity 1.3 Status	Activity 1.3 Start Date
				104	Activity 1.4	Activity 1.4 Description	Activity 1.4 Type	Activity 1.4 Status	Activity 1.4 Start Date
Performance Measure 2	Program 2	Activity 2	Sub-Activity 2	201	Activity 2.1	Activity 2.1 Description	Activity 2.1 Type	Activity 2.1 Status	Activity 2.1 Start Date
				202	Activity 2.2	Activity 2.2 Description	Activity 2.2 Type	Activity 2.2 Status	Activity 2.2 Start Date
				203	Activity 2.3	Activity 2.3 Description	Activity 2.3 Type	Activity 2.3 Status	Activity 2.3 Start Date
				204	Activity 2.4	Activity 2.4 Description	Activity 2.4 Type	Activity 2.4 Status	Activity 2.4 Start Date
Performance Measure 3	Program 3	Activity 3	Sub-Activity 3	301	Activity 3.1	Activity 3.1 Description	Activity 3.1 Type	Activity 3.1 Status	Activity 3.1 Start Date
				302	Activity 3.2	Activity 3.2 Description	Activity 3.2 Type	Activity 3.2 Status	Activity 3.2 Start Date
				303	Activity 3.3	Activity 3.3 Description	Activity 3.3 Type	Activity 3.3 Status	Activity 3.3 Start Date
				304	Activity 3.4	Activity 3.4 Description	Activity 3.4 Type	Activity 3.4 Status	Activity 3.4 Start Date

and Major Program Office" \f C \l "1" }

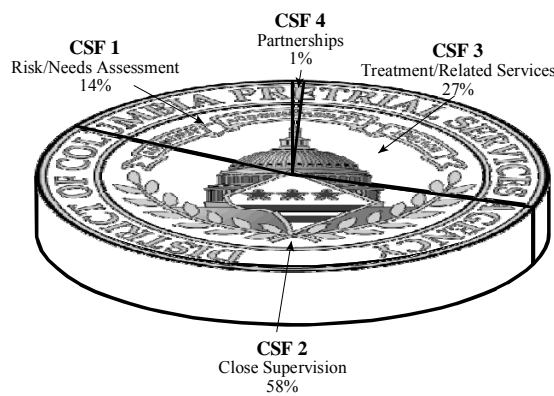
Pretrial Services Agency

Proposed FY 2010 Funding

by Critical Success Factor

{ TC "Proposed FY 2010 Funding by Critical Success Factor" \f C \l "1" }

For FY 2010, Close Supervision{ XE "close supervision" } will receive the majority of PSA's resources, 58%. Treatment and Support Services{ XE "treatment and support services" } will receive 27% while Risk and Needs Assessment{ XE "risk and needs assessment" } will receive 14% of PSA's resources. Partnerships{ XE "partnerships" } will receive the smallest share, approximately 1%. 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 2010

	Critical Success Factors	Major Activities	FY 2010	
			(\$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	\$8,590	69
	CSF 2 Close Supervision	Monitoring Drug Testing Supervision Sanctions	\$34,001	251
	CSF 3 Treatment/Related Activities	Supervision Treatment Sanctions	\$15,646	56
	CSF 4 Partnerships	Supervision through Community Linkages	\$ 315	2
			\$58,552	378

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 Organizational Structure{ TC "PSA Organizational Structure" \f C \l "1" }

PSA provides risk assessment, drug testing{ XE "drug testing" }, and 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 following program areas: Court Services,{ XE "Court Services Branch" } Supervision{ XE "Supervision Branch" }, { XE "Community Justice Resources Branch" } Treatment{ XE "Treatment Branch" }, and the Drug Testing and Compliance Unit.{ XE "Drug Testing and Compliance Unit" } The Forensic Toxicology Drug Testing Laboratory, along with other management, program development, and support functions, reports to the Office of the Director.

The **Court Services Program Area**{ XE "Court Services Branch" } consists of the Diagnostic Unit. The Diagnostic Unit staff{ XE "Diagnostic Unit" } interview defendants charged with criminal offenses in the DC Superior Court{ XE "D.C. Superior Court" } and formulate release recommendations. This pre-release process includes background investigations and defendant interviews. Diagnostic Unit staff verifies information collected from the defendant, researches and updates prior and/or current criminal history, formulates a risk assessment, and prepares a written recommendation to the judicial officer. The Diagnostic Unit also conducts citation interviews and investigations, and schedules citation arraignment dates.

Following a defendant's release, the Diagnostic 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{ XE "failure to appear" }, and rearrest{ XE "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. The Diagnostic Unit is also responsible for conducting criminal history investigations and preparing the pretrial service reports on DC Code violation and Traffic lock-ups.

The **Supervision Program Area**{ XE "Supervision Branch" } consists of the General Supervision Units (GSU), the High Intensity Supervision Program (HISP),{ XE "High Intensity Supervision Program" } and the District Court Unit. **GSU**{ XE "general supervision" } supervises compliance with release conditions imposed by the DC Superior Court{ XE "D.C. Superior Court" } for the majority of defendants released to PSA's supervision. Release conditions may include stay away orders from designated people and places, regular contact with PSA, drug testing, and referrals for treatment{ XE "drug testing" }. The GSU PSO ensures that relevant information regarding compliance is current and available to the judge. If the defendant cannot be brought into compliance with the conditions of release, the PSO sends a violation

report to the Court, including specific recommendations such as drug treatment{ XE "drug treatment" } or mental health{ XE "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 **High Intensity Supervision Program (HISP)**{ XE "High Intensity Supervision Program" } consists of 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{ XE "general supervision" }, Sanction-Based Contract Treatment, New Directions{ XE "New Directions" } and Drug Court{ XE "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 Department of Corrections halfway house. Supervision requirements include face-to-face contact and drug testing{ XE "drug testing" } at least once per week, and curfew with electronic monitoring{ XE "electronic monitoring" } (EM) daily from 10:00 p.m. to 6:00 a.m.

Home Confinement is intended primarily for defendants who violate the program requirements under Community Supervision. However, the Court maintains 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 are allowed to leave their homes only for work, to attend school, to report to PSA for face-to-face contacts and drug testing{ XE "drug testing" }, and for other pre-approved purposes. Defendants are returned to Community Supervision once they have completed the 21 days without incurring any infractions. PSA continues to notify the court of all program violations.

The HISP{ XE "High Intensity Supervision Program" } staff supervises defendants who are placed by the Court under Global Positioning Surveillance, and HISP also co-supervises, with the DC Department of Corrections,{ XE "Department of Corrections" } defendants placed in work release with conditions such as drug testing.{ XE "drug testing" }

The **U.S. District Court**{ XE "U.S. District Court" } Unit follows the same pre-release procedures for federal defendants as the Diagnostic Unit{ XE "Diagnostic Unit" } does for District 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 DC Superior Court{ XE "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 **Treatment Program Area**{ XE "Treatment Branch" } includes the Superior Court Drug Intervention Program (Drug Court{ XE "Drug Court" }), the New Directions{ XE "New Directions" } Program, and the Sanction-Based Contract Treatment Unit. Each of these

sanction-based drug treatment{ XE "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. The { **XE "Community Justice Resources Branch" }**Specialized Supervision Unit{ XE "Specialized Supervision Unit" } and the Social Services and Assessment Center also are in the Treatment Program Area.{ XE "Social Services and Assessment Center" }

Drug Court{ XE "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{ XE "drug testing" }, must participate in substance abuse{ XE "substance abuse" } treatment, and must agree to immediate administrative or Court-imposed sanctions for non-compliance 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, also are offered to motivate defendants' compliance and recovery from addiction.

The **New Directions**{ XE "New Directions" } Program includes many of the features of the Drug Court{ XE "Drug Court" }. The key differences are that New Directions provides treatment to defendants charged with violent as well as non-violent crimes, does not offer diversion from prosecution, and does not maintain strict eligibility criteria. Defendants in New Directions also must participate in sanction-based substance abuse{ XE "substance abuse" } treatment. PSOs in New Directions utilize swift administrative sanctions{ XE "administrative sanctions" } in response to defendant non-compliance 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 also are graduated and also initially involve treatment responses. However, jury box and jail sanctions are replaced with enhanced treatment placements. Incentives, such as recognized phase progression ceremonies and reduced drug testing{ XE "drug testing" } and reporting requirements, also are offered to motivate defendants' compliance and recovery from addiction.

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

The **Specialized Supervision Unit** 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 ensures that these defendants are linked with community-based mental health{ XE "mental health" } treatment through the DC 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 defendants.

The **Social Services and Assessment Center (SSAC)** provides substance abuse{ XE "substance abuse" } assessments and social service referrals for defendants 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 SSAC conducts almost 300 substance abuse assessments per month. The center also tests and evaluates defendants suspected of having a mental illness. Staff in the unit identify and maintain information on treatment, employment{ XE "employment" }, education{ XE "education" }, housing and other social services that may be utilized by defendants in meeting pretrial release obligations. In addition, the SSAC provides liaison with community organizations that provide opportunities for defendants to perform community service as part of diversion in the East of the River Community Court{ XE "Community Court" }.

The **Drug Testing and Compliance Unit**{ XE "Drug Testing and Compliance Unit" } is responsible for collecting urine samples for analysis. With a majority of all criminal defendants having substance abuse{ XE "substance abuse" } problems, drug testing{ XE "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 also is 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 all of PSA and CSOSA. This includes testing for the sentenced offender population as well as those under pretrial supervision. Each sample is tested for three to seven drugs of abuse. All positive samples are retested. Toxicologists conduct levels analysis to determine drug concentration, gas chromatograph/mass spectrometry to confirm test results, and provide forensic consultations and court testimony.

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

- Justice and Community Relations
- Forensic Research
- Finance and Administration
- Office of Human Capital Management and Training{ XE "Strategic Planning, Analysis and Evaluation" }

¹ Certain functions are performed by CSOSA{ XE "Court Services and Offender Supervision Agency" } for PSA, including those of the Office of General Counsel; Legislative, Intergovernmental, Public Affairs; Equal Employment Opportunity; Diversity and Special Programs; and Professional Responsibility.

- Information Technology
- Research, Analysis and Development (RAD)

Progress Towards Outcomes { TC "Progress Towards Outcomes" \f C \l "1" }

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{ XE "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 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2008 Target	FY 2009 Target	FY 2010 Target
Percentage of defendants rearrested for violent or drug crimes during the period of pretrial supervision.							
For all defendants rearrested for:							
- any crimes	13%	12%	12%	12%	12%	12%	12%
- violent crimes	3%	3%	2%	2%	1%	3%	3%
- drug crimes	4%	4%	4%	4%	4%	4%	4%
For drug-using defendants rearrested for:							
- any crimes	20%	19%	18%	17%	18%	18%	18%
- violent crimes	4%	4%	3%	3%	2%	4%	4%
- drug crimes	7%	7%	6%	6%	7%	7%	7%
For non-drug-using defendants rearrested for:							
- any crimes	6%	5%	5%	5%	5%	5%	5%
- violent crimes	1%	1%	1%	1%	1%	1%	1%
- drug crimes	1%	1%	1%	1%	1%	1%	1%
Percentage of cases in which a defendant failed to appear for at least one court hearing.							
- any defendants	9%	13%	13%	12%	13%	13%	13%
- drug-users	13%	18%	17%	16%	15%	15%	15%
- non-drug-users	6%	7%	7%	7%	9%	9%	9%
Percentage of defendants who remain on release at the conclusion of their pretrial status without a pending request for removal or revocation due to noncompliance							
-						NA	75%*

* This is a new outcome for FY 2010 so no historical data is available.

Rearrest: Rearrest is the outcome most closely related to public safety. PSA identifies a defendant's risk of rearrest{ XE "rearrest" } and provides a corresponding level of supervision to reasonably assure the defendant will not be a danger to the community while on pretrial 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 case does not advance through the system. PSA assists the court by notifying defendants of scheduled hearings in writing and in person.

{ TC "GPS Monitoring of High-Risk Defendants" \f C \l "1" }Critical Success Factor 1: Risk and Needs Assessment{ XE "risk and needs assessment" }

**Analysis by Critical Success Factor
Budget Request**

CSF 1		FY 2009 Pres. Budget	Total ATBs	Total Program Changes	FY 2010 Request	Change FY 2009/ FY 2010
Risk/Needs Assessment	\$000	\$8,203	\$387	\$0	\$8,590	\$387
	FTE	69		0	69	0

Program Summary{ TC "Program Summary" \f C \l "1" }

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{ XE "employment" } status, community ties, etc.). An initial drug test at lock-up is fundamental to the determination of PSA release conditions. Approximately 46% of defendants test positive at lock-up for cocaine, opiates, or PCP.

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.

For individuals arrested and charged with non-violent 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 an independent 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 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 TC "Performance Measures" \f C \l "1" }

Measures		FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2008 Target	FY 2009 Target	FY 2010 Target
1.1	Percentage of defendants who are assessed for risk of failure to appear{ XE "failure to appear" } and rearrest.{ XE "rearrest" }	94%	98%	93%	98%	99%	96%	96%
1.2	Percentage of defendants for whom PSA identifies eligibility for appropriate appearance and safety-based detention hearings	NA	NA	NA	NA	NA	NA	95%*

* This is a new target for FY 2010 so no historical data is available.

PSA's pre-release process strives to classify defendants properly. Defendants are classified into risk categories (for both risk of rearrest{ XE "rearrest" } and failure to appear{ XE "failure to appear" } for court) based on criminal history, substance abuse{ XE "substance abuse" } and mental health{ XE "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{ XE "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{ XE "rearrest" } and flights 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{ XE "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, and 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{ XE "drug testing" }, drug treatment{ XE "drug treatment" }, mental health{ XE "mental health" } treatment, stay-aways from specified persons or places, regular and frequent face-to-face contact with a Pretrial Services Officer (PSO), halfway house placement, global positioning surveillance (GPS) and electronic monitoring{ XE "electronic monitoring" }. The electronic monitoring may include a period of home confinement with release authorized by the PSO for limited purposes.

Accomplishments { TC "Accomplishments" \f C \l "1" }

- In FY 2008 the Agency completed almost 19,000 pretrial services reports with recommendations regarding release or detention to initial appearance judicial officers in DC Superior Court and U.S. District Court for the District of Columbia. In addition, more than 4,500 criminal history reports were sent to Superior Court judicial officers for consideration of release in DC/Traffic cases.
- In FY 2008 PSA reduced by 74%, the average monthly number of cases called without pretrial services reports in an initial court appearance. From January to September 2008, the average number of cases called per month without supporting PSA documentation was 18, compared to 69 per month during the same time period in 2007.
- In January 2008, PSA assigned two staff to track pretrial detainees held on financial bonds. As of September 30, 2008, these staff members had identified 162 persons held on financial bonds ranging from \$100 to \$1,000. Most of these bonds appeared to be nominal amounts on defendants under more serious statutory holds in other pending matters. PSOs sent reports to calendar judges where the bond appeared to be the basis for detention, thereby effectuating the statutory mandate that a defendant should not be detained because of a lack of financial resources.
- PSA completed the gathering and documentation of requirements for PRISM 3.0, the next major improvement of the Agency's automated defendant records system. The new diagnostic module improves risk assessment and recommendation capacity by supporting improved automation of pretrial services reports, diagnostic interviews, criminal history investigations, and release/detention recommendations. Work also began on a new Drug Testing Management System; the requirements and design phases are completed and the development phase is underway.
- The Court Services Program added an additional team to improve criminal history research of arrestees and services to the court in release recommendations.
- The Drug Testing and Compliance Unit (DTCU) improved test collection efficiency and increased defendant compliance with drug testing requirements through several process changes. These include extended early morning and Saturday hours for collection to allow

defendants to report for testing with no conflict with their work schedule and realignment of workload and staffing resources to reduce the number of defendants and waiting times at the main collection site. This change has also allowed defendants to drug test and meet with their assigned PSOs in one location.

- The pretrial services report is being expanded to provide judicial officers in detention hearing courts with information on prior arrests resulting in dismissals or acquittals for defendants charged with violent felonies or felony weapons offenses. Testing began in September 2008, and deployment is expected in May 2009.

Critical Success Factor 2: Close Supervision{ XE "close supervision" }

Analysis by Critical Success Factor Budget Request

CSF 2		FY 2009 Pres. Budget	Total ATBs	Total Program Changes	FY 2010 Request	Change FY 2009/ FY 2010
Close Supervision	\$000	\$31,348	\$1,653	\$1,000	\$34,001	\$2,653
	FTE	246		5	251	5

Program Summary { TC "Program Summary" \f C \l "1" }

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

PSA provides a wide range of supervision programs to support local and federal courts. Some defendants are released without conditions, but the majority of defendants are monitored or extensively supervised by the General Supervision Unit{ XE "general supervision" }. These defendants 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{ XE "drug testing" }, stay away orders, drug treatment{ XE "drug treatment" } or mental health{ XE "mental health" } treatment if deemed appropriate through PSA's assessment process, and/or frequent contact requirements with PSOs.

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 who are eligible may be subject to curfew, global positioning surveillance, electronic monitoring{ XE "electronic monitoring" }, home confinement or residence in a halfway house. Sanctions for this population are immediate.

Caseload{ XE "caseload" } size affects the quality of supervision. Successful pretrial supervision hinges on the ability of the PSO 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. { XE "Drug Court" }Current PSA supervision caseloads are profiled in the chart below.

Supervision Caseload{ XE "caseload" } Ratios

for October 2007 to September 2008

Category	PSOs	Defendants	Ratios	
General Supervision { XE "general supervision" }				
Condition Monitoring/ Courtroom Support	12	497	NA	Lower risk defendants requiring only monitoring plus daily courtroom representation regarding release condition compliance
Extensive Supervision	35	2,880	1:82	Higher risk felony and serious misdemeanor defendants with drug testing,{ XE "drug testing" } drug treatment,{ XE "drug treatment" } and reporting conditions.
Community Court{ XE "Community Court" }	6	388	1:64	Misdemeanor defendants in East of the River Community Court who are extensively supervised.
Subtotal { XE "general supervision" }	53	3,765		
Specialized Supervision	45	1,243	1:28	Highest risk defendants ordered to global positioning surveillance or electronic monitoring,{ XE "electronic monitoring" } home confinement or residence in a halfway house, in-house and contractual sanction-based substance abuse{ XE "substance abuse" } treatment programs, or mental health{ XE "mental health" } treatment.
U.S. District Court { XE "U.S. District Court" }	6	261	1:44	Felony and misdemeanor defendants charged in U. S. District Court.
Total	104	5,269		
Extended Bench Warrants (over 60 days old)		5,948		
Total		11,217		

{ TC "Supervision Caseload Ratios" \f C \l "1" }

Performance Measures{ TC "Performance Measures" \f C \l "1" }

{ XE "performance measures" }

Measures		FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2008 Target	FY 2009 Target	FY 2010 Target
2.1	Percentage of defendants who are in compliance with release conditions at the end of the pretrial period.	56%	77%	75%	77%	80%	77%	77%
2.2	Percentage of defendants whose noncompliance is addressed by PSA either through the use of an administrative sanction or through recommendation for judicial action.							
	- drug testing{ XE "drug testing" } violations	80%	90%	95%	97%	80%	80%	80%
	- contact violations	79%	84%	77%	90%	70%	70%	70%
	- sanction-based treatment program violations	97%	75%	67%	89%	80%	80%	80%
	- electronic monitoring{ XE "electronic monitoring" } violations	83%	88%	99%	100%	92%	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 of upcoming court hearings in person (when possible) and in writing{ XE "failure to appear" }. 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{ XE "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 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 non-compliance. Because violations of conditions may indicate that

defendants are about to engage in illegal behavior, non-compliance must be addressed as quickly as possible. Holding defendants accountable is critical to keeping PSA's supervision credible as perceived by defendants, the court and the community. When violations of conditions are detected, PSA informs the Court, and when warranted, seeks sanctions, including revocation of release. Defendants in certain programs are also subject to administrative sanctions{ XE "administrative sanctions" } for non-compliance.

Accomplishments{ TC "Accomplishments" \f C \l "1" }

- PSA's Office of Operations reduced caseloads in the General Supervision Unit (GSU) from approximately 115 per officer in FY 2007 to 82 per officer in FY 2008. This was achieved by establishing two additional GSU teams and realigning workload and staffing resources to prioritize supervision efforts toward higher risk defendants.
- For FY 2008, the Forensic Toxicology Drug Testing Laboratory conducted 3,230,671 drug tests on 502,395 urine samples of persons on pretrial release, probation, parole, and supervised release, as well as for persons (juveniles and adults) whose matters are handled in the DC Family Court.
- In June 2008, PSA incorporated cellular electronic and Global Positioning System (GPS) monitoring into its supervision of high-risk defendants. GPS will facilitate PSA's monitoring of "stay away" conditions. As of September 30, 2008, 153 placements for cellular monitoring and 20 for GPS monitoring had been made.
- While PSA has supervision responsibility for certain persons awaiting trial, it does not have the ability (with the exception of GPS) to supervise a defendant's compliance with "stay away" (from other persons or places) ordered by the court as a release condition. PSA has provided such stay away information to JUSTIS, the city's coordinated criminal justice database. Now, law enforcement can query JUSTIS to see if an individual has a stay away condition. In addition, based upon this new data, JUSTIS has developed a daily report which is distributed to the DC Metropolitan Police Department (MPD), providing officers with real-time information.
- GunStat is a collaborative District-wide effort aimed at tracking gun cases through the criminal justice system in order to identify trends and system strengths and weaknesses in the handling of these cases. Its goal is to identify and resolve gaps in targeting those who commit gun offenses and in processing them through the local justice system. PSA is an active partner in GunStat, providing other agencies with updates on targeted defendants and reports on their performance while on pretrial release. PSA also hosted the July 2008 GunStat session, giving an overview on the importance of requesting appropriate pretrial release conditions for defendants who are to be released pending disposition of their cases.
- PSA worked with MPD to speed notification of outstanding bench warrants. PSA's Office of Information Technology developed an automated report that includes court information on issued bench warrants and PSA's most current address and telephone contact for the

defendant. PSA now generates the “Bench Warrants List Report” every evening to various law enforcement agencies across the city, including each of the MPD Districts and the US Marshals Service.

- PSA was a major contributor to the November 2007 *Fugitive Safe Surrender* initiative conducted with the US Marshals Service, CSOSA, the US Attorney’s Office (USAO), Public Defender Service (PDS), MPD, the DC Office of the Attorney General, and the DC Superior Court. This coordinated effort was designed to have persons wanted on outstanding warrants surrender themselves at a community-based church in exchange for favorable consideration of their case by both the court and the prosecuting agency. Over 550 persons surrendered during the three-day period.

Critical Success Factor 3: Treatment and Related Services

Analysis by Critical Success Factor Budget Request

CSF 3		FY 2009 Pres. Budget	Total ATBs	Total Program Changes	FY 2010 Request	Change FY 2009/ FY 2010
Treatment Related Services	\$000	\$14,986	\$660	\$0	\$15,646	\$660
	FTE	56		0	56	0

Program Summary{ TC "Program Summary" \f C \l "1" }

The connection between substance abuse{ XE "substance abuse" } and crime has been well established. Success in reducing rearrest{ XE "rearrest" } and failure to appear{ XE "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 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. PSA is committed to providing sanctions-based treatment programs to the defendant population as a mechanism for enhancing community safety. In FY 2008, defendants using drugs had a rearrest rate of 17%, while non-drug using defendants had a rearrest rate of only 5%.

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 also can 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.² Assuring that defendants appear for scheduled court hearings is central to PSA's mission. To fulfill its mission, the Agency therefore must address drug usage issues with the defendants the Agency supervises.

The DC Superior Court{ XE "D.C. Superior Court" } Drug Intervention Program (Drug Court{ XE "Drug Court" }), which is administered by PSA, participated in an independent

² 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, DC, 1988.

experimental evaluation³ designed to compare the impact of sanction-based contingency contracts with an intensive drug treatment{ XE "drug treatment" } program. The sanction-based contingency contract program, which did not require mandatory treatment, and the intensive drug treatment program both were compared with traditional case processing. PSA used 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{ XE "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 traditionally were processed through the DC Superior Court{ XE "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{ XE "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{ XE "Washington/Baltimore High Intensity Drug Trafficking Area (HIDTA)" } project has found that the length of time in treatment contributes proportionately to reductions in arrest, drug use and technical violations. In addition, this study found that involvement in drug treatment{ XE "drug treatment" } programs with regular drug testing{ XE "drug testing" } and immediate sanctions for violations resulted in a 70% reduction in recidivism in the 12 months following completion of the programs.⁴

Given PSA's mission of enhancing public safety, the Agency must address drug use in the defendant population and has done this in a number of ways. PSA has expanded the use of sanction-based drug treatment{ XE "drug treatment" } and continues to expand the range of tools available to assist in the supervision of higher risk defendants. { XE "Community Justice Resources Branch" }Defendant access to education{ XE "education" }, employment{ XE "employment" } and other types of social services has improved. PSA also is working closely with CSOSA{ XE "Court Services and Offender Supervision Agency" }'s Community Supervision Program (CSP) to leverage their investments in community-based resources.

³ Harrell, A., Cavanagh, S., and John Roman, "Evaluation of the DC Superior Court{ XE "D.C. Superior Court" } Drug Intervention Programs," Research in Brief, National Institute of Justice, U.S. Department of Justice, 2000.

⁴ Certification Report, CSOSA{ XE "Court Services and Offender Supervision Agency" }, 2000

Performance Measures{ TC
"Performance Measures" \f C \l "1" } XE "performance measures" }

Measures		FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2008 Target	FY 2009 Target	FY 2010 Target
3.1	Percentage of referred defendants who are assessed for substance abuse{ XE "substance abuse" } treatment	98%	99%	99%	99%	99%	99%	99%
3.2	Percentage of eligible assessed defendants placed in substance abuse{ XE "substance abuse" } treatment programs	49%	44%	40%	50%	50%	50%	50%
3.3	Percentage of defendants who have a reduction in drug usage following placement in a sanction-based treatment program	81%	81%	75%	71%	80%	74%	74%
3.4	Percentage of defendants connected to educational or employment{ XE "employment" } services following assessment by the Social Services and Assessment Center{ XE "Social Services and Assessment Center" }	99%	81%	94%	94%	75%	92%	92%
3.5	Percentage of referred defendants who are assessed or screened for mental health{ XE "mental health" } treatment	98%	99%	100%	98%	99%	99%	99%
3.6	Percentage of service-eligible assessed defendants connected to mental health{ XE "mental health" } services		76%	75%	83%	80%	80%	80%

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

mental health services.

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 are being identified that may impact criminal behavior or provide support to defendants. Treatment and support services are provided in the following three areas:

Substance Abuse: PSA responds to drug use by referring defendants to appropriate treatment and working to ensure their 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.

Social Services: Research supports the premise that employment{ XE "employment" } and education{ XE "education" } services can contribute to a reduction in recidivism. Recognizing this, PSA utilizes its Social Services and Assessment Center{ XE "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{ XE "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, it is expected that over 15% of defendants will have a serious mental illness. Many of these defendants are in need of substance abuse{ XE "substance abuse" } treatment as well. The Specialized Supervision Unit{ XE "Specialized Supervision Unit" } addresses the needs of this dually diagnosed population by providing specialized supervision and by arranging for needed mental health and substance abuse services.

Accomplishments{ TC "Accomplishments" \f C \l "1" }

- PSA’s Social Services and Assessment Center completed 1,255 mental health assessments and 3,574 abuse assessments.
- Approximately 369 defendants were placed in the Superior Court Drug Intervention Program (SCDIP). At the close of the fiscal year, 153 of the 369 defendants remained in the program, 42 had exited early but were compliant, and 71 had graduated.
- Approximately 862 defendants were placed in the New Directions Intensive Drug Treatment and Supervision Program (New Directions). At the close of the fiscal year, 332 of the 862 defendants remained in the program, 159 had exited early

but were compliant, and 72 had graduated.

- Under sanction-based treatment contracts, 174 defendants were placed in the program. At the close of the fiscal year, 58 of the 174 defendants remained in the program, 64 had exited early but were compliant, and 33 had completed treatment.
- PSA restructured its Treatment program, adding four new PSOs to New Directions, ensuring closer supervision and more intensive treatment of substance-abusing defendants—particularly those with co-occurring substance abuse and mental health issues.
- New clinical supervision protocols were established with the hiring of an additional clinical services specialist. Two specialists now provide full time clinical oversight of the treatment program and regular clinical consultation to PSOs who provide direct treatment services.
- A major project for this year, the treatment program redesign, covered all areas of the treatment program, reviewing content and schedule of current treatment group services, reviewing relevant best practices and recommending changes. The first report of findings is complete, with implementation of these program changes completed in January 2009.
- Treatment staff facilitated approximately 900 three-hour treatment group sessions in FY2008, providing nearly 2,700 hours of group treatment.
- In August 2008, the Offices of Operations and Research, Analysis and Development began the first of on-going focus groups of defendants under sanction-based treatment in New Directions and SCDIP. These focus groups were intended to assess defendants' impressions of PSA's in-house treatment programs, identify treatment strategies defendants believed worked best in helping them remain drug free, and determine the services PSA should provide to help defendants remain drug free following treatment participation. As of September 30, 2008, 64% of participants rated their treatment experience as either "good" or "excellent" and 73% rated PSA's Treatment staff as either "good" or "excellent." Seventy percent of the 11 participants rated their "talk therapy" groups as "good;" 65% rated the judges as "excellent;" and 70% rated the PSA case managers as "excellent."
- Caseloads in the Specialized Supervision Unit have increased dramatically. At the close of the fiscal year, unit staff supervised more than 430 defendants who had conditions of release for mental health treatment. In addition, in conjunction with the DC Superior Court, the USAO, the Department of Mental Health (DMH) and the defense bar, PSA has been a key participant in implementing the Mental Health Diversion Court (MHDC). In its first year of operation, 242 defendants were certified to the mental health calendar, 68 graduated with their cases dismissed due to their successful completion of diversion requirements, and 89 remained on the calendar at the close of the year. PSA assesses and recommends eligible defendants

for participation; provides close supervision and referrals for mental health and substance abuse treatment; and reports compliance to the court. PSA has also led the effort to identify 25 priority performance measures for the MHDC from a list of 115 metrics recommended by The Urban Institute. Collection of these data is underway for the new fiscal year.

Critical Success Factor 4: Partnerships

{ XE "partnerships" }

Analysis by Critical Success Factor Budget Request

CSF 4		FY 2009 Pres. Budget	Total ATBs	Total Program Changes	FY 2010 Request	Change FY 2009/ FY 2010
Partnerships	\$000	\$301	\$14	\$0	\$315	\$14
	FTE	2		0	2	0

Program Summary{ TC "Program Summary" \f C \l "1" }

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, 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 { XE "Court Services and Offender Supervision Agency" } Community Supervision Program, - and identifies opportunities for partnerships with other justice agencies and community organizations that enhance the work of PSA.

Performance Measures TC **"Performance Measures" \f C \l "1" }**

The measure associated with Critical Success Factor 4 is the output measure described below 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{ XE "substance abuse" } treatment), Measure 3.3 (reduction in drug use), Measure 3.4 (connection to educational or employment{ XE "employment" } services) and Measure 3.6 (connection to mental health{ XE "mental health" } services).

Measures		FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2008 Target	FY 2009 Target	FY 2010 Target
4.1	Number of agreements established and maintained with organizations and/or agencies to provide education,{ XE "education" } employment,{ XE "employment" } or treatment related services or through which defendants can fulfill community service requirements	19	20	19	19	17	20	20

Accomplishments TC "Accomplishments" \f C \l "1" }

- With DMH and the Psychiatric Institute of Washington, PSA supported the opening of the DMH Urgent Care Clinic at the DC Superior Court in May 2008 and worked closely with the DC Superior Court and partner agencies to implement the Mental Health Diversion Court (MHDC) in October 2007.
- PSA is a continuing partner in the initiative with the DC Superior Court and the Department of Employment Services (DOES), to provide defendants access to DOES's satellite center at the Court. Since the satellite center opened in November 2007, this partnership resulted in at least 221 PSA-generated referrals in its first year of operation. Most of these resulted in defendants being referred to job interviews, placements, and/or training programs.
- PSA continued to build its partnership with the DC Addiction, Prevention, and Recovery Administration (APRA). In the fall of 2008, PSA reached general agreement that APRA would provide a single point-of-contact for managing PSA

referrals to APRA, accept as clinically valid the PSA level of care recommendations, provide access to clinically-indicated medical and social detoxification services for PSA clients with PSA assessment recommending this treatment, and reporting performance and compliance information to PSA. Implementation of this agreement will significantly enhance PSA's ability to provide effective treatment services to defendants.

- Continuing its collaboration with the DC Superior Court East of the River Community Court, PSA responded to requests from the court and community and began utilizing only community service worksites that are located "East of the River." To accomplish this, PSA established two new community service sites in the targeted wards: the office of Councilmember Marion Barry and DC Central Kitchen's First Helping Community Outreach. This shift was more consistent with the model that is designed to allow defendants to make contributions through community service to communities where their arrests occurred. In FY2008, PSA made 191 placements. Of these, the overwhelming majority (98%) was made to organizations that were East of the River and only three were made to organizations in other parts of the city.
- PSA currently participates in joint Continuity of Operations Plan (COOP), overseen by the local Criminal Justice Coordinating Council (CJCC). The combined CSOSA/PSA disaster recovery site for mission critical information systems is a key accomplishment in this area.
- PSA is leading the effort to implement DC's new statute on sealed cases and expungements in collaboration with PDS, USAO, DC Office of the Attorney General, DC Superior Court, DC Department of Corrections and other law enforcement agencies. The PSA Deputy Director chairs a working group of representatives from each of these agencies that is charged with developing and implementing a memorandum of understanding that will define the process and procedures to be followed when criminal cases have been sealed or expunged by order of the court.

Management and Agency-Level Accomplishments{ TC **"Accomplishments" \f C \l "1" }**

- Complementing achievements under the CSFs, a number of additional management accomplishments facilitated PSA's meeting its objectives in FY 2008.

Strategic Planning and Research

- In FY 2008, to enhance the planning process, PSA increased the timeliness and accuracy of performance measure data through streamlined collection procedures and greater use of automation. Accomplishments include improved collection of performance measure data with most data now available within 15-30 days from the end of the reporting period and development of the data warehouse to track and report results for high priority reports. To date, 26 reports have been identified as priority and nine are complete.
- In September 2008, PSA surveyed judicial officers from the DC Superior Court and US District Court to assess their satisfaction with PSA's responsiveness to the needs of individual judge's calendars, the quality and usefulness of PSA reports, the professionalism of PSA staff, supervision of higher-risk defendants, and treatment and mental health services assessments. Over 96% of those surveyed were positive about PSA's service to calendar assignments and the quality and usefulness of Agency information. All respondents who expressed an opinion agreed that Agency staff had professional working relationships with all courtroom personnel and that, overall, the Agency supervised higher-risk defendants intensively and provided timely treatment and mental health assessments.
- The Director of Forensic Research identified a marked rise in methamphetamine (meth) use within both the adult and juvenile populations tested by PSA; this data was shared with the court and MPD and tracked to see if it continued. Similarly, the MPD Chief of Police had suggested that an increase in use of PCP within the DC community might have led to an increase in violent crime. PSA performed a comparative study of the drug test results for arrestees for 2007 and the first six months of 2008. Those studies showed an increase in the number of arrestees testing positive for PCP in 2008, with significantly higher rates for the 2008 arrestees charged with violent crimes. As a result of these findings and information available to the MPD Chief, she has directed MPD to aggressively target persons distributing and using PCP across the city.

Audit and Program Reviews

- The most recent financial audit results found no significant issues and verified that PSA's financial records accurately reflect the financial condition of the Agency; no material weaknesses were found. Additionally, an audit of PSA's financial line of business provider, the National Business Center (NBC), revealed no material or significant deficiencies and certified that their controls were adequate.
- Audits and compliance reviews in other parts of PSA are regularly conducted in accordance with law and regulation. In calendar year 2008, all units' time and attendance records had been audited at least once with any issues tracked until fully reconciled. All outside hiring actions that are completed have been audited to assess legal and regulatory compliance and to track PSA recruiting times against the government wide model. For FY2008, PSA exceeded the model 100% of the time.
- The Office of Information Technology conducted a Certification and Accreditation (C&A) review for PSA's mission-critical system, PRISM, and PSA's network, which was completed in January 2009. C&A for the other primary system, WinTox, is current.
- During FY2008, process reviews were conducted for the Drug Testing and Compliance Unit, Specialized Supervision and Diagnostic functions, with operational improvements being implemented. The quality assurance/control program was expanded for the Office of Operations with teams established in each of the program areas and quality control plans developed; implementation is underway.

Business Processes and Information Technology

- PSA's budget function continues to provide weekly status of funds reports that allow management to monitor spending rates and funds availability throughout the year. Information from these reports provides an ongoing stream of information used to ensure a 99% spend rate, thereby ensuring that the Agency's mission is fully and effectively delivered as funded by the Congress. At the end of FY 2008, the Agency's closing balance was less than 1% of the annual appropriation. In addition, since FY2007, PSA's performance budgets have reflected the relationship between the Agency's CSFs, major operational activities, and budget authority/request.
- In cooperation with CSOSA, PSA acquired a shared service provider, the Department of the Interior's National Business Center, for financial management. A number of improvements in business processes were implemented. These included an increase in controls on and separation of financial duties through implementation of the Oracle Financials system; weekly review of obligations, expenses and status of funds; and increased contracting efficiency.

- Competitive sourcing continues to be a priority for PSA especially in the area of information technology, including that supporting GPS and cellular supervision and hardware and software acquisition. In 2008, PSA increased emphasis on contract management, providing additional staff for contract oversight in the Treatment and Supervision programs.
- PSA continues to fully utilize information technology, as noted in many of the results discussed in earlier sections. Three additional important accomplishments in this area are noted here. First, PSA implemented a new intranet system based on MicroSoft SharePoint 2007 that included an electronic document management subsystem for Finance and Administration. Next, PSA implemented a hardware upgrade with replacement of servers housing PRISM, PSA's mission-critical case management and supervision system, and WinTox, the Laboratory Information System. This upgrade resulted in significant performance improvements and an increase in availability and reliability. Finally, PSA continued to make progress towards having a fully functional IT disaster recovery site, and at the end of FY2008 began moving equipment to that site. This effort compliments COOP efforts with CSOSA and the CJCC.

Strategic Human Capital Management

- The most significant accomplishment in this area in 2008 is the seamless implementation in July 2008 of PSA's first Collective Bargaining Agreement, resulting from the collaborative environment established by management and union representatives. The negotiations for the agreement, which included 34 separate articles, were completed in eight months.
- In accordance with Office of Personnel Management regulations, PSA administered the Agency Employee Survey in December 2007. The Agency's positive responses for **leadership** met or exceeded government-wide results on six of eight questions (75%). The two questions where positive responses were lower than the federal government-wide results related to potential safety and security threats. Independent of those results, in 2007, PSA undertook a review of its officer/office safety protocols, procedures, and training, and published in December 2007 its *Guide to Office Safety* which provides to staff the specific guidance needed in order to address safety and security issues. In FY2008, PSA provided in-service training to staff in three key areas: Basic Office Safety and Security for all staff and Cellblock Safety and Basic Self-Defense for law enforcement personnel. PSA survey respondents' level of respect for Agency leadership was 33% higher than the government-wide response, and employees' perceptions of leadership's motivation of and commitment to the work force were 25% more positive than those government-wide. Positive responses for all other sections of the survey, **job satisfaction; recruitment, development, and retention; personal work experience; and, performance culture** met or exceeded government-wide results on all (100%) of the questions.

- Continuing prior progress in human capital management, PSA implemented several organizational designs, workforce restructuring and other program initiatives.
 - Major reorganization of Operations, removing a management layer and streamlining communication.
 - Changes in all three major program areas: Court Services, Supervision and Treatment (discussed in CSFs 1, 2 and 3), resulting in reduced caseloads and enhanced services to the courts and to defendants; staff was also increased in quality assurance/control and contract management.
 - Review of positions in the Laboratory, making changes to ensure adequate staff to address more complex requirements, with plans to provide promotion opportunities for qualified internal staff.
 - Expansion of the PSA mentoring program to include additional line staff and all participants in the Leadership Potential Program.
 - Creation of a new, separate mentoring program for supervisors.
 - Compliance with OPM's Enterprise Human Resources Integration (EHRI) requirement, the first small federal agency to attain this status for reporting training data.
 - Acquisition of a new Learning Management System to provide current, reliable data on employee development and to automate EHRI reporting.
- To provide more flexibility for its employees, PSA conducted a study for possible extension of the telecommuting program to law enforcement staff whose duties generally require their on-site presence; with a major commitment by management and first line supervisors in scheduling coverage, a pilot program has been implemented to allow some law enforcement staff to telecommute and to evaluate the effect on mission accomplishment.
- Expansion of family-friendly and employee work life programs enabled the work force to better balance work and personal or family responsibilities. The Agency added more alternative work schedules, consistent with mission accomplishment, allowing two-thirds of the staff to utilize them in 2008; work life programs were increased; and PSA received an award from the Employer Support of the Guard and Reserve, a Department of Defense organization, for outstanding support for our staff with military commitments.

Summary of Change
fiscal year 2010

	Permanent Positions	FTE	Amount \$(000)
FY 2009 Enacted	373	373	54,838
Adjustments to Base:			
FY 2010 Pay Raise	0	0	1,193
Annualization of FY 2009 Positions	0	0	642
633 Indiana Avenue, NW Rent Increase	0	0	784
General Price Increase	0	0	95
Total Adjustments to Base	0	0	2,714
FY 2010 Base	373	373	57,552
Program Changes:			
GPS Enhanced Monitoring of High-Risk Defendants	5	5	1,000
Total Program Changes	5	5	1,000
Total Changes	5	5	3,714
FY 2010 President's Request	378	378	58,552
 Percent Increase over FY 2009 Enacted Budget	 1.3%	 1.3%	 6.8%

{ TC "Summary of Change" \f C \l "1" }

Pretrial Services Agency

New Initiatives

Salaries and Expenses
Financial Analysis - Program Changes

TC "New
Initiatives"
fC\1"1"

	Positions	Amount \$(000)
GS-15	0	0
GS-14	0	0
GS-13	0	0
GS-12	5	369
GS-11	0	0
GS-10	0	0
GS-9	0	0
GS-8	0	0
GS-7	0	0
GS-6	0	0
GS-5	0	0
Total Positions	5	369
Total FTE	5	
11.1 Full Time Permanent	5	369
11.3 Other Than Full Time Permanent		0
11.5 Other Personnel Cost		15
12.1 Benefits		131
Total Personnel Cost		515
21.0 Travel and Training		11
22.0 Transportation of Things		1
23.2 Rental Payments to Others		101
23.3 Communications, Utilities, and Misc.		34
24.0 Printing		0
25.1 Consulting Services		0
25.2 Other Services		234
25.3 Purchases from Government Accounts		0
26.0 Supplies and Materials		8
31.0 Furniture and Equipment		83
32.0 Buildout		12
Total Non-Personnel Cost		485
Total Cost		1,000

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

Grade	2008 Actual		2009 Enacted		2010 Request		Variance	
	Pos	Amount	Pos	Amount	Pos	Amount	Pos	Amount
SES - Subtotal	3	512	3	530	3	542	0	12
GS-15	8	1,169	8	1,210	8	1,238	0	28
GS-14	22	2,657	22	2,751	22	2,814	0	63
GS-13	40	3,874	41	4,103	41	4,197	0	95
GS-12	147	11,849	164	13,048	169	14,211	5	1,164
GS-11	33	2,090	33	2,164	33	2,214	0	50
GS-10	2	137	2	142	2	145	0	3
GS-09	29	1,583	30	1,682	30	1,721	0	39
GS-08	12	618	12	640	12	655	0	15
GS-07	37	1,770	41	1,973	41	2,018	0	45
GS-06	6	269	6	279	6	285	0	6
GS-05	11	476	11	493	11	504	0	11
Total Appropriated Positions	350	27,004	373	29,014	378	30,546	5	1,531
Object Class								
11.1 Full Time Permanent	350	27,004	373	29,014	378	30,546	5	1,532
11.3 Other Than Full-Time Permanent		0		0		0		0
11.5 Other Personal Compensation		188		244		265		21
12.0 Personnel Benefits		9,906		10,698		11,222		524
13.0 Unemployment Compensation		19		19		19		0
Personnel Costs	350	37,116	373	39,975	378	42,051	5	2,076
21.0 Travel & Training		361		403		418		15
22.0 Transportation of Things		13		20		22		2
23.1 Rental Payments to GSA				1,555		2,495		940
23.2 Rental Payments to Others		4,392		2,470		2,675		205
23.3 Communications, Utilities & Misc.		659		815		858		43
24.0 Printing and Reproduction		19		19		19		0
25.2 Other Services		5,172		6,412		6,710		298
26.0 Supplies and Materials		649		842		858		16
31.0 Furniture and Equipment		1,411		1,818		1,919		101
32.0 Buildout		102		510		527		17
42.0 Claims		0		0		0		0
Non-Personnel Costs		12,778		14,864		16,501		1,637
TOTAL	350	49,894	373	54,838	378	58,552	5	3,714
OUTLAYS		47,507		53,849		57,809		3,960

TC "Summary of Requirements by Grade and Object Class" \f C \l "1"

APPENDIX A

{ TC "PSA Role in the Criminal Justice System" \f C \l "1" }

Pretrial Services Agency's Collaborative Role With Its Major Partners in the DC Criminal Justice System



CSOSA{ XE "Court Services and Offender Supervision Agency" }: PSA works closely with CSOSA's Community Supervision Program (CSP) because many defendants are eventually convicted and transfer to CSP's supervision. 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 can be 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 DC Superior Court{ XE "D.C. Superior Court" }. Compliance and substance abuse{ XE "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{ XE "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{ XE "Department of Corrections" }: PSA supervises 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{ XE "substance abuse" }/dependence if there is a drug testing{ XE "drug testing" } and/or drug treatment{ XE "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{ XE "Specialized Supervision Unit" } for mental health{ XE "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-compliant 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



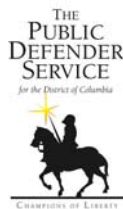
sentenced to probation by the U.S. District Court{ XE "U.S. District Court" } are ‘handed-off’ by PSOs to their federal probation counterparts in the Administrative Office of the U.S. Courts. These seamless transitions ensure strict accountability, enhance public safety, and promote successful reintegration into the community. PSA also supervises persons awaiting placement to serve their sentence in a Federal facility.



DC Superior Court{ XE "D.C. Superior Court" } and U.S. District Court{ XE "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{ XE "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{ XE "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.



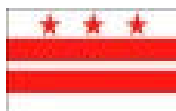
U.S. Attorney’s Office{ XE "U.S. Attorney’s Office" }: The U.S. Attorney’s Office for the District of Columbia decides whether to “paper” (process) a case for prosecution. At the initial court hearing, PSA provides an objective assessment of a defendant’s likelihood of flight and rearrest{ XE "rearrest" }, 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 non-compliant defendants, up to and including revocation of release.



Federal/DC 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{ XE "Drug Court" }, Options (a specialized supervision program for the mentally ill), the Community Court{ XE "Community Court" } and various diversion programs.



Criminal Justice Coordinating Council{ XE "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 DC’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.



DC Office of Attorney General: The D.C Office of Attorney General processes DC misdemeanor and traffic offenses. PSA provides a Pretrial Services report containing a criminal history for these defendants.