



## **DC Pretrial Services Agency**

### **Fiscal Year 2008 Organizational Assessment**

The DC Pretrial Services Agency (PSA or Agency) is pleased to provide this formal organizational assessment for Fiscal Year 2008. 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 through which programs are designed and executed. The Strategic Plan, with two specific outcomes and 11 performance measures—all supporting PSA's and CSOSA's Critical Success Factors (CSFs)—provides the infrastructure for program management and evaluation and the basis for program decisions and direction.

This report summarizes PSA's accomplishment of its mission in FY2008 and describes the significant program accomplishments for the fiscal year under each critical success factor.

#### **Outcome and Performance Measure Accomplishments for FY2008**

Consistent with its mission—and the legal status of pretrial defendants—PSA's two strategic outcomes are reducing rearrests for violent and drug crimes and failures to appear during the period of pretrial release. PSA's four CSFs and 11 supporting performance measures are linked to these strategic outcomes. (See Attachment A showing the planning framework).

PSA continues to refine and enhance its strategic plan, establishing ambitious performance targets that span all program areas. Since FY2007, PSA's performance budgets have reflected the relationship between the CSFs, major operational activities, and budget authority/request.

For 2008-2013, PSA set as priorities the review of its release recommendation procedures, the expansion of supervision services to certain defendants charged with local traffic and District of Columbia misdemeanor offenses, the expansion of supervision resources for high-risk defendants, helping the local court to expand diversion opportunities, providing additional treatment resources for substance-abusing defendants and those with mental health issues, and increasing the number of partnerships with the local justice system and with treatment service and community organizations.

For FY2008, PSA met the overall goals associated with the two outcomes. Only 12% of defendants were rearrested while on pretrial release, meeting the established target. For released defendants committing a violent crime, results were 2%, slightly above the 1% target. As in previous fiscal years, drug-using defendants were rearrested more frequently than non-drug users (17% compared to 5%) and more often on violent offenses (3% to 1%).

Twelve percent of released defendants failed to appear for at least one scheduled court appearance, 1% lower than the target of 13%. Again, drug-users had a higher failure to appear rate than non-users, 16% to 7%.

For FY2008, PSA thus far has data on nine of its 11 Performance Measures. Of these nine measures, PSA met or exceeded targets on six (66.7%). The Agency missed two of these targets by 1% and made the decision this past year to increase substantially the percentage for the third target from 55% to 80% because it had been consistently met in previous years. (See Attachment B with performance measure targets and results.)

### **Significant Program Accomplishments**

PSA stresses strict accountability of supervised pretrial defendants to reduce pretrial misconduct while supporting the fair administration of justice through services and support to the local courts, defendants, and other justice partners. In FY2008, the Agency accomplished the following program achievements geared to these dual objectives.

### **Critical Success Factor 1—Assessment and Release Recommendations**

PSA is dedicated to providing judicial officers involved in pretrial release and detention decisions with the most accurate and reliable information on pretrial arrestees. This includes demographic information, past criminal history and the defendant's current status with the justice system, and the results of post-arrest urinalysis testing for illicit drugs. For those defendants who are released, PSA also provides a recommendation for the least restrictive level of supervision, consistent with public safety and return to court. In FY2008, PSA achieved the following significant accomplishments under this CSF.

The Agency completed almost 19,000 pretrial services reports with recommendations regarding release or detention to initial appearance judicial officers in D.C. Superior Court and U.S. District Court for the District of Columbia. In addition, more than 4,500 criminal history reports were sent to Superior Court judicial officers for consideration of release in DC/Traffic cases.

In calendar year 2008, PSA reduced by 74% the average monthly number of cases called without pretrial services reports in an initial court appearance. From January to September 2008, the average number of cases called per month without supporting PSA documentation was 18, compared to 69 per month during the same time period in 2007.

The Court Services Program added an additional team to improve criminal history research of arrestees and services to the court in release recommendations.

The Drug Testing and Compliance Unit (DTCU) improved test collection efficiency and increased defendant compliance with drug testing requirements through several process changes. These include extended early morning and Saturday hours for collection to allow defendants to report for testing with no conflict with their work schedule and realignment of workload and staffing resources to reduce the number of defendants and waiting times at the main collection site. This change has also allowed defendants to drug test and meet with their assigned PSOs in one location.

In January 2008, PSA assigned two staff to track pretrial detainees held on financial bonds. As of September 30, 2008, these staff members had identified 162 persons held on financial bonds ranging from \$100 to \$1,000. Most of these bonds appeared to be nominal amounts on defendants under more serious statutory holds in other pending matters. PSOs sent reports to calendar judges

where the bond appeared to be the basis for detention, thereby effectuating the statutory mandate that a defendant should not be detained because of a lack of financial resources.

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

PSA completed the gathering and documentation of requirements for PRISM 3.0, the next major improvement of the Agency's automated defendant records system. The new diagnostic module improves risk assessment and recommendation capacity by supporting improved automation of pretrial services reports, diagnostic interviews, criminal history investigations, and release/detention recommendations. Work also began on a new Drug Testing Management System; the requirements and design phases are completed and the development phase is underway.

### **Critical Success Factor 2—Monitoring and Supervision of Released Defendants**

PSA supervises or monitors nearly all defendants released by the DC Superior Court and US District Court. Supervision includes tracking each released defendant's compliance with court-ordered conditions and responding appropriately to infractions or violations of these requirements. The Agency also informs the court regularly of compliance and recommends appropriate adjustments to supervision, depending on the defendant's compliance with conditions. In FY2008, PSA achieved the following significant accomplishments under this CSF.

The Office of Operations reduced caseloads in the General Supervision Unit (GSU) from approximately 115 per officer in calendar year 2007 to 82 per officer in 2008. This was achieved by establishing two additional GSU teams and realigning workload and staffing resources to prioritize supervision efforts toward higher risk defendants.

For FY2008, the Forensic Toxicology Drug Testing Laboratory conducted over 500,000 drug tests of persons on pretrial release, probation, parole, and supervised release, as well as for persons (juveniles and adults) whose matters are handled in the DC Family Court.

In June 2008, PSA incorporated cellular electronic and Global Positioning System (GPS) monitoring into its supervision of high-risk defendants. GPS will facilitate PSA's monitoring of "stay away" conditions. As of September 30, 2008, 153 placements for cellular monitoring and 20 for GPS monitoring had been made.

While PSA has supervision responsibility for certain persons awaiting trial, it does not have the ability (with the exception of GPS) to supervise a defendant's compliance with "stay away" (from other persons or places) ordered by the court as a release condition. PSA has provided such stay away information to JUSTIS, the city's coordinated criminal justice database. Now, law enforcement can query JUSTIS to see if an individual has a stay away condition. In addition, based upon this new data, JUSTIS has developed a daily report which is distributed to the DC Metropolitan Police Department (MPD), providing officers with real-time information.

GunStat is a collaborative District-wide effort aimed at tracking gun cases through the criminal justice system in order to identify trends and system strengths and weaknesses in the handling of

these cases. Its goal is to identify and resolve gaps in targeting those who commit gun offenses and processing them through the local justice system. PSA is an active partner in GunStat, providing other agencies with updates on targeted defendants and reports on their performance while on pretrial release. PSA also hosted the July 2008 GunStat session, giving an overview on the importance of requesting appropriate pretrial release conditions for defendants who are to be released pending disposition of their cases.

PSA worked with MPD to speed notification of outstanding bench warrants. PSA's Office of Information Technology developed an automated report that includes court information on issued bench warrants and PSA's most current address and telephone contact for the defendant. PSA now generates the "Bench Warrants List Report" every evening to various law enforcement agencies across the city, including each of the MPD Districts and the US Marshals Service. Previously, warrant notification to these agencies often took at least 24 hours.

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

### **Critical Success Factor 3—Integrating Treatment with Supervision**

The high number of substance abusing pretrial defendants as well as those with serious mental health issues makes integration of treatment with close supervision essential to the PSA mission. Under this performance goal, the Agency identifies and assesses those defendants with substance abuse, mental health or co-occurring disorders and matches them to appropriate in-house or contracted services. Treatment plans also include strategies for employment or vocational training assistance and are backed by swift and certain responses to violations. In FY2008, PSA achieved the following significant accomplishments under this CSF.

PSA's Social Services and Assessment Center completed 1,255 mental health assessments and 3,574 substance abuse assessments.

Approximately 369 defendants were placed in the Superior Court Drug Intervention Program (SCDIP). At the close of the fiscal year, 153 remained in the program, 42 had exited early but were compliant, and 71 had graduated.

Approximately 862 defendants were placed in the New Directions Intensive Drug Treatment and Supervision Program (New Directions). At the close of the fiscal year, 332 remained in the program, 159 had exited early but were compliant, and 72 had graduated.

For those under sanction-based treatment contracts, 174 defendants were placed in the program. At the close of the fiscal year, 58 remained in the program, 64 had exited early but were compliant, and 33 had completed treatment.

PSA restructured its Treatment program, adding four new PSOs to New Directions, ensuring closer supervision and more intensive treatment of substance-abusing defendants—particularly those with co-occurring substance abuse and mental health issues.

New clinical supervision protocols were established with the hiring of an additional clinical services specialist. Two specialists now provide full time clinical oversight of the treatment program and regular clinical consultation to PSOs who provide direct treatment services.

A major project for this year, the treatment program redesign, covered all areas of the treatment program, reviewing content and schedule of current treatment group services, reviewing relevant best practices and recommending changes. The first report of findings is complete, with implementation of program changes planned for January 2009.

Treatment staff facilitated approximately 900 three-hour treatment group sessions in FY2008, providing nearly 2,700 hours of group treatment.

In August 2008, the Offices of Operations and Research, Analysis and Development began the first of on-going focus groups of defendants under sanction-based treatment in New Directions and SCDIP. These focus groups were intended to assess defendants' impressions of PSA's in-house treatment programs, identify treatment strategies defendants believed worked best in helping them remain drug free, and determine the services PSA should provide to help defendants remain drug free following treatment participation. As of September 30, 2008, 64% of participants rated their treatment experience as either "good" or "excellent" and 73% rated PSA's Treatment staff as either "good" or "excellent." Seventy percent of the 11 participants rated their "talk therapy" groups as "good;" 65% rated the judges as "excellent;" and 70% rated the PSA case managers as "excellent."

Caseloads in the Specialized Supervision Unit have increased dramatically. At the close of the fiscal year, unit staff were supervising more than 430 defendants who had conditions of release for mental health treatment. In addition, in conjunction with the DC Superior Court, the USAO, the Department of Mental Health (DMH) and the defense bar, PSA has been a key participant in implementing the Mental Health Diversion Court (MHDC). In its first year of operation, 242 defendants were certified to the mental health calendar, 68 have graduated with their cases dismissed due to their successful completion of diversion requirements, and 89 remain on the calendar. PSA assesses and recommends eligible defendants for participation; provides close supervision and referrals for mental health and substance abuse treatment; and reports compliance to the court. PSA has also led the effort to identify 25 priority performance measures for the MHDC from a list of 115 metrics recommended by The Urban Institute. Collection of these data is underway for the new fiscal year.

#### **Critical Success Factor 4—Partnerships**

The District of Columbia criminal justice system is composed of multiple local and Federal agencies, each with its own specific mission and goal, but dependent on other partner agencies to succeed. PSA stresses effective communication and close partnerships to allow all agencies to meet individual and mutual objectives. PSA participates in several interagency partnerships to ensure effective and efficient defendant supervision and case processing. The Agency also partners with community-based organizations to provide education, employment and treatment services to

supervised defendants. A number of collaborative efforts are discussed in the other three CSFs; the following are additional significant accomplishments under this CSF.

With DMH and the Psychiatric Institute of Washington, PSA supported the opening of the DMH Urgent Care Clinic at the DC Superior Court in May 2008 and worked closely with the DC Superior Court and partner agencies to implement the MHDC in October 2007 (See page 5 for discussion).

PSA is a continuing partner in the initiative with the DC Superior Court and the Department of Employment Services (DOES), to provide defendants access to DOES's satellite center at the Court. Since the satellite center opened in November 2007, this partnership has resulted in at least 221 PSA-generated referrals. Most of these resulted in defendants being referred to job interviews, placements, and/or training programs.

PSA continued to build its partnership with the DC Addiction, Prevention, and Recovery Administration (APRA). This fall, PSA and CSOSA entered into a memorandum of understanding with APRA, whereby that agency agreed to provide a single point-of-contact for managing PSA referrals to APRA, to accept as clinically valid the PSA level of care recommendations, to provide access to clinically-indicated medical and social detoxification services for PSA clients who have a PSA assessment recommending this treatment, and to report performance and compliance information to PSA. Implementation of this agreement will significantly enhance PSA's ability to provide effective treatment services to defendants.

Continuing its collaboration with the DC Superior Court East of the River Community Court, PSA responded to requests from the court and community and began utilizing only community service worksites that are located "East of the River." To accomplish this, PSA established two new community service sites in the targeted wards: the office of Councilmember Marion Barry and D.C. Central Kitchen's First Helping Community Outreach. This shift was more consistent with the model that is designed to allow defendants to make contributions through community service to communities where their arrests occurred. In FY2008, PSA made 191 placements. Of these, the overwhelming majority (98%) were made to organizations that were East of the River and only three were made to organizations in other parts of the city.

PSA currently participates in joint Continuity of Operations (COOP) planning, overseen by the local Criminal Justice Coordinating Council (CJCC). The combined CSOSA/PSA disaster recovery site for mission critical information systems is a key accomplishment in this area (See page 8).

PSA is leading the effort to implement DC's new statute on sealed cases and expungements in collaboration with PDS, USAO, DC Office of the Attorney General, DC Superior Court, DC Department of Corrections and other law enforcement agencies. The PSA Deputy Director chairs a working group of representatives from each of these agencies that is charged with developing and implementing a memorandum of understanding that will define the process and procedures to be followed when criminal cases have been sealed or expunged by order of the court.

### **Other Management Accomplishments**

Complimenting achievements under the CSFs, a number of additional management accomplishments facilitated PSA's meeting its objectives in FY2008.

## **Strategic Planning and Research**

To enhance the planning process, in FY2008, PSA increased the timeliness and accuracy of performance measure data through streamlined collection procedures and greater use of automation. Accomplishments include improved collection of performance measure data with most data now available within 15-30 days from the end of the reporting period and development of the data warehouse to track and report results for high priority reports. To date, 26 reports have been identified as priority and nine are complete.

In September 2008, PSA surveyed judicial officers from the DC Superior Court and US District Court to assess their satisfaction with PSA's responsiveness to the needs of individual calendars, the quality and usefulness of PSA reports, the professionalism of PSA staff, supervision of higher-risk defendants, and treatment and mental health services assessments. Over 96% of those surveyed were positive about PSA's service to calendar assignments and the quality and usefulness of Agency information. All respondents who expressed an opinion agreed that Agency staff had professional working relationships with all courtroom personnel and that, overall, the Agency supervised higher-risk defendants intensively and provided timely treatment and mental health assessments.

The Director of Forensic Research identified a marked rise in methamphetamine (meth) use within both the adult and juvenile populations tested by PSA; this data was shared with the court and MPD and tracked to see if it continued. Similarly, the MPD Chief of Police had suggested that an increase in use of PCP within the DC community might have led to an increase in violent crime. PSA performed a comparative study of the drug test results for arrestees for 2007 and the first six months of 2008. Those studies showed an increase in the number of arrestees testing positive for PCP in 2008, with significantly higher rates for the 2008 arrestees charged with violent crimes. As a result of these findings and information available to the MPD Chief, she has directed MPD to aggressively target persons distributing and using PCP across the city.

In the fall of 2007, PSA contracted with Abt Associates to conduct an 18-month independent assessment of the Agency functions, local criminal justice system procedures, and specific defendant behaviors that contribute to reducing rearrest and failure to appear. This year, PSA and Abt staff finalized the project's research design, data gathering and data validation phases. Abt is currently analyzing and interpreting the data and will submit a final report in late spring of 2009.

## **Audit and Program Reviews**

The most recent financial audit results found no significant issues and verified that PSA's financial records accurately reflect the financial condition of the Agency; no material weaknesses were found. Additionally, an audit of PSA's financial line of business provider, the National Business Center (NBC) revealed no material or significant deficiencies and certified that their controls were adequate.

Audits and compliance reviews in other parts of PSA are regularly conducted in accordance with law and regulation. In calendar year 2008, all units' time and attendance records have already been or will be audited at least once with any issues tracked until fully reconciled. All outside hiring actions that are completed have been audited to assess legal and regulatory compliance and to track

PSA recruiting times against the government wide model. For FY2008, PSA exceeded the model 100% of the time.

The Office of Information Technology is conducting the Certification and Accreditation (C&A) review for PSA's mission-critical system, PRISM, and PSA's network, with completion scheduled for December 2008. C&A for the other primary system, WINTOX, is current.

During FY2008, process reviews were conducted for the Drug Testing and Compliance, Specialized Supervision and Diagnostic functions, with operational improvements being implemented. The quality assurance/control program was expanded for the Office of Operations with teams established in each of the program areas and quality control plans developed; implementation is underway.

### **Business Processes and Information Technology**

PSA's budget function now provides weekly status of funds reports that allow management to monitor spending rates and funds availability throughout the year. Information from these reports provides an ongoing stream of information used to ensure a 99% spend rate, thereby ensuring that the Agency's mission is fully and effectively delivered as funded by the Congress. At the end of FY 2008, the Agency's closing balance was \$288,000 or about 0.6% of the annual appropriation. In addition, since FY2007, PSA's performance budgets have reflected the relationship between the Agency's CSFs, major operational activities, and budget authority/request.

In cooperation with CSOSA, PSA acquired a shared service provider, the National Business Center, for financial management. A number of improvements in business processes were implemented. These included an increase in controls on and separation of financial duties through implementation of the Oracle Financials system; weekly review of obligations, expenses and status of funds; and increased contracting efficiency.

Competitive sourcing continues to be a priority for PSA especially in the area of information technology, including that supporting GPS and cellular supervision and hardware and software acquisition. In 2008, PSA increased emphasis on contract management, providing additional staff for contract oversight in the Treatment and Supervision programs.

PSA continues to utilize fully information technology, as noted in many of the results discussed in earlier sections. Three additional important accomplishments in this area are noted here. First, PSA implemented a new intranet system based on MicroSoft SharePoint 2007 that included an electronic document management subsystem for Finance and Administration. Next, PSA implemented a hardware upgrade with replacement of servers housing PRISM, PSA's mission-critical case management and supervision system, and WinTOX, the Laboratory Information System. This upgrade resulted in significant performance improvements and an increase in availability and reliability. Finally, PSA continued to make progress towards having a fully functional IT disaster recovery site, and at the end of FY2008 began moving equipment to that site. This effort compliments COOP efforts with CSOSA and the CJCC (see page 6).



## Strategic Human Capital Management

The most significant accomplishment in this area in 2008 is the seamless implementation in July 2008 of PSA's first Collective Bargaining Agreement, resulting from the collaborative environment established by management and union representatives. The negotiations for the agreement, which included 34 separate articles, were completed in eight months.

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

Continuing prior progress in human capital management, PSA implemented several organizational design, workforce restructuring and other program initiatives.

- Major reorganization of Operations, removing a management layer and streamlining communication.
- Changes in all three major program areas: Court Services, Supervision and Treatment (discussed in CSFs 1, 2 and 3), resulting in reduced caseloads and enhanced services to the courts and to defendants; staff was also increased in quality assurance/control and contract management.
- Review of positions in the Laboratory, making changes to ensure adequate staff to address more complex requirements, with plans to provide promotion opportunities for qualified internal staff.
- Expansion of the PSA mentoring program to include additional line staff and all participants in the Leadership Potential Program.
- Creation of new, separate mentoring program for supervisors.
- Compliance with OPM's Enterprise Human Resources Integration (EHRI) requirement, the first small federal agency to attain this status for reporting training data.
- Acquisition of a new Learning Management System to provide current, reliable data on employee development and to automate EHRI reporting.

To provide more flexibility for its employees, PSA conducted a study for possible extension of the telecommuting program to law enforcement staff whose duties generally require their on-site presence; with a major commitment by management and first line supervisors in scheduling

coverage, a pilot program has been implemented to allow some law enforcement staff to telecommute and to evaluate the effect on mission accomplishment.

Expansion of family-friendly and employee work life programs enabled the work force to better balance work and personal or family responsibilities. The Agency added more alternative work schedules, consistent with mission accomplishment, allowing two-thirds of the staff to utilize them in 2008; work life programs were increased; and PSA received an award from the Employer Support of the Guard and Reserve, a Department of Defense organization, for outstanding support for our staff with military commitments.

## **Summary**

While PSA celebrates significant progress toward strategic outcomes and CSFs, we recognize the need for increased emphasis on certain targets. Enhanced program planning and oversight and continued use of evidenced based data for program decisions will ensure even more progress in FY2009 and beyond. Equally important are efforts in process improvement, quality assurance, audit and internal control, all of which result in strict management of mission-critical resources and maximum return on investment. Another cornerstone of PSA's success is human capital management, the effectiveness of which is dependent upon ongoing use of federal work force management tools and flexibilities. We look forward to maintaining our family-like atmosphere in which every employee is valued, and promoting an environment of collaboration and constant learning and growth. Collectively, these areas will ensure that PSA not only maintains but also exceeds its current level of progress as a key organization in the DC criminal justice system.

## ATTACHMENT A

D.C. Pretrial Services Agency		
<p style="text-align: center;"><b>MISSION</b></p> <p>The mission of the Pretrial Services Agency (PSA) is to assess, supervise, and provide services for defendants, and collaborate with the justice community, to assist the courts in making pretrial release decisions. PSA promotes community safety and return to court while honoring the constitutional presumption of innocence.</p>		
<p><b>Critical Success Factor 1: Risk/Needs Assessment</b></p> <p>Support judicial officers in making the most informed and effective nonfinancial release determinations throughout the pretrial period by formulating and recommending to the courts the least restrictive release conditions to reasonably ensure that the defendant will:</p> <ul style="list-style-type: none"> <li>i. Appear for scheduled court dates; and</li> <li>ii. Not pose a threat to any person or to the community while on release.</li> </ul>	<p><b>Critical Success Factor 2: Close Supervision</b></p> <p>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.</p>	<p><b>Critical Success Factor 3: Treatment/Related Activities</b></p> <p>Provide for, or refer defendants to, effective substance abuse, mental health, and social services that will assist in reasonably ensuring that defendants return to court and do not pose a danger to the community.</p>
<p style="text-align: center;"><b>Critical Success Factor 4: Partnerships</b></p> <p>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, pretrial diversion or deferred sentencing.</p>		
<p style="text-align: center;"><b>OUTCOME 2</b></p> <p style="text-align: center;">Percentage of cases in which a defendant failed to appear for at least one court hearing.</p>		
<p><b>Critical Success Factor 1 Measures</b></p> <p><b>1.1:</b> Percentage of defendants who are assessed for risk of failure to appear and rearrest.</p> <p><b>1.2:</b> Percentage of defendants for whom PSA recommends the least restrictive conditions consistent with public safety and return to court.</p>	<p><b>Critical Success Factor 2 Measures</b></p> <p><b>2.1:</b> Percentage of defendants who are in compliance with release conditions at the end of the pretrial period.</p> <p><b>2.2:</b> Percentage of defendants whose noncompliance is addressed by PSA either through the use of an administrative sanction or through a recommendation for judicial action.</p>	<p><b>Critical Success Factor 3 Measures</b></p> <p><b>3.1:</b> Percentage of referred defendants who are assessed for substance abuse treatment.</p> <p><b>3.2:</b> Percentage of eligible assessed defendants placed in substance abuse treatment programs.</p> <p><b>3.3:</b> Percentage of defendants who have a reduction in drug use following placement in a sanction-based treatment program.</p> <p><b>3.4:</b> Percentage of defendants connected to educational or employment services following assessment by the Social Services and Assessment Center.</p> <p><b>3.5:</b> Percentage of referred defendants who are assessed or screened for mental health treatment.</p> <p><b>3.6:</b> Percentage of eligible assessed defendants connected to mental health services.</p>
<p style="text-align: center;"><b>Critical Success Factor 4 Measure</b></p> <p><b>4.1:</b> 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.</p>		

## ATTACHMENT B

### PSA FY2008 Performance Measure Targets and Results

Outcomes	Target	Actual
<b>1.0: Rearrest</b>		
Rearrest, all crimes	12%	12%
Rearrest, violent crimes	1%	2%
Rearrest, drug crimes	4%	4%
Drug user rearrests, all crimes	18%	17%
Drug user rearrests, violent crimes	2%	3%
Drug user rearrests, drug crimes	7%	6%
Non-drug user rearrests, all crimes	5%	5%
Non-drug user rearrests, violent crimes	1%	1%
Non-drug user rearrests, drug crimes	1%	1%
<b>2.0: Failure to appear</b>		
FTA, all defendants	13%	12%
FTA, drug users	15%	16%
FTA, non-drug users	9%	7%

#### CSF 1—Assessment and Release Recommendations

	Target	Actual
<b>1.1:</b> Defendants who are assessed for risk of failure to appear and rearrest	99%	98%
<b>1.2:</b> Defendants for whom PSA recommends the least restrictive conditions consistent with public safety	94%	Not yet available

#### CSF 2—Monitoring and Supervision of Released Defendants

	Target	Actual
<b>2.1:</b> Defendants who are in compliance with release conditions at the end of the pretrial period	80%	77%
<b>2.2:</b> Defendants whose noncompliance is addressed by PSA either through the use of an administrative sanction or through a recommendation for judicial action	80%	94%

#### CSF 3—Integrating Treatment with Supervision

	Target	Actual
<b>3.1:</b> Referred defendants who are assessed for substance abuse treatment	99%	99%
<b>3.2:</b> Assessed defendants placed in substance abuse treatment programs	50%	50%
<b>3.3:</b> Defendants who have a reduction in drug use following placement in a sanction-based treatment program	80%	Not yet available

### PSA FY2008 Performance Measure Targets and Results

<b>3.4:</b> Defendants connected to educational or employment services following assessment	<b>75%</b>	<b>94%</b>
<b>3.5:</b> Referred defendants who are assessed or screened for mental health treatment	<b>99%</b>	<b>98%</b>
<b>3.6:</b> Eligible assessed defendants connected to mental health services	<b>80%</b>	<b>83%</b>

### CSF 4—Partnerships

	<b>Target</b>	<b>Actual</b>
<b>4.1:</b> Agreements established and maintained with organizations and/or agencies to provide education or employment services or through which defendants can fulfill community service requirements	<b>17</b>	<b>19</b>