

Susan W. Shafer
Director

Clifford T. Keenan
Deputy Director



Management

Kim. M. Whatley
Operations

Johnny Cahn
*Finance and
Administration*

Donald E. Brady
*Human Capital
Management*

James Jones, Ph.D.
*Forensic Toxicology and
Drug Testing Laboratory*

Spurgeon Kennedy
*Research, Analysis and
Development*

February 1, 2010

**Congressional Budget
Justification
And Performance
Information
*Fiscal Year 2011***

District of Columbia

Pretrial Services Agency

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District of Columbia
Pretrial Services Agency
FY 2011 Budget Justification

Resource Request

Pretrial Services Agency
Summary of Change
fiscal year 2011

	Permanent Positions	FTE	Amount \$(000)
FY 2010 President's Budget	378	378	58,552
Adjustments to Base:			
FY 2011 Pay Raise	0	0	1,038
General Price Increase	0	0	276
FY 2010 Annualized Pay Raise Costs	0	0	159
FY 2010 Annualized GPI Costs	0	0	286
Total Adjustments to Base	0	0	1,759
FY 2011 Base	378	378	60,311
Program Changes:			
Relocation of Lab	0	0	1,000
	0	0	0
Total Program Changes	0	0	1,000
Total Changes	0	0	2,759
FY 2011 Request	378	378	61,311
Percent Increase over FY 2010 President's Budget	0.0%	0.0%	4.7%

The total FY 2011 President's Budget Request for the Pretrial Services Agency (PSA) is \$61,311,000, an increase of 4.7%, or \$2,759,000 over the 2010 President's Budget level. The request includes Adjustments to Base (ATB), which cover mandatory pay increases, non-personnel cost adjustments; including annualized salary and benefit costs, and general price index costs not funded in the FY 2010 President's Budget. The requested program change is \$1,000,000 to cover the planning, design, and relocation of the PSA Forensic Laboratory. The program increase is the result of the District of Columbia Office of Property Management

notification to PSA and CSOSA that all current tenants of the Daley Building at 300 Indiana Avenue, NW, Washington, DC, where the PSA laboratory is currently located, will have to vacate the building by 2013 in anticipation of a planned total refurbishing.

The implications of a move for the Forensic Laboratory are considerable and require more planning and design lead time than would the move of staff alone. For that reason, PSA is further requesting that project funding be appropriated in three year multi-year funding (FY 2011, FY 2012 and FY 2013), or alternatively, as no-year funding.

Justification for Change

Relocation of Laboratory

		FY 2009	FY 2010	FY 2011	Change FY 2010/ FY 2011
Relocation of Laboratory	(\$000)	0	0	1,000	1,000
	Positions	0	0	0	0
	FTE Level	0	0	0	0

Background

As part of its core mission, PSA provides drug testing services in support of the District of Columbia Superior Court, the Federal District Court for the District of Columbia and CSOSA. These services are provided by PSA's Forensic Toxicology and Drug Testing Laboratory (FTDL) located at 300 Indiana Avenue (the Metropolitan Police Department building) under a Memorandum of Understanding originally signed in 1999 (and periodically renewed). These drug testing services are integral to the judicial process in the District and to public safety.

The District of Columbia Office of Property Management has notified PSA that it plans to conduct a complete refurbishment of 300 Indiana Avenue. The exact date of commencement of the project has not yet been determined, but the budget window of opportunity is 2011 to 2013. In discussion with the director of DCOPM, PSA was told that the District would not enforce its occupancy MOU with PSA if the Laboratory were to be moved any time between now and the eventual date of the project.

Justification

The District of Columbia Office of Property Management (DCOPM) has notified PSA that it intends to refurbish 300 Indiana Avenue as soon as internal funding becomes available. Once completed, the refurbished building would likely house only Metropolitan Police Department employees. Although DCOPM has not yet received final funding and authority for the project, it nevertheless gave PSA and CSOSA effective notice that those entities should plan to move their operations out of 300 Indiana Avenue. Consequently, PSA is moving forward with its request to fund this initiative.

PSA is requesting \$1,000,000 to fund the relocation and redesign of its Laboratory since it has been notified by its landlord (DCOPM) that the building will likely be refurbished starting in 2013, and that all current tenants will have to vacate the building by 2013 in anticipation of the project. PSA further requests that project funding be structured as either three-year funding of \$1,000,000 (FY 2011, FY 2012 and FY 2013), or \$1,000,000 as no-year funding, available until expended, because the project will likely take three years of planning and execution to complete. The reason for the estimate of three years includes (1) time needed to develop an

agency-level needs estimate with the assistance of an architectural/engineering consultant, (2) the length of time it would take to find appropriate space through GSA; (3) time needed to design and construct the laboratory in the new space, (4) the actual move and (5) the concurrent running of two laboratories during the testing and certification stages. The relocation of the Laboratory will most likely be a permanent move since DCOPM has indicated that there is no guaranty that the Lab can return after the refurbishing is completed, and it might be prohibitively expensive to move the Laboratory twice in three years. Regardless of whether the Laboratory can eventually return, there is no question but that it must move by 2013.

Preliminary relocation tasks have already been initiated by PSA's previous notification via prospectus. Discussions with GSA have taken place to further understand and define PSA's needs. Discussions with DCOPM have also taken place to determine if the District can provide space from its current or future building inventory. Given the relatively small size of PSA and its budget, reprogramming the cost of relocation from either administrative or programmatic funds would be unsupportable. Discontinuing the services provided by the Lab to the District's judicial system by failing to relocate is not an option, as it would constitute an unacceptable risk to the District of Columbia's population.

The FTDTL currently houses 22 FTE in 8,238 square feet (9,474 square feet including shared common areas). Since its inception, the Lab has grown and acquired more sophisticated testing equipment and has outgrown its limited space. Laboratory supplies and specimens are currently stored in hallways as storage facilities and refrigeration facilities are filled to capacity. Employee workspaces have been reduced to absolute minimums. Consequently, PSA will take advantage of the forced move to acquire a somewhat larger facility to house the Lab. Initial discussions have contemplated a request of between 10,000 and 11,000 square feet. The final exact dimensions will rest, of course, on the configuration of any space identified by either GSA or the District and the cost of the space.

PSA is aware of the unique problems associated with this move, such as the need to temporarily operate two labs simultaneously while the new lab is tested and certified so that there will be no break in service to the Courts. PSA is further aware that the movement and recalibration of delicate drug testing equipment requires special and expensive expertise. The design of the new lab in new space will require the expertise of a specialized Architect and Engineering (A&E) firm; the build out of the new space will require unique power, HVAC-venting and water supply requirements. The location of the new space will have to take into account finding a venue where other tenants in the building would not object to large volumes of urine specimens being transported through their common hallways and elevators.

Summary of Requested Resources

PSA is requesting \$1,000,000 in the FY 2011 request to relocate the Lab, based on the estimated costs of new space build out, lab design expertise, increased lease cost, contract assistance and miscellaneous expenses. Of the total amount requested, \$1,000,000 will be for the actual move, and is requested either as three-year funding for FY 2011 through FY 2013, or as no-year funding until expended. To offset the additional rent cost, \$200,000 will be added to the base in the year the actual move takes place.

The bulk of goods and services to be funded by this initiative will be:

Architectural design work for the new lab - \$255,000

New Laboratory construction including special constructions for laboratories,
\$500,000 - (Est. \$50 per square foot for 10,000 sq. ft.)

Transportation of furniture including deconstruction and reconstruction of system
furniture - \$15,000

Special transportation of laboratory equipment - \$5,000

Deconstruction and disposal of refrigeration rooms in old labs - \$25,000

Cost of permits and certifications at new lab- \$50,000

Installation of utilities (telephones, computers) - \$50,000

Unanticipated miscellaneous project costs. - \$100,000

Relationship to Strategic Plan

Continuation of the services provided by the Lab is paramount to mission success of the Agency. Drug testing provides much of the diagnostic and supervision information needed to ensure lower rearrest rates and defendant return for court appearances. These two measures are the two outcomes measured in PSA's strategic plan.

District of Columbia Pretrial Services Agency FY 2011 Budget Justification

The DC Pretrial Services Agency (PSA or Agency) is pleased to provide this Budget Justification and Performance Information for Fiscal Year 2011. PSA’s mission is to assess, supervise, and provide services for defendants, and collaborate with the justice community, to assist the courts in making pretrial release decisions. 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.

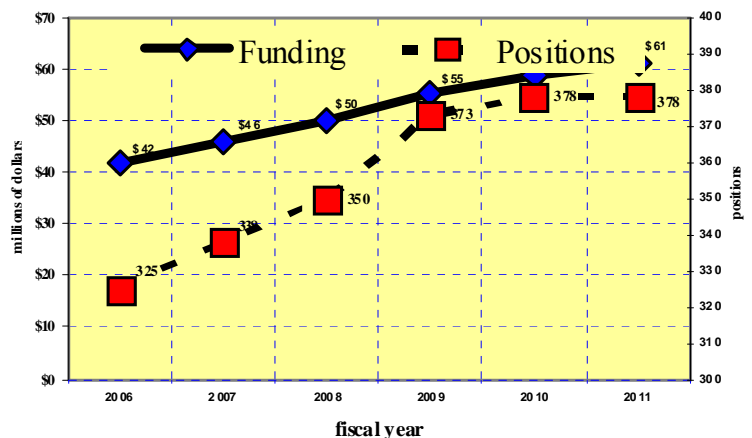
To support our mission, PSA performs two critically important tasks that contribute significantly to the effective administration of justice:

- 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 2011 Budget Request is \$61,311,000, an increase of \$2,759,000 or 4.7% over the FY 2010 President’s Budget. Total adjustments to base (ATB) represent mandatory pay increases and non-personnel inflation adjustments, including annualized costs for salary and benefits and general price index costs not funded in the FY 2010 President’s Budget. The requested program change is \$1,000,000. The program increase is the direct result of the mandatory relocation of the Forensic Toxicology and Drug Testing Laboratory (FTDTL).

Pretrial Services Agency
Increase in Funding and Positions
fiscal years 2006 - 2011



Supervision Caseloads

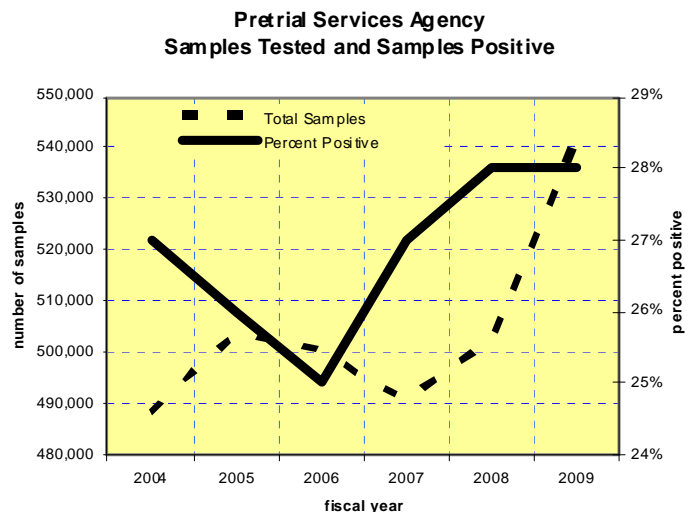
Twelve Month Average Caseload Ratios <i>October 2008 thru September 2009</i>			
Category	PSOs	Defendants	Ratio
General Supervision			
Condition Monitoring/ Courtroom Support	6	489	
Extensive Supervision	35	2,647	1:76
Community Court	7	485	1:69
Subtotal – General	48	3,621	
Specialized Supervision	50	1,443	1:29
U. S. District Court	5	245	1:49
Subtotal	55	1,688	
TOTAL	103	5,309	
BENCH WARRANTS OVER 60 DAYS		6,161	
Total Supervision		11,470	

Defendants with extensive supervision conditions within the General Supervision Unit account for over half 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. 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 be supervised closely by PSA, and violators will be reported promptly to the Court. Higher levels of supervision and treatment (“specialized supervision”) are requested as needed to reasonably assure compliance with conditions of release.

Drug Testing

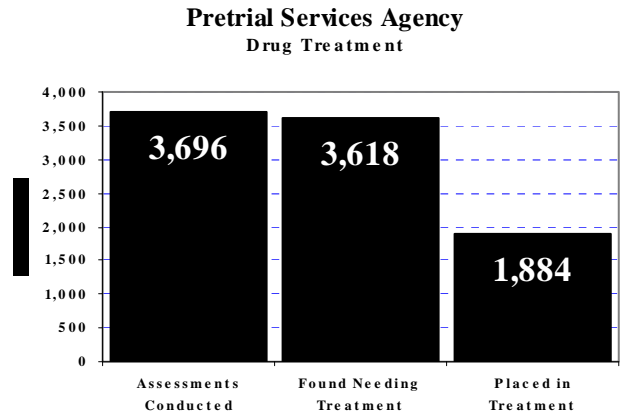
The PSA Forensic Toxicology Drug Testing Laboratory conducts drug testing for pretrial defendants under PSA’s supervision and for offenders under Court Services and Offender Supervision Agency’s (CSOSA) supervision (i.e., probation, parole, and supervised release). From October 2008 through September 2009, PSA conducted 3,441,460 drug tests on 541,619 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 increased in FY 2009, as well as the number of tests per sample. The lab currently stays open 24 hours per day during the week and has extended hours on weekends as well.

Drug Treatment

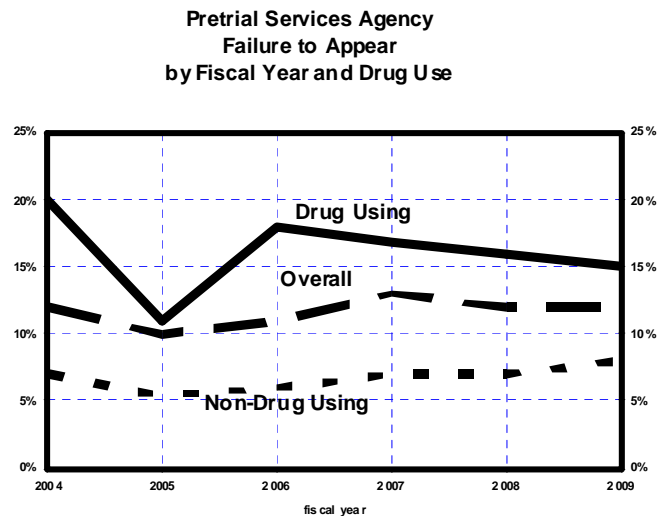
During FY 2009, PSA conducted 3,696 Addiction Severity Index (ASI) assessments. Of these, 97.9% indicated the defendant was in need of treatment. PSA placed 1,884 of those found to be in need of treatment into some type of sanction-based substance abuse treatment (i.e., in-house, contractual, or a combination 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.

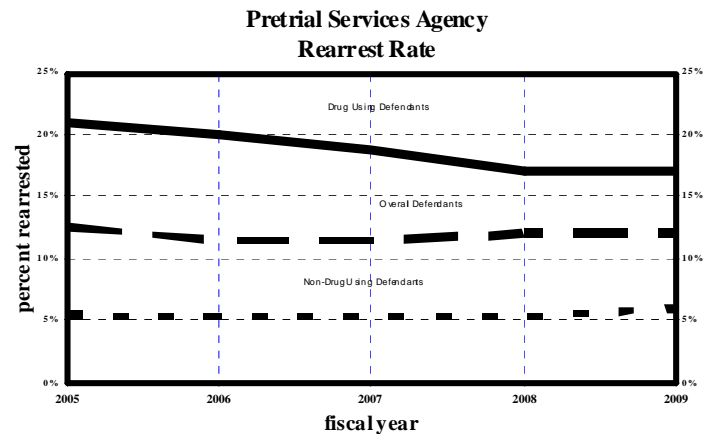
Between FY 2004 and FY 2009, the FTA rate decreased substantially for all defendants, both non-drug using defendants and drug using defendants. Overall, the FTA rate decreased to 12%. The FTA rate for non-drug using defendants decreased to 8%, while the FTA rate for defendants using drugs decreased from 20% to 15%. The FTA rate for defendants who do not use drugs is 46% 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 and provides a corresponding level of supervision to minimize that risk. Through its automated system, PSA is alerted immediately if a defendant is rearrested in the District of Columbia so that the appropriate response can occur.

Similar to its causal link to FTA, drug use also appears related to rearrest. The rearrest rates for both drug-using and non-drug using defendants have decreased slightly during the period from FY 2005 to FY 2009. The rearrest rate for drug-using defendants is 17% compared to 6% for non-drug using defendants.



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

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 drunk driving 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, employment, housing, medical, educational, and 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 rate for violent and drug crimes during the period of pretrial supervision, and,
- Reduction in the rate of failure to appear for Court.

Achievement of these two outcomes depends on many factors. Evaluating each defendant's potential for flight and rearrest is critical as it allows PSA to make the most appropriate release recommendations for each defendant. Based on PSA's understanding of the defendant population and research conducted in the District and in other jurisdictions, providing close supervision coupled with sanctions for 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* – 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* – Provide effective monitoring or supervision of pretrial defendants, consistent with release conditions, so that they return to court and do not engage in criminal activity while under pretrial supervision.
3. *Treatment and Support Services* – Provide for, or refer defendants to, effective substance abuse, mental health, and social services that will assist in reasonably assuring that defendants return to court and do not pose a danger to the community.
4. *Partnerships* – Establish and maintain effective partnerships with the judicial system, law enforcement, and the community to enhance PSA's ability to provide effective community supervision, enforce accountability, increase community awareness of PSA's public safety role, and develop opportunities for defendants under pretrial supervision and pretrial diversion.

The CSFs shape the primary activities through which PSA achieves both intermediate and long-term outcomes. These outcomes are interdependent. Risk and needs assessments continually 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. 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.

Pretrial Services Agency																
Fiscal Year 2011 Proposed Budget Distribution																
by Performance Measure and Major Program Office																
<i>dollars in thousands</i>																
Performance Measure	Diagnostic	Release Services	Diagnostic Evening/Midnight	US District Court	General Supervision	High Intensity Supervision Program	Court Representation Team	Specialized Supervision Unit	Social Services and Assessment Center	Superior Drug Court Intervention Program	New Directions Program	Sanction Based Treatment Program	Contract Treatment	Drug Testing/Compliance Unit	Forensic Toxicology Drug Testing Laboratory	Total
1.1 - Risk Assessment	1,643	0	712	201	0	0	0	0	0	0	0	0	0	1,859	0	4,416
1.2 - Initial Release Recommendation	1,676	0	1,995	201	0	0	0	0	0	0	0	0	0	0	0	3,872
2.1 - Compliance with Release Conditions	0	1,328	114	536	7,709	4,147	566	932	0	1,532	1,532	1,602	0	0	2,267	22,265
2.2 - Sanctions for Noncompliance	0	0	0	268	5,996	1,914	2,384	186	0	511	511	534	0	1,859	0	14,163
3.1 - Substance Abuse Assessment	0	0	0	0	0	0	0	0	1,193	0	0	0	0	0	0	1,193
3.2 - Placement in Drug Treatment	0	0	0	54	3,255	255	0	0	0	0	0	0	0	0	0	3,564
3.3 - Reduction in Drug Use	0	0	0	67	0	0	0	0	0	511	511	534	2,690	3,719	2,267	10,299
3.4 - Connection to Education/Employment Services	0	0	0	0	0	0	0	0	298	0	0	0	0	0	0	298
3.5 - Mental Health Assessment	0	0	0	0	0	0	0	559	0	0	0	0	0	0	0	559
3.6 - Connection to Mental Health Services	0	0	0	0	0	0	0	186	0	0	0	0	142	0	0	328
4.1 - Partnerships	34	13	28	13	171	64	30	0	0	0	0	0	0	0	0	354
TOTAL	3,353	1,341	2,850	1,341	17,131	6,381	2,980	1,864	1,491	2,553	2,553	2,670	2,832	7,438	4,534	61,311

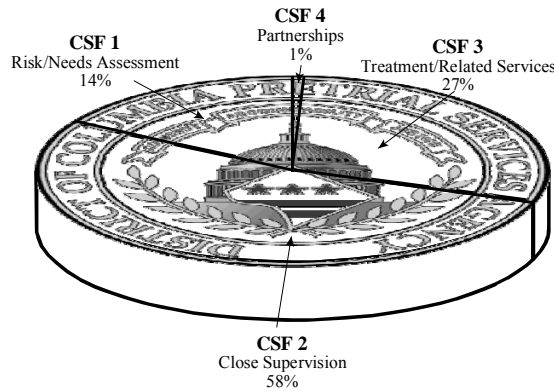
Pretrial Services Agency
Fiscal Year 2011 Proposed Budget Distribution of New Initiatives
by Performance Measure and Major Program Office

dollars in thousands

	Diagnostic	Release Services	Diagnostic Evening/Midnight	US District Court	General Supervision	High Intensity Supervision Program	Court Representation Team	Specialized Supervision Unit	Social Services and Assessment Center	Superior Drug Court Intervention Program	New Directions Program	Sanction Based Treatment Program	Contract Treatment	Drug Testing/Compliance Unit	Forensic Toxicology Drug Testing Laboratory	Total
Performance Measures																
1.1 - Risk Assessment	35	0	15	4	0	0	0	0	0	0	0	0	0	35	0	89
1.2 - Initial Release Recommendation	35	0	42	4	0	0	0	0	0	0	0	0	0	0	0	82
2.1 - Compliance with Release Conditions	0	28	2	11	113	60	12	18	0	28	28	25	0	0	34	358
2.2 - Sanctions for Noncompliance	0	0	0	6	88	28	51	4	0	9	9	8	0	35	0	238
3.1 - Substance Abuse Assessment	0	0	0	0	0	0	0	0	23	0	0	0	0	0	0	23
3.2 - Placement in Drug Treatment	0	0	0	1	48	4	0	0	0	0	0	0	0	0	0	52
3.3 - Reduction in Drug Use	0	0	0	1	0	0	0	0	0	9	9	8	0	71	34	133
3.4 - Connection to Education/Employment Services	0	0	0	0	0	0	0	0	6	0	0	0	0	0	0	6
3.5 - Mental Health Assessment	0	0	0	0	0	0	0	11	0	0	0	0	0	0	0	11
3.6 - Connection to Mental Health Services	0	0	0	0	0	0	0	4	0	0	0	0	0	0	0	4
4.1 - Partnerships	1	0	1	0	3	1	1	0	0	0	0	0	0	0	0	6
TOTAL	71	28	60	28	251	92	64	35	28	46	46	42	0	141	67	1,000

Pretrial Services Agency
Proposed FY 2011 Funding
by Critical Success Factor

For FY 2011, Close Supervision will receive the majority of PSA’s resources, 58%. Treatment and Support Services will receive 27% while Risk and Needs Assessment will receive 14% of PSA’s resources. 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 2011

	Critical Success Factors	Major Activities	FY 2011	
			(\$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	\$9,062	69
	CSF 2 Close Supervision	Monitoring Drug Testing Supervision Sanctions	\$35,645	251
	CSF 3 Treatment/Related Activities	Supervision Treatment Sanctions	\$16,273	56
	CSF 4 Partnerships	Supervision through Community Linkages	\$ 331	2
			\$61,311	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

PSA provides risk assessment, 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, Supervision, Treatment, and the 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** consists of the Diagnostic Unit. The Diagnostic Unit staff interview defendants charged with criminal offenses in the DC 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, and rearrest. This Unit also investigates outstanding bench warrants for the purpose of re-establishing contact with defendants who have failed to appear for court. In preparing the surrender of defendants to the Court, the Unit updates PSA's existing records and conducts a new risk assessment to determine whether or not additional release conditions are warranted. The Unit also prevents the issuance of bench warrants by verifying a defendant's inability to appear in court (e.g., due to incarceration in another jurisdiction) and notifying the Court. 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** consists of the General Supervision Units (GSU), the High Intensity Supervision Program (HISP), and the District Court Unit. **GSU** supervises compliance with release conditions imposed by the DC 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. 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 or mental health treatment designed to address the violation. PSOs also provide daily courtroom support to judicial officers to ensure placement of defendants in appropriate pretrial programs.

The **High Intensity Supervision Program (HISP)** 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, Sanction-Based Contract Treatment, New Directions and Drug Court; violent misdemeanors and felonies, based on risk classification; and compliant defendants on work release who may be able to be moved out of the Department of Corrections halfway house. Supervision requirements include face-to-face contact and drug testing at least once per week, and curfew with 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, 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 staff supervises defendants who are placed by the Court under Global Positioning Surveillance (GPS), and HISP also supervises, with the DC Department of Corrections Service, defendants placed in work release with additional conditions such as drug testing or GPS monitoring.

The **U.S. District Court Unit** follows the same pre-release procedures for federal defendants as the Diagnostic Unit does for DC 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, 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** includes the Superior Court Drug Intervention Program (Drug Court), the New Directions Program, and the Sanction-Based Contract Treatment Unit. Each of these sanction-based drug treatment programs includes a system of sanctions and incentives designed to motivate compliant behavior and to reduce drug use. Further, each program features the use of a treatment plan that guides case managers in tailoring and modifying therapeutic interventions for a population involved in the criminal justice system. The Specialized Supervision Unit and the Social Services and Assessment Center also are in the Treatment Program Area.

Drug Court is a sanction-based program with a proven approach to dealing with a non-violent population of drug-involved defendants. Participants in the program appear before one judge

throughout their time in the program, must meet strict eligibility criteria to participate, must submit to twice-weekly drug testing, must participate in substance abuse treatment, and must agree to immediate administrative or Court-imposed sanctions for 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** Program includes many of the features of the 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 has less restrictive eligibility criteria. Defendants in New Directions also must participate in sanction-based substance abuse treatment. PSOs in New Directions utilize swift 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 and reporting requirements, also are offered to motivate defendants' compliance and recovery from addiction.

The **Sanction-Based Contract Treatment Unit (SBTU)** also includes many features of Drug Court. Defendants in SBTU are subject to the same administrative and Court-imposed sanctions as Drug Court defendants. Like other Treatment program areas, PSOs in SBTU recommend swift sanctions and provide recognized incentives to defendants, but the SBTU program is unique in that most of the substance abuse treatment is provided by contracted treatment providers. Like 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 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 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 approximately 300 substance abuse assessments per month. The SSAC also tests and evaluates defendants suspected of having a mental illness. Staff in the SSAC identify and maintain information on treatment, employment, education, housing and other social services that may be utilized by defendants in meeting pretrial release obligations. In addition, the SSAC 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.

The **Drug Testing and Compliance Unit** is responsible for collecting urine samples for analysis. With a majority of all criminal defendants having substance abuse problems, drug testing is vital for several reasons. The criminal justice system must identify defendants using drugs for *risk assessment* purposes. Drug-dependent defendants are significantly more likely to become involved in future criminal activity than their non-drug using counterparts. Drug testing 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
- Information Technology
- Research, Analysis and Development (RAD)

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

Progress Towards Outcomes

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

Outcomes	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2009 Target	FY 2010 Target	FY 2011 Target
Percentage of defendants rearrested for violent or drug crimes during the period of pretrial supervision.							
For all defendants rearrested for:							
- any crimes	12%	12%	12%	12%	12%	12%	12%
- violent crimes	3%	2%	2%	3%	3%	3%	3%
- drug crimes	4%	4%	4%	4%	4%	4%	4%
For drug-using defendants rearrested for:							
- any crimes	19%	18%	17%	17%	18%	18%	18%
- violent crimes	4%	3%	3%	4%	4%	4%	4%
- drug crimes	7%	6%	6%	6%	7%	7%	7%
For non-drug-using defendants rearrested for:							
- any crimes	5%	5%	5%	6%	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	13%	13%	12%	12%	13%	13%	13%
- drug-users	18%	17%	16%	15%	15%	15%	15%
- non-drug-users	7%	7%	7%	8%	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 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.

Critical Success Factor 1: Risk and Needs Assessment

Analysis by Critical Success Factor Budget Request

CSF 1		FY 2010 Pres. Budget	Total ATBs	Total Program Changes	FY 2011 Request	Change FY 2010/ FY 2011
Risk/Needs	\$000	\$8,590	\$301	\$171	\$9,062	\$472
Assessment	FTE	69		0	69	0

Program Summary

The foundation of effective pretrial supervision is based upon appropriate release conditions. The bail report provides much of the information the judicial officer uses to make a determination of the risk the defendant poses to the community and to determine what level of supervision, if any, the defendant requires. The bail report includes prior and current criminal history, lock-up drug test results, risk assessment, and verified defendant information (residence, employment status, community ties, etc.). An initial drug test at lock-up is fundamental to the determination of PSA release conditions. Approximately 41% of initial drug tests were positive for cocaine, opiates, PCP or amphetamines.

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

Measures		FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2009 Target	FY 2010 Target	FY 2011 Target
1.1	Percentage of defendants who are assessed for risk of failure to appear and rearrest.	98%	93%	98%	98%	96%	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 and failure to appear for court) based on criminal history, substance abuse and mental health history, drug test results, and individual factors such as community ties. Assessment is successful when PSA has formulated its release recommendations using all available and relevant defendant information. PSA’s assessment process has two components:

Risk Assessment: PSA conducts a risk assessment for each defendant to determine the probability of the risk of flight and the potential for criminal behavior. By statute, PSA is required to collect information on each defendant and use the information to assess risk. Factors associated with the risk of rearrest and 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: 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, drug treatment, 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. The electronic monitoring may include a period of home confinement with release authorized by the PSO for limited purposes.

Accomplishments

- During FY 2009, 25,417 defendants were processed through the lock-up. Of these, 17,727 cases were papered by the USAO. PSA prepared pretrial service reports (PSRs) for 17,393 of the papered cases, or 98%.

In addition, PSA prepared nearly 3,600 criminal history reports for Superior Court judicial officers for consideration of release in DC/Traffic cases.

- Of the 17,393 papered cases with pretrial reports, Court Services interviewed the defendant in 14,976 cases (86 percent) and provided drug test result data in 13,797 (79 percent) reports.
- Court Services continues to strive to increase the number of cases called with a pretrial services report in arraignment court. During FY2009, 98 percent of arraigned and presented cases included a PSR.
- In partnership with MPD, Court Services conducted over 4,000 citation release investigations in U.S. misdemeanor arrest cases to determine if arrestees could be released directly from police custody pending arraignment. Over 3,400 arrestees secured citation release during FY 2009.
- PSA staff conducted 629 Failure to Appear (FTA) investigations on defendants who missed scheduled court appearances. Staff attempted to contact defendants, verify the reason for the failure to appear, and submit a report to the appropriate calendar outlining the investigation results and a recommendation for court action. In addition, Court Services facilitated the surrender to court of 276 additional defendants who missed scheduled court dates.
- PSA completed the first and second rounds of User Acceptance testing for PRISM 3.0, the diagnostic module of the Agency's data management system for defendant diagnostic, supervision and treatment information. While a significant number of programming problems were initially identified, they have been corrected by the contractor.
- PSA implemented new requirements for collecting, recording, and making recommendations in pretrial services reports about a defendant's drug use history. The new procedures result in providing clearer information to the Court about a defendant's drug use history. The reports now describe a defendant's recent drug testing history, if applicable, and the results of lockup drug tests including the drug type (e.g., cocaine, opiates).

- PSA implemented new requirements for obtaining and reporting mental health treatment information and other related information. The new requirements clearly define pretrial services officers' responsibilities with respect to gathering mental health information for inclusion in the pretrial services reports.
- PSA has examined ways to improve the quality of information provided to judicial officers for defendants who are detained following the initial appearance in the Superior Court. New procedures and protocols have been developed to provide more information for judges at pretrial detention and preliminary hearings, including more comprehensive and up-to-date information about a defendant's background such as arrest addendums (including cases without convictions) for certain defendants charged with a violent felony, felony weapon or misdemeanor domestic violence offense.
- PSA completed a pilot project to evaluate the workload implications of expanding the criteria for juvenile record checks to include any person under the age of 21 arrested for any crime—felony or misdemeanor. Historically, PSA conducted juvenile record checks in the District of Columbia for persons who were arrested for a dangerous or violent crime and who were under the age of 24, or for any person at the request of the court. Efforts are now underway to implement new streamlined and more efficient processes and procedures that will improve the quality of information made available to the court.

Critical Success Factor 2: Close Supervision

**Analysis by Critical Success Factor
Budget Request**

CSF 2		FY 2010 Pres. Budget	Total ATBs	Total Program Changes	FY 2011 Request	Change FY 2010/ FY 2011
Close Supervision	\$000	\$34,001	\$1,048	\$596	\$35,645	\$1,644
	FTE	251		0	251	0

Program Summary

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. 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, stay away orders, drug treatment or 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, home confinement or residence in a halfway house. Sanctions for this population are immediate.

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. Current PSA supervision caseloads are profiled in the chart below.

Supervision Caseload Ratios

for October 2008 to September 2009

Category	PSOs	Defendants	Ratios	
General Supervision				
Condition Monitoring/ Courtroom Support	6	489	NA	Lower risk defendants requiring only monitoring plus daily courtroom representation regarding release condition compliance
Extensive Supervision	35	2,647	1:76	Higher risk felony and serious misdemeanor defendants with drug testing, drug treatment, and reporting conditions.
Community Court	7	485	1:69	Misdemeanor defendants in East of the River Community Court who are extensively supervised.
Subtotal	48	3,621		
Specialized Supervision				
	50	1,443	1:29	Highest risk defendants ordered to global positioning surveillance or electronic monitoring, home confinement or residence in a halfway house, in-house and contractual sanction-based substance abuse treatment programs, or mental health treatment.
U.S. District Court	5	245	1:49	Felony and misdemeanor defendants charged in U. S. District Court.
Total	103	5,309		
Extended Bench Warrants <i>(over 60 days old)</i>				
Total		11,470		

Performance Measures

Measures		FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2009 Target	FY 2010 Target	FY 2011 Target
2.1	Percentage of defendants who are in compliance with release conditions at the end of the pretrial period.	77%	75%	77%	78%	77%	77%	77%
2.2	Percentage of defendants whose noncompliance is addressed by PSA either through the use of an administrative sanction or through recommendation for judicial action.							
	- drug testing violations	90%	95%	97%	97%	80%	80%	80%
	- contact violations	84%	77%	90%	87%	70%	70%	70%
	- sanction-based treatment program violations	75%	67%	89%	76%	80%	80%	80%
	- electronic monitoring violations	88%	99%	100%	99%	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. PSA is notified by the court system of upcoming court appearance dates. Once PSA receives this information, automatic notification letters are generated and mailed to defendants.

Appropriate Supervision: Appropriate supervision may reduce rearrest and failures to appear. Defendants who are appropriately supervised are held accountable to the Court. Supervision provides structure for defendants and reinforces the courts' expectations. An important function that 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 for non-compliance.

Accomplishments

- PSA continued to hold caseloads in the General Supervision Unit (GSU) at nearly 80 defendants per case manager. Nearly 10,000 defendants were ordered into GSU during FY 2009.
- To improve PSA's ability to better monitor higher risk defendants in its High Intensity Supervision Program, state-of-the-art supervision technologies, such as cellular telephone electronic monitoring and GPS, were acquired and used more frequently throughout the year to provide additional release options for the court to utilize. During FY 2009, PSA made 1,612 total placements on GPS (121 placements), EM Cellular (709) or Landline EM Services (782).² PSA also initiated a project to explore expanding the use of GPS monitoring for some defendants placed into halfway houses.

PSA also developed and implemented guidance to staff for handling GPS/EM tampering alerts. This ensures the consistent handling of visual evidence of tampering of GPS/EM bracelets, tampering alerts received from the service provider, or when monitoring equipment is damaged.

- During FY 2009, the Forensic Toxicology Drug Testing Laboratory conducted 3,441,460 drug tests on 541,619 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.
- Quality assurance performance reviews were employed throughout the year to ensure that PSA contracted electronic monitoring and GPS services were provided in accordance with the contract provisions. This included the Contracting Officer's Technical Representative (COTR) convening monthly performance reviews with contractors and PSA program staff to identify and resolve any operational issues. The quality assurance effort of the COTR identified key contract provisions that had not been provided, which resulted in the contractor reducing all monthly invoices by 25 percent during the period in which identified services were not available.
- PSA representatives conducted an onsite visit to its electronic monitoring/GPS service provider's monitoring center to review the contractor's performance with the terms of the contract. The COTR verified that specific provisions were in place, such as facility security and backup systems to ensure uninterrupted operation.

² Some defendants moved from one technology to another during this period are included in the numbers.

- A PSA workgroup was established this year for PSA staff to use the Justice Information System (JUSTIS), an integrated criminal justice system that supports the justice community of the District of Columbia and each of its member agencies. The major objective of this project is to evaluate PSA's use of JUSTIS as a routine source of information and to recommend enhancements to the Criminal Justice Coordinating Council so that JUSTIS can be fully utilized.
- PSA has continued to work on new protocols for supervising pretrial defendants to establish the principles of effective supervision and to provide guidance to officers in carrying out their supervision responsibilities. In furtherance of this initiative, functional requirements for an automated supervision case plan in PSA data management system are under development that will assist pretrial services officers to focus their efforts on defendants with higher community risk and service needs.
- PSA conducted an internal program review of its urine specimen collection procedures and updated written guidance for its lock-up and in-office collection procedures after identifying areas of the collection process that needed closer oversight to ensure adherence to chain of custody procedures to enhance the integrity of the entire collection process. The new written procedures improved the effectiveness of the urine specimen collection process and have increased efficiencies needed to train new entry level drug testing technicians who perform this important function.

Critical Success Factor 3: Treatment and Related Services

Analysis by Critical Success Factor Budget Request

CSF 3		FY 2010 Pres. Budget	Total ATBs	Total Program Changes	FY 2011 Request	Change FY 2010/ FY 2011
Treatment Related Services	\$000	\$15,646	\$400	\$227	\$16,273	\$627
	FTE	56		0	56	0

Program Summary

The connection between substance abuse and crime has been well established. Success in reducing rearrest and failure to appear for court depends on two key factors: 1) identifying and treating drug use and other social problems, and 2) establishing swift and certain consequences for continued drug use. Sanction-based treatment 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. During FY 2009, defendants using drugs had a rearrest rate of 17%, while non-drug using defendants had a rearrest rate of only 6%.

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.³ 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 Drug Intervention Program (Drug Court), which is administered by PSA, participated in an independent experimental evaluation⁴ designed to compare the impact of sanction-based contingency contracts with an intensive drug treatment program. The

³ 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.

⁴ Harrell, A., Cavanaugh, S., and John Roman, "Evaluation of the DC Superior Court Drug Intervention Programs," Research in Brief, National Institute of Justice, U.S. Department of Justice, 2000.

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 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. Defendants participating in the sanction-based contingency contract program received graduated sanctions for failing compulsory drug tests. Participants in this program were significantly less likely than traditionally processed defendants to be arrested in the year following sentencing. In response to the evaluation findings, PSA has combined intensive drug treatment with graduated sanctions for all defendants participating in the Drug Court. The synergistic impact of treatment and graduated sanctions is expected to produce better results than either approach individually.

Research performed by the Washington/Baltimore High Intensity Drug Trafficking Area project has found that the length of time in treatment contributes proportionately to reductions in arrest, drug use and technical violations. In addition, this study found that involvement in drug treatment programs with regular drug testing and immediate sanctions for violations resulted in a 70% reduction in recidivism in the 12 months following completion of the programs.⁵

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 and continues to expand the range of tools available to assist in the supervision of higher risk defendants. Defendant access to education, employment and other types of social services has improved. PSA also is working closely with CSOSA's Community Supervision Program (CSP) to leverage their investments in community-based resources.

⁵ Certification Report, CSOSA, 2000

Performance Measures

Measures		FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2009 Target	FY 2010 Target	FY 2011 Target
3.1	Percentage of referred defendants who are assessed for substance abuse treatment	99%	99%	99%	99%	99%	99%	99%
3.2	Percentage of eligible assessed defendants placed in substance abuse treatment programs	44%	40%	50%	52%	50%	50%	50%
3.3	Percentage of defendants who have a reduction in drug usage following placement in a sanction-based treatment program	81%	75%	71%	74%	74%	74%	74%
3.4	Percentage of defendants connected to educational or employment services following assessment by the Social Services and Assessment Center	81%	94%	94%	100%	92%	92%	92%
3.5	Percentage of referred defendants who are assessed or screened for mental health treatment	99%	100%	98%	98%	99%	99%	99%
3.6	Percentage of service-eligible assessed defendants connected to mental health services	76%	75%	83%	98%	80%	80%	80%

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

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

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

Accomplishments

- During FY 2009, SSAC staff completed 3,696 substance abuse assessments and 1,469 mental health assessments. Additionally, 579 social service referrals were made.
- Approximately 480 defendants were placed in the Superior Court Drug Intervention Program (SCDIP) during FY 2009. At the end of FY 2009, 194 remained in the program, 61 had exited early but were compliant, and 163 had graduated. These numbers include some defendants who were placed in the program during the previous fiscal year.
- During FY 2009, approximately 961 defendants were placed in the New Directions Intensive Drug Treatment and Supervision Program (New Directions). During this time, 223 remained in the program, 258 exited early and 56 graduated. These numbers include some defendants who were placed in the program during the previous fiscal year.
- Nearly 102 defendants were ordered to sanction-based treatment contracts during FY 2009. During this same period 26 defendants remained in the program, 52 had exited early but were compliant, and 36 had completed treatment.
- Drug Court and New Directions PSOs facilitated 1,303 three-hour treatment group sessions during FY 2009, for a total of 3,810 hours of group sessions. This compares to 1,833 hours of group services in FY 2008.

- Planning occurred for the implementation of a new initiative to identify, assess, and promptly link to community-based treatment services defendants charged with certain D.C. misdemeanor violations and drunk driving offenses⁶ who have mental health and substance abuse issues. PSA will drug test and assess these defendants for substance abuse (including alcohol abuse) and mental health issues, link them to community based treatment, and provide supervision services as needed. PSA established a new team in its Treatment program to support this new initiative and it was implemented in the fourth quarter of fiscal year 2009.
- On February 2, 2009, PSA successfully launched PSA Support, Treatment, & Addiction Recovery Services (PSA STARS). This pilot effectively created a single combined treatment program that provides defendants with a wider array of group offerings and allows PSA to better match individual treatment need to specialized group interventions. Enhancements include a more intensive group treatment regimen to lessen the demand for expensive residential treatment; gender specific groups; specialty treatment for defendants with and co-occurring mental health disorders and substance abuse issues.
- PSA adopted a strategy this year to permanently reduce and control dramatically increasing caseloads in the Specialized Supervision Unit (SSU) responsible for supervising defendants with mental health issues by reassigning defendants who have been dually diagnosed to other treatment units within the program. This will ensure that limited resources for defendants with severe mental health issues receive adequate supervision. SSU has been supervising over 400 defendants at any given time.
- PSA revised and distributed new Drug Court Eligibility Criteria after extensive coordination of the U.S. Attorney's Office, DC Superior Court, and defense bar. These criteria are designed to provide greater opportunities for defendants charged with certain felony offenses to participate in the program.
- On June 1, 2009, PSA launched a pilot project on random drug testing for newly-placed defendants in New Directions. The purpose of the pilot was to evaluate whether drug testing defendants on a random schedule rather than a fixed schedule will improve defendant compliance with drug testing conditions, increase detection of illicit drug use, increase abstinence from substance use, and create efficiencies in PSA operations. After many years of drug testing defendants on a set schedule, this pilot represents PSA's first attempt at a truly randomized system of drug testing.
- PSA awarded a contract to ensure that substance abuse treatment services, including residential treatment, are available for Spanish-speaking defendants.

⁶ The targeted population for this initiative includes defendants charged with Driving While Intoxicated (DWI), Driving Under the Influence (DUI), and Operating While Intoxicated (OWI), as well as certain other serious misdemeanor offenses in which defendants appear to have substance and/or mental health-related issues.

- PSA conducted a process review of the work in the unit that provides supervision for defendants who have mental health issues, co-occurring substance abuse and mental health disorders, and those with mild retardation. The purpose of the review was to identify and map critical functions and processes of the unit to ensure that appropriately identified cases were assigned to the unit, connection to community mental health services were being made and that the needs of those defendants dually diagnosed were being adequately addressed. The review identified the need for greater clarity in placement criteria and follow up. Efforts are well underway to address these needs.
- PSA invested this year to train its entire Operations staff in the evidence-based practice of Motivational Interviewing, which teaches staff active listening skills and methods to more effectively communicate with defendants to assess needs, and to empower defendants to explore how their current behaviors may differ from their long and short term goals. This can be a powerful tool in supervising persons on pretrial release, as research suggests that this approach can lead to behavioral changes that increase the likelihood of compliance with court orders in the short term, and life-altering changes in the long term that may prevent return to the criminal justice system.
- PSA's participation in the DC Superior Court Mental Health Diversion Court expanded to encompass an additional calendar. In response, PSA has assigned an additional PSO to serve as court representative, who is present whenever defendants appear in Mental Health Court. During FY 2009, 295 defendants were certified to the mental health calendar, 135 graduated with their cases dismissed due to their successful completion of diversion requirements, and 104 remained on the calendar. PSA assesses and recommends eligible defendants for participations; provides close supervision and referrals for mental health and substance abuse treatment; and reports compliance to the court.

Critical Success Factor 4: Partnerships

Analysis by Critical Success Factor Budget Request

CSF 4		FY 2010 Pres. Budget	Total ATBs	Total Program Changes	FY 2011 Request	Change FY 2010/ FY 2011
Partnerships	\$000	\$315	\$10	\$6	\$331	\$16
	FTE	2		0	2	0

Program Summary

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

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

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

Performance Measures

The measure associated with Critical Success Factor 4 is 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 treatment), Measure 3.3 (reduction in drug use), Measure 3.4 (connection to educational or employment services) and Measure 3.6 (connection to mental health services).

Measures		FY 2006 Actual	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2009 Target	FY 2010 Target	FY 2011 Target
4.1	Number of agreements established and maintained with organizations and/or agencies to provide education, employment, or treatment related services or through which defendants can fulfill community service requirements	20	19	19	20	20	20	20

Accomplishments

- PSA continues to participate in GunStat, a collaborative District-wide effort initiated in FY 2008 aimed at tracking gun cases through the criminal justice system to identify trends and system strengths and weaknesses in the handling of these cases. PSA provides information regarding the importance of requesting appropriate pretrial release conditions for defendants who are to be released pending disposition of their cases; and provides specific updates on the performance of certain GunStat defendants.
- PSA has continued its collaboration with the District of Columbia Superior Court East of the River Community Court. In FY 2009, 205 defendants were referred to community service assignments, all with organizations in the east of the river communities. One hundred ninety-one defendants (93%) completed these requirements for a total of 2,499 hours.
- PSA has continued to build its partnership with the DC Addiction, Prevention, and Recovery Administration (APRA). In October 2008, PSA, CSOSA, and APRA entered into an MOU, which clarifies how the respective agencies will conduct business—including facilitating detoxification and treatment placements. PSA also assigned a single-point-of-contact to clarify any confusion regarding treatment issues.

- PSA has continued to build its partnership with the DC Department of Mental Health (DMH). PSA and CSOSA have entered negotiations with DMH to update the MOU that was signed in March of 2005.
- As a new feature within PSA STARS, community guests have conducted twice-monthly seminars for phase 2 to 4 defendants regarding available services to support their recovery and overall functioning. The following organizations have volunteered their time and conducted life skills seminars for PSA STARS participants:
 - A-MEN: Anacostia Mentoring Employment Network
 - ARCH Training Center
 - EXCEL Institute
 - Opportunities Industrialization Center (OIC)
 - APRA Access to Recovery (ATR) Program
 - Public Defender Service
 - Marshall Heights Community Development Organization
 - SOME's Center for Employment Training
 - Prevention Works (HIV education & testing)
 - East of the River Clergy Police Community Partnership
 - DC Central Kitchen-Culinary Jobs Training Program
 - DC Job Corps
- PSA's Director serves as Co-chair with the Director of the DC Department of Mental Health, of the Criminal Justice Coordinating Council's (CJCC) Substance Abuse Treatment and Mental Health Services Integration Taskforce. Since its inception in 2006, this Taskforce has undertaken significant work in planning and coordinating efforts to connect mental health treatment, substance abuse treatment, and treatment services for persons with co-occurring disorders to the criminal justice system. In FY 2009, the Taskforce focused on improving data sharing among stakeholders as a way to accomplish better data collection and analysis and address the many barriers to appropriate information sharing among the justice, mental health and substance abuse treatment systems involved with our target population. Efforts included evaluating the feasibility of data sharing between the District's criminal justice, mental health and substance abuse treatment systems by chronicling the District's data sharing needs and identifying any statutory barriers for individual agencies, federal and local. Significant strides were made in exploring legislative amendments that, when enacted, enabled more effective transfer of information among participating entities.
- PSA's Director also serves as Co-Chair with the Presiding Judge of the DC Superior Court's Criminal Division for CJCC's Pretrial Services and Community Options Committee, which facilitates data sharing, process improvement and collaboration with other law enforcement agencies and the court. In FY 2009, Committee members regularly met and shared information on initiatives such as the Mental Health Diversion Court pilot project, performance measurement for the East

of the River Community Court, the levels of pretrial detention at the DC Jail, including defendants held on nominal financial bonds, and the tracking of defendants placed into the Department of Corrections' contracted halfway houses. In addition, the Committee addressed topics of special concern, such as establishing in-court release procedures for defendants whose cases are disposed (saving the time and expense of returning these individuals to jail for processing), and communication between criminal justice and treatment service agencies.

Management and Agency-Level Accomplishments

- Complementing achievements under the CSFs, a number of additional management accomplishments facilitated PSA's meeting its objectives in FY 2009.

Strategic Planning and Research

- PSA completed its third *Strategic Plan* covering the period of 2008-2013. PSA set as priorities reviewing release recommendation procedures, expanding supervision services to certain defendants charged with drunk driving and District of Columbia misdemeanor offenses, expanding 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. PSA developed each priority item with input from partner agencies as well as national data and research on pretrial release and diversion.
- In partnership with Abt Associates, PSA completed its first independent evaluation of operations procedures as a Federal agency in September 2009. The 18-month Abt assessment examined the Agency functions, local criminal justice system procedures, and specific defendant behaviors associated with rearrest and failure to appear. The Abt final report identifies several of these factors and includes recommendations for changes to PSA's risk assessment and supervision protocols. The evaluation addresses one of the major program deficiencies identified in the FY 2006 OMB Performance Assessment Ratings Tool (PART)—the lack of regular independent evaluations of sufficient scope and quality to support program improvements and evaluate the effectiveness and relevance of agency responses to problems, interests and needs. A second independent evaluation of risk assessment procedures is scheduled to begin in October 2009.
- In FY2009, PSA's Office of Research, Analysis and Development (RAD) incorporated data-driven discussions among Management on PSA's performance on specific mission critical functions, with an emphasis on trends and issues identified by the data. This initiative—called *PSAStat*—is modeled after the *CompStat* (COMPUter STATistics or COMPARative STATistics) management philosophy that promotes using data analysis to increase agency accountability and reduce recidivism and crime. PSA's objective under PSA Stat is to employ data mining and regular management meetings to investigate trends and issue areas identified by the data, increase the flow of information among managers, and develop strategies to meet organizational objectives. Used properly, PSAStat should help PSA work more efficiently and encourage a culture of mission and goal achievement. PSAStat features:
 - Regular meetings of select management and support staff to review identified mission critical strategic and operational functions.
 - Identification of quantitative and qualitative methods to assess performance within these functions.

- Strategic feedback and quality loops to identify areas of policy/procedure, training, resources, etc. to improve function areas.

Strategic Human Capital Management

- During Fiscal Year 2009, the Office of Human Capital Management (OHCM), achieved a number of significant goals in strategic planning; results included meeting all Office of Personnel Management (OPM) milestones and target dates, aligning human capital planning with PSA’s strategic plan and providing the infrastructure for immediate and long-range delivery of human resources services to PSA. Specific outcomes were:
 - A Human Capital Plan, developed and published internally and externally.
 - An accountability plan, establishing goals and timelines for achievement of the objectives set forth in the Human Capital Plan, developed and implemented; goals include identifying and closing job competency gaps for mission-critical staff and dovetailing development of the Human Capital Plan with the Agency’s Strategic Plan.
 - Foundation for required metrics data collection developed and implemented
 - Policy for the Human Capital Accountability System, developed and submitted to OPM for review.
 - PSA’s first Human Capital Management Report is on schedule for production in December 2009.
 - System for human capital data collection and reporting streamlined and centralized to eliminate duplicate collection processes and ensure consistent data reporting.

OHCM’s planning accomplishments were so successful that PSA was chosen by OPM for participation in a pilot accountability system project and was noted as “exceptional” among small agencies during the OPM audit, conducted in August, 2009.

- Responding to another OPM initiative, OHCM managed preparation of the End-to-End Hiring Initiative Roadmap for PSA.
- To address potential issues with the performance management system, OHCM recommended revisions to simplify the system and to facilitate more realistic ratings; associated with this effort is a project, scheduled for completion later this year, to review and revise performance plans for all PSA employees.
- The 2008 Federal Human Capital Survey was completed with the full support of PSA management. PSA’s employee responses were overwhelmingly positive, with PSA exceeding the federal government’s positive response rate for 93% of the questions. In addition, CSOSA (which includes both CSOSA and PSA employee responses) ranked in the top ten of all federal agencies in leadership, performance, talent management and job satisfaction.

- OHCM and PSA management continue to foster collaborative labor-management partnerships. 2009 was the first full year of implementation for the Collective Bargaining Agreement; positive results for PSA include development of 23 online training modules and three onsite classes for managers and supervisors; and OPM has commended PSA on the low rate of official time used by union officials.
- PSA has expanded outreach to groups that are underrepresented in the work force, with particular focus on Hispanic recruitment. Examples of efforts include:
 - Participation in job fairs to recruit Hispanic Pretrial Services Officers.
 - Participation in programs and building relationships with a number of Hispanic organizations or organizations with large Hispanic constituencies. Organizations include Latinas Leading Tomorrow, an organization aimed at facilitating Latina high school students in discovering educational and leadership opportunities; National Association of Latino Fraternal Organizations; Hispanic College Fund; and Hispanic Association of Colleges and Universities.
- PSA continues to support Special Emphasis Committees and Equal Employment Opportunity initiatives with CSOSA, making staff available on a regular basis for these important efforts. A PSA employee leads the Federal Women's Committee and PSA staff participates in all committees on an ongoing basis.
- While audit and internal control are regular parts of ongoing OHCM operations, in August 2009, OPM conducted an extensive audit of the OHCM, covering talent management, performance culture, and learning management. Auditors reviewed internal and external hiring actions, performance evaluations, awards, internal actions, and training. No legal or regulatory violations were found and initial reports from the audit team were extremely favorable.
- PSA successfully launched a robust new learning management system in November 2008, which allows for easy access to developmental opportunities for staff as well as an automated way to submit data for eHRI requirements. PSA is currently in the process of upgrading to a more current version of the Learning Management System (LMS) which will permit us to conduct training program evaluations via the system.
- The second iteration of PSA's Leadership Potential Program was completed in June 2009. This program, designed to grow leadership skills in line staff throughout the Agency, started with seven participants in FY 2008. Two of those employees received supervisory positions during that year. The third Iteration is currently in the planning stages with program enhancements as a result of intensive third level evaluations of the second iteration.
- PSA completed the first iteration of its Supervisory Mentoring Initiative, a program that provides mentors for new supervisors in an effort to ensure transfer of knowledge and skills from experienced managers and leaders to first line supervisors. To date, seven new supervisor protégés have completed the program. The second iteration

had its “kick-off” training in September 2009 and included seven mentoring pairs for seven new supervisors.

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. An audit of PSA’s financial line of business provider, the National Business Center (NBC), resulted in an audit recommendation to improve their access control. NBC management has assured its clients that they will address the finding.
- PSA’s accounting function continues to enhance and refine its automated systems and to provide new functionalities. The Agency has reinstated split-pay for voucher payments by working with NBC to develop this functionality on the Oracle platform, thereby becoming compliant with governing regulations. The Agency has also instituted electronic document scanning and storage for its accounts payable documents.
- PSA cooperated with the United States Government Accountability Office in its effort to study and improve the use of Cost Reimbursement contracts. GAO staff indicated that they were satisfied with PSA information and grateful for its cooperation.
- PSA focused its attention on compliance with NARA regulations concerning Agency level document management. The Agency has initiated a contract with a service provider to inventory its systems of records and to initiate records disposal scheduling as required by NARA. NARA also provided an agency presentation to ensure a thorough understanding of their mission.

Business Processes and Information Technology

- PSA continues to fully utilize information technology. Other accomplishments in this area are use of state-of-the-art technologies and continuity of operations preparedness. The agency completed development of the third version of its Client Management System (CMS) called PRISM and implemented a new Drug Testing Management System (DTMS) using .NET. DTMS deployment increased the confidentiality, integrity, and availability of drug test results and the reliability of the Drug Testing process in the city. The agency also replaced Business Objects’ Crystal Reports with a .NET cost effective and reliable solution, which resulted in significant performance improvements and enhanced reporting capabilities.
- PSA is also in the process of reducing its environmental footprint through the use of Server Virtualization technology and relying on more telecommuting to decrease the number of servers and office space needed to support the operation. In the COOP area PSA continues refining its incident response by enhancing hardware and services available at the disaster recovery (DR) site. During the agency’s participation in the Department of Homeland Security's combined national exercise National Continuity

Exercise Eagle Horizon 09 the agency successfully tested switching mission-critical client management system operations to the DR site within three hours.

Pretrial Services Agency
Summary of Change
fiscal year 2011

	Permanent Positions	FTE	Amount \$(000)
FY 2010 President's Budget	378	378	58,552
Adjustments to Base:			
FY 2011 Pay Raise	0	0	1,038
General Price Increase	0	0	276
FY 2010 Annualized Pay Raise Costs	0	0	159
FY 2010 Annualized GPI Costs	0	0	286
Total Adjustments to Base	0	0	1,759
FY 2011 Base	378	378	60,311
Program Changes:			
Relocation of Lab	0	0	1,000
	0	0	0
Total Program Changes	0	0	1,000
Total Changes	0	0	2,759
FY 2011 Request	378	378	61,311
Percent Increase over FY 2010 President's Budget	0.0%	0.0%	4.7%

Pretrial Services Agency

New Initiatives

Salaries and Expenses

Financial Analysis - Program Changes

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

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

	2009 Actual		2010 Pres. Request		2011 Request		Variance	
	Pos	Amount	Pos	Amount	Pos	Amount	Pos	Amount
Grade								
SES - Subtotal	3	530	3	542	3	556		14
GS-15	8	1,210	8	1,238	8	1,269	0	31
GS-14	22	2,751	22	2,814	22	2,884	0	70
GS-13	41	4,103	41	4,197	41	4,267	0	70
GS-12	164	13,048	169	14,211	169	14,540	0	329
GS-11	33	2,164	33	2,214	33	2,269	0	55
GS-10	2	142	2	145	2	149	0	4
GS-09	30	1,682	30	1,721	30	1,764	0	43
GS-08	12	640	12	655	12	671	0	16
GS-07	41	1,973	41	2,018	41	2,068	0	50
GS-06	6	279	6	285	6	292	0	7
GS-05	11	493	11	504	11	517	0	13
Total Appropriated Positions	373	29,014	378	30,546	378	31,246	0	703
Object Class								
11.1 Full Time Permanent	373	29,014	378	30,546	378	31,246	0	703
11.3 Other Than Full-Time Permanent		0		0		0		0
11.5 Other Personal Compensation		244		265		272		7
12.0 Personnel Benefits		10,698		11,222		11,711		489
13.0 Unemployment Compensation		19		19		19		0
Personnel Costs	373	39,975	378	42,051	378	43,248	0	1,199
21.0 Travel & Training		403		418		423		5
22.0 Transportation of Things		20		22		22		0
23.1 Rental Payments to GSA		1,555		2,495		2,570		75
23.2 Rental Payments to Others		2,470		2,675		2,820		145
23.3 Communications, Utilities & Misc.		815		858		869		11
24.0 Printing and Reproduction		19		19		19		0
25.2 Other Services		4,612		6,710		7,994		1,282
26.0 Supplies and Materials		842		858		869		11
31.0 Furniture and Equipment		1,818		1,919		1,943		24
32.0 Buildout		510		527		534		7
42.0 Claims		0		0		0		0
Non-Personnel Costs		13,064		16,501		18,063		1,560
TOTAL	373	53,038	378	58,552	378	61,311	0	2,759
OUTLAYS		52,409		57,449		60,438		5,040

APPENDIX A

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



CSOSA: 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. Compliance and substance abuse treatment information is made available to CSP for defendants sentenced to probation. Offenders who began treatment programming prior to conviction are transferred seamlessly from PSA to CSP.



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



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



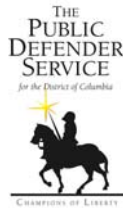
Federal Probation: Seamless transition from one type of supervision to another is also in place for defendants convicted of federal crimes. Defendants sentenced to probation by the U.S. District Court are 'handed-off' by PSOs to their federal probation counterparts in the Administrative Office of the 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 and U.S. District Court: At the point of release, PSA relies upon the Courts to order release conditions based on PSA risk assessments. During the remainder of the pretrial supervision period, PSA looks to the courts to adjust release conditions and administer sanctions and incentives as needed, based on PSA recommendations. Increasingly, PSA is relying upon electronic monitoring and sanction-based treatment to reduce the risk of flight and the public safety risk to the community. PSA will continue to work with the Court to create a series of administrative sanctions, such as those in place in some of PSA’s specialized supervision programs, which the PSOs are authorized to apply without returning for a court hearing. PSA also manages the Citation calendar for the Superior Court.



U.S. Attorney’s Office: The U.S. Attorney’s Office for the District of Columbia decides whether to “paper” (process) a case for prosecution. At the initial court hearing, PSA provides an objective assessment of a defendant’s likelihood of flight and rearrest, and recommends the least restrictive conditions necessary for each defendant. Assistant U.S. Attorneys (AUSAs) may request additional conditions of release or may request detention. PSA provides the AUSAs with information about a defendant’s performance during the period of pretrial supervision. The support of the prosecutor is helpful in getting judicial sanctions imposed on 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, Options (a specialized supervision program for the mentally ill), the Community Court and various diversion programs.



Criminal Justice Coordinating Council (CJCC): The CJCC is made up of the relevant local and federal criminal justice agencies. The CJCC is intended to facilitate coordination and collaboration among 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.