

Organizational Assessment Fiscal Year 2013



**Pretrial Services Agency
for the District of Columbia**
Clifford T. Keenan, Director

633 Indiana Avenue, NW
Washington, DC 20004
www.PretrialServices.gov



LEADERSHIP

Executive Management

Clifford T. Keenan, Esq.

Director

Leslie C. Cooper, Esq.

Deputy Director/Chief Operating Officer

Ronald Brown

Director, Office of Human Capital
Management

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Wendy Miller

Director, Office of Finance and
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United States Attorney for the District of
Columbia

Avis Buchanan, Esq.

Director, Public Defender Service for the
District of Columbia

PSA's mission is to promote pretrial justice and enhance community safety.

PSA's vision is to thrive as a leader within the justice system by developing an empowered workforce that embodies integrity, excellence, accountability, and innovation in the delivery of the highest quality services.

FOREWORD

In Fiscal Year 2013, the Pretrial Services Agency for the District of Columbia committed to improve the quality and value of its mission critical work and products — in short, to ensure that work not only is done, but is done well and supports our mission and goals. We adopted for the first time a management objective that emphasizes a performance-based culture built upon staff and customer satisfaction as well as organizational results. We also simplified our mission statement and incorporated several evidence-based strategic enhancements to improve mission critical functions and defendant accountability. Finally, we adopted several revisions to outcome and performance measure definitions and targets to make these data more meaningful.



Our commitment to quality and performance is the foundation for current and future developments in our mission critical areas, with the expected results being more effective and efficient risk assessment, supervision, and treatment services. Our organizational capabilities built over the past four and a half decades of service to the District of Columbia are the foundation for innovations that will guide our future organizational success.

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INTRODUCTION

The *FY 2013 Organizational Assessment* summarizes the performance of the Pretrial Services Agency for the District of Columbia (PSA or the Agency) within its mission critical areas during the fiscal year and describes significant program accomplishments during the year. PSA's mission — revised this fiscal year — is to promote pretrial justice and enhance community safety. This mission is the foundation upon which the Agency's programs are designed and executed.

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

- *Promoting public safety* by minimizing rearrests — particularly new arrests on violent crimes — among defendants released to the community pending trial.
- *Enhancing court appearance rates* by minimizing the risk of failures to appear for scheduled court appearances.
- *Encouraging defendant accountability* by maximizing the number of defendants who remain on pretrial supervision with no pending requests for removal or revocation at case disposition.



ABOUT PSA

PSA assists judicial officers in the Superior Court of the District of Columbia (DCSC) and the United States District Court for the District of Columbia (USDC) by formulating appropriate release/detention recommendations and providing supervision and treatment services that reasonably assure that defendants on conditional release return to court and do not engage in criminal activity pending trial and/or sentencing. The result is that in the District of Columbia, unnecessary pretrial detention is minimized, jail crowding is reduced, public safety is increased, and, most significantly, the pretrial release process is administered fairly.

PSA has served the District of Columbia for over 45 years and is a widely-recognized national leader in the pretrial field. Its innovative supervision and treatment programs are regarded as models for the criminal justice system. Adherence to evidence-based practices, effective use of technology, and the development of human capital lead to organizational excellence, transparency, high professional and ethical standards, and accountability to the public.

PSA's mission is to promote pretrial justice and enhance community safety. Our vision is to thrive as a leader within the justice system through a diverse, inclusive and empowered workforce that embodies integrity, excellence, accountability, and innovation in the delivery of the highest quality services.

Organizational Structure

The National Capital Revitalization and Self-Government Improvement Act of 1997 (111 Stat. 748, Pub. L. 105-33, § 11233) established PSA as an independent entity within the Court Services and Offender Supervision Agency (CSOSA) within the Executive Branch of the Federal Government. PSA's organizational structure promotes the effective management of risk assessment, drug testing, supervision, and treatment services for pretrial defendants and the performance of management and administrative functions. Under the direction of the Associate Director for Operations, the Court Services Program, the Supervision Program, and the Treatment Program carry out PSA's court- and defendant-related operations. The Office of the Director oversees all management, program development, and administrative support.

Court Services Program

The Court Services Program consists of the Diagnostic Unit, the Release Services Unit, and the Drug Testing and Compliance Unit.

The *Diagnostic Unit* interviews defendants arrested on criminal charges processed in the DCSC and formulates release recommendations. This pre-release process includes an extensive background investigation, during which information collected in a defendant

interview is verified and criminal history information is gathered and analyzed. Staff uses this information to assess each defendant's risk and to make an individualized recommendation to the Court for pretrial release or detention at arraignment. Staff appears in court at arraignment to provide information upon request by the judiciary and to facilitate the placement of defendants released into various PSA supervision programs. The Diagnostic Unit also screens arrestees for release on citation (so they will not be detained pending their first appearance before a judicial officer) through the arresting law enforcement agency, and schedules citation arraignment dates.

Following a defendant's release, the *Release Services Unit* conducts a post-release interview that includes a review of the defendant's release conditions and an advisement to the defendant of the penalties that could result from non-compliance, failure to appear, and rearrest. This Unit also investigates outstanding bench warrants to re-establish contact with defendants who have failed to appear for court. When preparing the surrender of a defendant to the Court, the Unit conducts a new risk assessment to determine whether additional release conditions are warranted should the defendant be released following surrender. The Unit also prevents the issuance of a bench warrant by verifying the defendant's inability to appear in court (*e.g.*, due to incarceration in another jurisdiction or hospitalization) and notifying the Court. The Unit also conducts criminal history investigations and prepares pretrial services reports on minor D.C. Code violations and traffic lock-ups.

The *Drug Testing and Compliance Unit (DTCU)* collects urine samples from arrestees for analysis prior to the initial court appearance, as well as from defendants ordered to drug test as a condition of pretrial release. Because a substantial number of criminal defendants have substance use disorders that must be addressed to mitigate their risk to public safety, drug testing provides vital data that informs judiciary release decisions and PSA supervision approaches.

Supervision Program

The Supervision Program consists of the General Supervision Unit, the U.S. District Court Supervision Unit, and the High Intensity Supervision Program.

The *General Supervision Unit (GSU)* supervises the majority of defendants released to PSA. Court-ordered conditions may include, among others, orders to stay away from designated persons and places; regular in-person or telephone contact with PSA; drug testing; and referrals for treatment assessment and program placement. Pretrial Services Officers (PSOs) assigned to GSU ensure that current and relevant information regarding compliance is continuously available to the Court. PSOs use a variety of case management techniques to encourage defendant compliance with release conditions. If a defendant cannot be brought into compliance through these efforts, the PSO sends a violation report to the Court, including specific recommendations, such as drug treatment or mental health treatment, designed to address the non-compliance. GSU

PSOs also provide daily courtroom support to judicial officers to ensure placement of defendants into appropriate pretrial programs.

Defendants under GSU supervision have been charged with offenses ranging from serious misdemeanors to dangerous and/or violent felonies. Many defendants are statutorily eligible for pretrial detention based on their charge (*e.g.*, robbery, burglary, aggravated assault) or criminal history (*e.g.*, they are arrested while on release in a pending case or while on probation). However, the Court can determine, after considering PSA's risk assessment and release recommendations, that supervised release in the community with appropriate conditions is more consistent with the presumption of release required by the statute. In such cases, the Court's expectation is that PSA closely will supervise compliance with release conditions and promptly report any non-compliance to the Court.

GSU also monitors defendants placed into the D.C. Department of Corrections work release (halfway house) program when the Court orders additional conditions, such as drug testing.

The *U.S. District Court Supervision Unit* conducts pre-release assessment and investigation services for federal defendants similar to those conducted in the Diagnostic Unit. In addition, the Unit supervises released defendants and convicted persons pending surrender for service of their sentences. Like their counterparts in DCSC, PSOs in this Unit notify USDC judges and magistrate judges of violations of release conditions in federal criminal cases. An added responsibility of the Unit is preparation of compliance reports that are incorporated into pre-sentence investigations conducted by the U.S. Probation Office.

The *High Intensity Supervision Program (HISP)* supervises higher-risk defendants who have supervision-related failures from other PSA units, are charged with violent misdemeanors and felonies, were initially detained, but are now being considered for release, or are compliant with halfway house conditions of work release and are now being considered for placement back into the community. Supervision requirements include face-to-face contact and drug testing at least once per week, and a daily electronically monitored curfew. HISP monitors location-based stay away orders imposed by the courts using Global Positioning Surveillance (GPS). Due to the heightened risk associated with this population, PSA reports all program infractions to the court within an expedited timeframe.

HISP consists of a Community Supervision phase and a Home Confinement phase. During the Community Supervision phase, supervised defendants must comply with curfew requirements and report to PSA at least weekly for drug testing and meetings with their designated PSO. Home confinement is used primarily as a graduated sanction for defendants who violate the program requirements under Community Supervision. However, the Court may opt to order a defendant directly into Home Confinement and

require the defendant to demonstrate compliance before graduating down to the Community Supervision phase. During Home Confinement, defendants are subject to up to 21 days of 24-hour electronically monitored curfew. They may leave their homes only for work, to attend school, to report to PSA for face-to-face contacts and drug testing, and other pre-approved purposes. Defendants return to Community Supervision once they have completed the 21 days without incurring any infractions.

Table 1 reflects the number of defendants placed in each of PSA's supervision programs in FY 2013.

TABLE 1: FY 2013 PSA SUPERVISION UNIT PLACEMENTS¹

<i>D.C. Superior Court General Supervision</i>	13,574
<i>High Intensity Supervision Program</i>	1,561
<i>U.S. District Court General Supervision</i>	389
<i>Work Release</i>	423
TOTAL SUPERVISED PLACEMENTS	15,947

Treatment Program

The Treatment Program is staffed by clinically trained PSOs and includes the D.C. Superior Court Drug Intervention Program (better known as Drug Court), the Sanction-Based Treatment Track, the Specialized Supervision Unit, the D.C. Misdemeanor and Traffic Initiative, and the Social Services and Assessment Center.

Drug Court is a treatment/supervision program that implements an evidence-based model for treating the substance use disorders of defendants charged with non-violent offenses. Participants appear frequently before the Drug Court judge, submit to random drug testing, participate in substance use disorder treatment, and agree to immediate administrative or court-imposed sanctions for non-compliance with program requirements. The program incorporates contingency management (*i.e.*, incentives and sanctions) to modify behavior. Sanctions range from treatment-oriented administrative responses to judicially-imposed jail sanctions. Incentives, such as judicial verbal acknowledgement, transportation tokens, and related items, are rewards for positive behavior. Program completion can result in dismissal of a misdemeanor case and favorable consideration (such as probation) in sentencing for felony-charged defendants.

The *Sanction-Based Treatment Track (SBTT)* includes many features of the Drug Court, but is intended for defendants not eligible for that program. SBTT defendants receive treatment through contracted treatment providers. Defendants are subject to the same

¹ Placements include open cases as of September 30, 2012, and new cases added during FY 2013. An additional 5,506 placements involved release on personal recognizance without supervision.

administrative and judicially-imposed sanctions as Drug Court defendants. PSOs in SBT also recommend swift sanctions and a limited array of incentives. Defendants with violent and non-violent charges are eligible, though diversion from prosecution/amended sentencing is not offered.

The *Specialized Supervision Unit (SSU)* provides critical supervision and case management services for defendants with severe and persistent mental health disorders, as well as those dually diagnosed with both mental illness and substance dependence disorders. The SSU ensures that these defendants are linked with community-based mental health treatment through the D.C. Department of Behavioral Health. Personnel in this unit have mental health expertise and/or specialized training in working effectively with mentally-ill and dually-diagnosed defendants.

The *D.C. Misdemeanor and Traffic Initiative (DCMTI)* provides supervision, referrals for substance dependence and mental health treatment, and monitoring of compliance with treatment for defendants charged with certain misdemeanor traffic or D.C. Code offenses. The program primarily serves defendants charged with Driving Under the Influence (DUI), Operating While Impaired (OWI), and Driving While Intoxicated (DWI). Other defendants eligible for this program include those charged with reckless driving, aggressive panhandling, indecent exposure, and fleeing from a police officer. PSOs in this unit ensure the defendants are assessed for and referred to appropriate substance dependence (particularly alcohol) and/or mental health treatment.

The *Social Services and Assessment Center (SSAC)* conducts substance use assessments and provides 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 380 substance use disorder assessments or re-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 available treatment, employment, education, housing and other social services that may be utilized by defendants in meeting pretrial release obligations.

Table 2 reflects the number of defendants placed in each of PSA's treatment programs in FY 2013.

Table 2: FY 2013 PSA TREATMENT UNIT PLACEMENTS

<i>Drug Court</i>	352
<i>New Directions*</i>	246
<i>Specialized Supervision Unit</i>	2,505
<i>DC Traffic/Misdemeanor Initiative</i>	1,382
<i>Sanction-based Treatment</i>	286
TOTAL TREATMENT PLACEMENTS	4,771

* *New Directions* was discontinued as a treatment program option in FY 2013.

Forensic Toxicology Services

The Office of Forensic Toxicology Services (OFTS) processes urine specimens and conducts drug testing for pretrial defendants under PSA's supervision, offenders under the CSOSA Community Supervision Program (CSP) (*i.e.*, persons on probation, parole, and supervised release), and respondents ordered into testing by the DCSC Family Division. Each sample is tested for three to seven drugs and all positive samples are retested. Gas chromatograph/mass spectrometry (GC/MS) analyses are conducted to confirm test results and provide affirmation of the identity of a drug when results are challenged. Toxicologists conduct levels analysis to determine drug concentrations. These interpretations are essential to the courts for determining continued drug use by a defendant. Expert witness court testimony and forensic consultations are also provided to assist the judicial officers.

OFTS conducts forensic research that leads directly to practical enhancements in drug testing, improves strategies in surveillance monitoring, develops beneficial bi-directional partnerships with the scientific and social research community, and introduces cutting edge approaches that improve efficiency, reduce cost and enhance Agency stature.

Information Technology

The Office of Information Technology (OIT) plans, develops, and manages the information technology systems that support PSA programs and management operations as well as information technology-related standards, policies and procedures. OIT assesses PSA technology requirements; analyzes potential return on technology investment for internal systems and for PSA interface with external systems; designs and administers system configuration and architecture including hardware and software, telecommunications, network operations, desktop systems, and system security; reviews and approves acquisition of all PSA major hardware, software, and information technology contracts. In conjunction with the Agency management, OIT develops and implements an information technology plan that supports PSA's mission.

Human Capital Management

The Office of Human Capital Management (OHCM) develops and administers the full range of human resources programs including organizational design; a comprehensive classification, pay, and position management program; staffing and recruitment; awards and recognition; payroll administration; employee and labor relations, benefits and assistance; and personnel security.

OHCM also includes the Training and Career Development Center, which manages programmatic, systems and management training; performs training needs assessments; develops curricula; prepares, presents, and administers training courses; and designs training on PSA programs and systems for external agencies.

Finance and Administration

The Office of Finance and Administration (OFA) provides all financial management and acquisition services for PSA, formulates budget requests, prepares related justifications and testimony, manages the execution and accounting of approved funding, assures the availability of resources for program priorities, and recommends reprogramming or reallocation as required.

OFA manages contracting and procurement programs to acquire products and services for support of PSA programs as well as contract administration, facilities and asset management, physical security and the provision of a variety of administrative services.

Justice and Community Relations

The Office of Justice and Community Relations establishes and maintains 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. It is through these partnerships with the courts, the United States Attorney's Office, various District government agencies and non-profit community-based organizations that PSA can effectuate close supervision to reasonably assure that defendants will return to court and not pose a danger to the community while on pretrial release. In addition, the partnerships foster development and expansion of treatment and social service options to address the social problems that contribute to criminal behavior.

Strategic Development

The Office of Strategic Development (OSD) promotes informed action within PSA by leading the Agency's strategic planning, performance improvement, and research efforts. OSD also encourages innovative thinking within the Agency to advance best practices in risk assessment, supervision, treatment, and performance management.

OSD's Director serves as PSA's Performance Improvement Officer.

STRATEGIC AND MANAGEMENT GOALS

PSA's strategic and management goals span the Agency's major functions and operations and are linked to the outcomes of promoting public safety, court appearance and defendant accountability.

Strategic Goal 1: Help judicial officers make informed release and detention decisions throughout the pretrial period

PSA promotes informed and effective nonfinancial release determinations by formulating and recommending the least restrictive release conditions to assure future court appearance and enhance public safety.

Objectives:

- Conduct a risk assessment on each arrestee to determine the probability of the risk of flight and the potential for criminal behavior.
- Provide to the Court current, verified, and complete information about the history, relevant characteristics, and predicted reliability of each pretrial arrestee.
- Recommend for each arrestee the least restrictive nonfinancial release conditions needed to protect the community and reasonably assure the defendant's return to court.

Guiding Principle I:

The presumption of innocence of the pretrial defendant should lead to the least restrictive release consistent with community safety and return to court, and preventive detention only as a last resort, based on a judicial determination of the risk of non-appearance in court and/or danger to any person or to the community

Means and Strategies

Pre-release investigation: Gathering and verifying relevant information about each arrestee is one of the primary activities conducted by PSA during the pre-release investigation. PSOs interview arrestees before the initial appearance hearing and document the information gathered. No questions concerning the circumstances of the current arrest are asked. The PSO reviews the defendant's criminal history at both the local and national levels. Other information obtained by the PSO includes probation and parole information, lock-up drug test results, and compliance reports from PSA supervision units.

Release recommendations: PSA makes recommendations for release and detention based on an assessment of a defendant's risk of flight and rearrest. PSA's recommended supervision levels and conditions are the least restrictive suggested by the defendant's

assessed risk level to reasonably assure appearance in court and protection of the community.

Significant Achievements in FY 2013:

- ✓ Prepared Pretrial Services Reports (PSRs) for 13,641 of the 13,688 cases (99 percent) papered by the U.S. Attorney's Office.
- ✓ Interviewed defendants in 10,625 papered cases (78 percent).
- ✓ Conducted 381 failure-to-appear investigations. Staff attempted to contact defendants, verified the reason for the failure to appear, and submitted a report to the assigned calendar judge outlining the investigation results and making a recommendation for court action. Court Services staff facilitated the surrender to court of 165 defendants who missed scheduled court dates and had outstanding bench warrants issued.
- ✓ Prepared 1,354 updated PSRs for defendants who were held for a preliminary/detention hearing following their initial appearance.
- ✓ Fully implemented new procedures that require PSOs to provide the Court with information on all prior papered arrests (rather than just convictions) at detention hearings for defendants charged with violent and weapons offenses.

FY 2014 – 2015 Program Enhancements

As part of its efforts to adopt evidence-based practices in its mission critical areas, PSA incorporated a validated risk assessment instrument into diagnostic protocols in December 2013. The new risk assessment instrument will help ensure that designations of risk levels are based on factors shown to have an empirical relationship to pretrial misconduct and improve PSA's identification of defendants that require little or no supervision and those needing higher levels of supervision and services while awaiting trial. The validated instrument also will permit better targeting of supervision and treatment resources to defendants who are not eligible for detention by statute, but who present a greater probability of failure to appear or rearrest. In addition, the actuarial assessment's background design and programming will allow PSA to add and test the predictive power of newly-identified variables against failure to appear and rearrest.

PSA will conduct an impact review of the new risk assessment to gauge the instrument's effect on assignment of defendants into supervision and non-supervision categories, subsequent Agency recommendations, court-ordered defendant assignments to supervision and non-supervision categories, failure rates, and staff and stakeholder opinions about the new assessment procedure.

Strategic Goal 2: Supervise defendants to support court appearance and enhance public safety

PSA effectively monitors or supervises pretrial defendants — consistent with release conditions — to promote court appearance and public safety. The Agency's supervision objectives are to:

- Provide a continuum of release conditions — ranging from monitoring to intensive supervision.
- Promote swift and effective consequences for violations of release conditions.
- Promote incentives for defendants who consistently obey release conditions.

PSA focuses its supervision resources on defendants most at risk of violating their release conditions and employs graduated levels of supervision consistent with each defendant's identified risk level. Very low-risk defendants (those released on recognizance without conditions of supervision) receive only notification of court dates. More moderate-risk defendants are placed in monitoring programs that require limited contact with PSA. Medium-risk defendants are placed under PSA's extensive supervision and maintain regular contact through drug testing or reporting to a case manager. Higher-risk defendants who qualify for pretrial release may be subject to frequent contact with an assigned case manager and drug testing, curfew, electronic monitoring, treatment or other conditions.

Guiding Principle II:
Non-financial conditional release, based on the history, characteristics, and reliability of the defendants, is more effective than financial release conditions. Reliance on money bail discriminates against indigent defendants and cannot effectively address the need for release conditions that protect the public.

Swift response to noncompliance with release conditions is at the heart of effective case management. Failure to appear for a supervisory contact, a resumption of drug use, abscondence from substance dependence treatment or mental health services, and other condition violations can be precursors to serious criminal activity. Responding quickly to noncompliance is directly related to meeting the goals of reducing failures to appear and protecting the public. PSA uses graduated sanctions to modify a defendant's behavior and focuses on modifying the behaviors most closely associated with a return to criminal activity or with absconding. Numerous studies have documented the power of incentives to modify behavior.² Common incentives recommended by PSA include

² Finigan, M.W. et al. (2007). *Impact of a Mature Drug Court Over 10 Years of Operation: Recidivism and Costs*. Washington, D.C.: United States Department of Justice, National Institute of Justice. Meyer, W. (2007). *Developing and Delivering Incentives and Sanctions*. Alexandria, VA: National Drug Court Institute. Lindquist, C., et. al. (2006). *Sanctions and Rewards in Drug Court Programs: Implementation, Perceived Efficacy and Decision Making* *Journal of Drug Issues* Volume 36(1), pp.119-144. Marlowe, Douglas B. and Kimberly C. Kirby. (2000). "Effective Use of Sanctions (footnote continued)

reduction in the number of contacts required, reduction in the frequency of drug testing, and placement in less intensive treatment or supervision programs.

Significant Achievements in FY 2013:

- ✓ Supervised 1,155 higher-risk defendants under electronic surveillance (Electronic Monitoring or Global Positioning Surveillance).
- ✓ Successfully closed out cases for 454 HISP defendants. This means that the defendants' cases were closed without the defendants incurring any unexcused failures to appear, papered rearrests or requests for removal from PSA supervision.
- ✓ Collaborated with CSOSA, the Department of Youth Rehabilitation Services, DCSC Social Services Division and the D.C. Department of Child and Family Services to improve monitoring of dually-supervised defendants. Objectives are to reduce duplicate supervision and service provision, enhance communication between case managers, provide regular reporting of defendant compliance to all supervision agencies, and improve management of all agencies' resources.
- ✓ Enhanced communication capabilities and efficiency of operations by allowing the U.S. Probation Office access to PRISM to obtain real time pretrial data. PSA expects to gain access to Probation's automated system, which will allow D.C. pretrial data to be shared on a national basis similar to other federal jurisdictions.

FY 2014 – 2015 Program Enhancements

PSA will explore evidence-based supervision techniques to reduce recidivism among youthful defendants (under the age of 21). Addressing "dynamic" criminogenic factors early in an individual's development can reduce future recidivism by 10 to 30 percent. PSA will identify evidence-based strategies to add to its current case management of youthful defendants that can help reduce future criminality and be employed within the relatively short time frame of pretrial supervision.

PSA stakeholders identified several defendant populations they believed will need additional PSA supervision or support over the next four years, including veterans and defendants charged with domestic violence, prostitution or felony sex offenses. Internal agency data show that defendants charged with domestic violence offenses have similar rearrest rates to other supervised defendants, but tend to be rearrested faster and more often for victim-related crimes. However, there are no recognized "best practices" for managing these defendants pretrial. This also is true of strategies to manage

in Drug Courts: Lessons from Behavioral Research," *National Drug Court Institute Review*, Vol. 2, No. 1. Alexandria, VA: National Drug Court Institute. Harrell, A. and Roman, J. (2001). "Reducing Drug Use and Crime Among Offenders: The impact of graduated sanctions. *Journal of Drug Issues*, (Vol. 31(1) pp. 207-232).

defendants charged with sex offenses. PSA will determine the proportion of its supervised defendants that are charged with domestic violence or sex offenses as well those identified as veterans or transgendered, gauge their levels of risk and need, and compare these levels to current PSA diagnostic, supervision, and treatment options. PSA will develop plans for integrating appropriate supervision options for these special populations into its current supervision and treatment protocols.

Strategic Goal 3: Integrate treatment and pro-social interventions into supervision to support court appearance and enhance public safety

PSA provides or makes referrals to effective substance dependence, mental health, and social services that are designed to assist in reasonably assuring that defendants return to court and do not pose a danger to the community. Treatment Program objectives include:

- Coordinate and provide for substance dependence and mental health interventions, including evaluation and referral to appropriate community-based treatment services.
- Coordinate with community and social services organizations to provide for medical, educational, housing, and employment services.

Means and Strategies

Integration of treatment into supervision:

Substance use disorders and mental health issues can both contribute to public safety and flight risks. Therefore, PSA has developed specialized supervision programs that include treatment as an essential component for defendants with substance dependence problems, mental health problems, or both. Treatment, either for substance dependence or mental health, is never provided in lieu of supervision. Just as defendants are assigned to supervision levels based on risk, they are assigned to supervision units that provide treatment based both on risk and need. Defendants placed in these programs have drug testing, contact, and other release conditions.

Guiding Principle III:

Pro-social interventions that address substance dependence, employment, housing, medical, educational, and mental health issues afford defendants the opportunity for personal improvement and decrease the likelihood of criminal behavior.

Provision of, or referral to, substance dependence and mental health interventions:

PSA's specialized treatment and supervision programs offer centralized case management and access to various treatment modalities. This organizational structure facilitates consistent sanctioning and supervision practices and leads to better interim outcomes for defendants. PSA also uses a combination of in-house, contract-funded and

community-based drug intervention programs. Defendants with mental health issues and other special needs are referred to appropriate community-based treatment programs as part of supervision.

Referral to social services: Defendants placed under PSA's supervision have a variety of needs. PSA works with defendants to identify their social service needs and refer them to appropriate services. PSA identifies community-based resources to address a variety of defendant needs, including medical, educational/employment services, family services and other social services. PSA benefits from its collaborative relationship with CSOSA's Community Supervision Program (CSP), since CSP has developed partnerships with many providers in the community.

Significant Achievements in FY 2013:

- ✓ Ninety-six defendants successfully graduated from Drug Court, with 63 defendants charged with misdemeanors having their cases nolledd due to Drug Court participation.
- ✓ Ninety-six percent of defendants remained arrest-free during their participation in Drug Court. Ninety-two percent of defendants completing Drug Court made all scheduled court appearances, remained arrest-free and did not have a pending request for removal from supervision at disposition.
- ✓ Screened 96% percent respectively of defendants referred for substance use disorder treatment assessments (2,099 of 2,182) and mental health assessments (2,868 of 2,987).
- ✓ Defendants with substance use disorder issues present significantly greater risks of non-compliance during the pretrial period. To mitigate this risk, PSA completed extensive evaluations of its Drug Court program and internal treatment programs to ensure that its limited resources are used in the most efficacious ways. These evaluations led to the adoption of evidence-based changes in both the Drug Court and internal programs that are designed to ensure more tailored and effective management of substance-involved and substance-abusing populations.
 - PSA and the D.C. Superior Court continued its efforts to revamp the resource-intensive Drug Court program to target defendants considered to pose greater risk to public safety and in greatest need of substance-related treatment services. PSA focuses efforts on defendants who are assessed to need intensive outpatient treatment or residential treatment. One recent action taken was adding on-site intensive outpatient treatment services, which include a minimum of nine hours per week of group therapy and education for trauma-impacted clients and others living with mental illness or co-occurring substance and mental health disorders.

- PSA discontinued one of its treatment programs, New Directions, and began placing eligible defendants into the enhanced, evidence-based Drug Court program to allow for closer judicial oversight, judicial sanctions, and multi-disciplinary team staffing.
- Consistent with the Substance Abuse and Mental Health Services Administration (SAMHSA) endorsement of medication-assisted treatment, PSA and the D.C. Superior Court began permitting defendants being treated in methadone maintenance programs or with Buprenorphine to be admitted into Drug Court.
- ✓ As a result of the Presidential Sequestration Order effective on March 1, 2013, PSA reduced its treatment budget by 50 percent during the last six months of FY 2013. To deal with this budget reduction effectively, PSA incorporated alternative treatment strategies to include increased use of pre-treatment services provided by the Re-entry and Sanctions Center (RSC), which is operated by CSP. While use of the RSC proved to be an effective stopgap measure, the program is designed to provide assessment and treatment readiness programming and is not designed to serve as an alternative to residential or intensive outpatient treatment. Following the services provided by the RSC, some defendants were placed in PSA's internal intensive outpatient program, PSA STARS (Support, Treatment and Addiction Recovery Services Program), as opposed to being placed in contract residential treatment as recommended. Additionally, residential treatment was limited to 30 days. None of these strategies represent criminal justice treatment best practices and nearly all of them have made it more difficult for PSA to effectively integrate treatment with supervision. However, these steps were necessary to ensure that PSA had the ability to continue to provide quality, though more limited, treatment services for defendants with the highest need. These actions achieved their intended effect and continued in FY 2014 under the Congressional Continuing Resolution.
- ✓ Continued to use and refine the enhanced automated case management modules to facilitate supervision of defendants participating in internal and external treatment programs.
- ✓ The Mental Health Community Court (MHCC) served 622 defendants, 522 of whom were placed during the fiscal year; 272 defendants were placed onto diversion agreements during the fiscal year, and 160 defendants had their cases dismissed due to successful completion of diversion requirements.
- ✓ Training was begun for PSA staff in Mental Health First Aid (MHFA) by recruiting two staff members to become certified MHFA instructors and conducting two pilot classes through which 40 individuals received training.

FY 2014 – 2015 Program Enhancements

PSA will continue to assess the efficacy of Treatment Program enhancements. These include instituting recommendations from a FY 2012 independent study that recommended expanding and enhancing the array of incentives to reinforce desirable behaviors in defendants in sanction-based treatment and specific changes to Drug Court programming.

PSA's SSU provides critical supervision and case management services for defendants with severe and persistent mental health disorders, as well as those dually-diagnosed with both mental health and substance use disorders. PSA will develop and implement protocols for identifying and responding to those defendants who are at risk of harming themselves, or others, as a result of mental illness or distress.

Strategic Goal 4: Partner with stakeholders to address defendant needs and produce better system outcomes

PSA's partnerships with the justice system agencies, local government and private social service providers, and the community enhance its ability to provide effective community supervision, enforce accountability of defendant conduct, and increase public safety.

Guiding Principle IV:

Innovative, effective use of technology and the development of human capital lead to organizational excellence, transparency, high professional and ethical standards, and accountability to the public.

Objectives

- Establish and maintain partnerships with national and local law enforcement agencies to advance city-wide justice goals and objectives.
- Maintain community-based resources for social services provision.

Means and Strategies

Through partnerships with the Courts, the United States Attorney's Office (USAO), the Office of the Attorney General for the District of Columbia (OAG), the District's Criminal Justice Coordinating Council (CJCC), various D.C. government agencies, and non-profit community-based organizations, PSA will 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, PSA uses existing partnerships to develop and expand its treatment and social service options that address the social problems that contribute to criminal behavior, thereby increasing a defendant's likelihood of success while 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.

Significant Achievements in FY 2013:

- ✓ Represented the D.C. criminal justice system in a city-wide effort to develop a Recovery-Oriented System of Care action plan by participating in the Bringing Recovery Supports to Scale Technical Assistance Center Strategy Policy Academy.

Management Goal: Maintain a results-oriented culture

PSA strives to be a performance-based, results-oriented organization that can link costs directly to outcomes. This goal demands an organizational culture that emphasizes performance and measures for results. PSA's performance-based culture stresses organization results (measured by appropriate outcome and performance measures), employee results (measured by results from the Federal Employee Viewpoint Survey [FEVS]), and customer results (measured by customer satisfaction surveys of Agency performance and products).

Objectives

During FY 2014, PSA will establish appropriate targets for the following:

- *Organizational Results:* Meeting of annual outcome measures and performance measures.
- *Employee Results:* Positive ratings in "Leadership and Knowledge Management," "Talent Management," "Job Satisfaction," and "Results-Oriented Performance Culture" areas under the FEVS.
- *Customer Results:* Positive ratings of judicial satisfaction of provision of Agency services, usefulness and quality of PSA reports, and PSA staff responsiveness to judicial requests as reported in the PSA Annual Judicial Survey.

Means and Strategies

- Clear and specific mission and vision statement supported by measurable strategic goals.
- A direct link of critical PSA functions to the Agency's mission and vision.
- Clear communication to PSA management and staff of lines of authority, work requirements and expectations.
- Continuous learning and capacity building.
- Open communications, transparency and trust.
- Continuous measurement of outcomes and performance.

Significant Achievements in FY 2013:

- ✓ PSA met or exceeded all outcome measure targets and nine of 11 performance measure targets.
- ✓ PSA scored 67 percent positive responses under “Leadership and Knowledge Management,” 67 percent under “Talent Management,” 62 percent under “Job Satisfaction,” and 68 percent under “Results-Oriented Performance Culture” areas under the 2013 FEVS. PSA’s results in these categories exceeded those for Federal agencies overall.
- ✓ Ninety-four percent of D.C. Superior Court judges and 100 percent of U.S. District Court judges responding to PSA’s 2013 Annual Judicial Survey were “very satisfied” or “satisfied” with PSA’s services to the Court. Ninety-seven percent of D.C. Superior Court respondents and 67 percent of U.S. District Court respondents were very satisfied or satisfied with the quality of PSA information. Ninety-four percent of D.C. Superior Court respondents and 83 percent of U.S. District Court respondents found PSA information very useful or useful in their decision-making.

Ninety-four percent of D.C. Superior Court and all U.S. District Court respondents were very satisfied or satisfied with the level of resourcefulness PSA staff exhibited in helping the courts with release and detention decisions. The same percentages were very satisfied or satisfied with the level of communication with PSA staff and staff responsiveness to the Court.

STRATEGIC DEVELOPMENT

Mission Statement Update

In FY 2007, PSA revised its mission statement and created a first-ever strategic vision statement and set of guiding principles. The mission statement clarified PSA's three critical success factor areas — risk assessment, supervision, and integration of treatment into supervision — as well the Agency's commitment to collaboration with its external partners. It also stated more specifically PSA's main obligations of assuring the highest rate of defendant return to court and community safety and recognized the judicial officer as the Agency's primary "customer." The vision statement encouraged PSA to consider its workforce as its primary strength and to make leadership within the local justice system and nationally a top priority.

In FY 2013, PSA further revised its mission statement language to specify pretrial justice as a core Agency ideal and to present the mission to stakeholders in simpler language.

FY 2007 Mission Statement:

The mission of the Pretrial Services Agency for the District of Columbia 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 presumption of innocence.

Revised FY 2013 Mission Statement:

To promote pretrial justice and enhance community safety.

Strategic Planning

PSA released its *FY 2012-FY 2016 Strategic Plan* in February 2013. This was the Agency's fourth strategic plan and the first developed under the *Government Performance and Results Act Modernization Act of 2010* (PL 111-352, GPRAMA) criteria. The plan outlined PSA's strategic enhancements over the next four years, based on feedback from its criminal justice and community-based partners, results from its previous high priority goals and objectives, and anticipated challenges and opportunities over the next four years. The plan also incorporated requirements for federal agencies mandated by GPRAMA, particularly the requirement to link identified strategic enhancement to PSA's annual performance budgets for FY 2014-2016.

At the Office of Management and Budget's (OMB) direction, PSA began work on its *FY 2014-2018 Strategic Plan* in January 2013. The revised Plan will highlight changes since the 2012-2016 submission to PSA's mission statement, strategic and management goals and objectives, and priority and performance goals. In accordance with Executive Order 13583, "Establishing a Coordinated Government-wide Initiative to Promote Diversity

and Inclusion (D&I) in the Federal Workforce”³ and PSA’s commitment to create and sustain a high-performing workforce that embraces diversity and empowers all employees to achieve their full potential, the revised plan is integrated more specifically into CSOSA/PSA’s *Diversity and Inclusion Strategic Plan*. Finally, the revised plan introduces PSA’s new management goal of maintaining a results-driven culture. The revised plan will post to PSA’s web page in February 2014.

Outcome and Performance Measurement

For FY 2013, PSA met or exceeded all of its outcome measure targets (Table 3):

- Ninety percent of released defendants remained arrest free, two percent better than the established target.
- Eighty-eight percent of released defendants also made all scheduled court appearances, one percent better than the established target.
- Eighty-seven percent of defendants remained on release at the conclusion of their pretrial status without a pending request for removal or revocation due to noncompliance, 14 percent above the established target.

PSA met or exceeded targets in nine of its 11 performance measure categories (Table 4).

In FY 2013, PSA revised its policy for staff responses to infractions of the electronic surveillance and substance use disorder treatment conditions. The new protocols call for more specific and frequent responses than the prior policy. The lower results reported

TABLE 3 — OUTCOME MEASURE RESULTS FY 2013			
OUTCOMES	FY 2013 Actual	FY 2013 Target	FY 2014 Target
Percentage of Defendants Rearrested for Violent or Drug Crimes During the Period of Pretrial Supervision			
Rearrests for all defendants rearrested for:			
Any crimes	10%	12%	12%
Violent crimes	0.9%	2%	2%
Percentage of Cases in Which a Defendant Failed to Appear for at Least One Court Hearing			
	12%	13%	13%
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			
	87%	73%	85%

³ Executive Order 13583 mandates all federal agencies to develop and implement a strategic plan for diversity and inclusion. In the Executive Order, President Obama emphasized his commitment to promoting the Federal workplace as a model of equal opportunity, diversity and inclusion. Specifically, he stated “Our Nation derives strength from the diversity of its population and from its commitment to equal opportunity for all. We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges.”

Source: PSA Performance Improvement Center, October 1, 2013

TABLE 4 — PERFORMANCE MEASURE RESULTS FY 2013			
Measure	FY 2013 Actual	FY 2013 Target	FY 2014 Target
I. Risk Assessment			
1.1: Percentage of defendants who are assessed for risk of failure to appear and rearrest.	99	96	96
1.2: Percentage of defendants for whom PSA identifies eligibility for appropriate appearance and safety-based detention hearings	95	94	94
II. Supervision			
2.1: Percentage of defendants who are in compliance with release conditions at the end of supervision.	78	77	77
2.2: Percentage of defendants whose noncompliance is addressed by PSA either through the use of an administrative sanction or through recommendation for judicial action.			
Drug Testing	98	80	80
Contact	97	70	70
Treatment	65	80	80
Electronic Surveillance	85	92	92
III. Integrating Treatment into Supervision			
3.1: Percentage of referred defendants who are assessed for substance use disorder treatment	96	95	95
3.2: Percentage of eligible assessed defendants placed in substance use disorder treatment programs	52	50	50
3.3: Percentage of defendants who have a reduction in drug usage following placement in a sanction-based treatment program	83	74	74
3.4: Percentage of defendants connected to educational or employment services following assessment by the Social Services and Assessment Center	90	92	Discontinued
3.5: Percentage of referred defendants who are assessed or screened for mental health treatment	96	95	95
3.6: Percentage of service-eligible assessed defendants connected to mental health services	88	80	80
IV. Partnerships			
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	20	20

Source: PSA Performance Improvement Center, November 12, 2013.

for these targets under performance measure 2.2 reflect the early impact of compliance with the new requirements. We will continue to provide training to our staff and expect to meet the targets for this measure by the end of the fiscal year.

Measure Revisions

GPRAMA requires federal agencies to adopt outcome and performance measure targets for the ensuing two fiscal years and, when appropriate, suggest revisions to OMB for approval. Recommended measures and associated targets must be ambitious, but reasonable, and linked to the agency's strategic mission and objectives. Consistent with this requirement, PSA requested several revisions to its outcome and performance measure definitions and targets to cover FY 2014-2016. These are based on PSA's actual performance over the past five fiscal years as well as management's expectation of appropriate and quality performance in the strategy areas of risk assessment, supervision, substance use disorder treatment and mental health treatment integration, and partnerships. The targets also reflect improvements in data collection under our operation information system and data warehouse and our enhanced capacity to track, report, and analyze data and trends. Finally, these revisions better align outcome and performance measurement with PSA's stated mission, vision, and objectives.

- ✓ PSA revised its Outcome Measure 1 to *the percentage of defendants that remain on pretrial release without being arrested on a new criminal offense*. By broadening it to include all new arrests (versus the current measure that only considers violent or drug arrests), we believe the revised measure better emphasizes PSA's mission to promote public safety by minimizing the risk of any criminal arrests by pretrial defendants. Further, overall rearrest rates traditionally have been the safety outcome PSA has reported publicly.

The previous measure's calculation only includes new papered arrests within the District of Columbia. Beginning in FY 2014, PSA will add arrests outside of the District of Columbia — for which we have offense date, charge type and filing information — to this calculation. We will continue to track and report violent crime rearrests in our Performance Budget narratives.

- ✓ PSA reworded its Outcome Measure 2 to *the percentage of defendants that make all scheduled court appearances during the pretrial period*. The suggested wording better reflects PSA's objective to promote court appearance among released defendants and conforms to recommended wording of this outcome for pretrial services programs.⁴

⁴ National Institute of Corrections (2001). *Measuring What Matters: Suggested Outcome and Performance Measures for the Pretrial Services Field*. Washington, DC: National Institute of Corrections

- ✓ We increased Outcome Measures 3's target to 85 percent. PSA has recorded actual results under this measure of 83 percent, 88 percent and 88 percent from FY 2010-2012. The recommended 85 percent target for FY 2014-2016 is more consistent with these observed results. It also reflects the expected change in PSA's supervision population, given the growth in cases with "personal recognizance without conditions" releases — which is now double the rate of FY 2010 and FY 2011 — that in previous fiscal years would have been ordered to PSA supervision.
- ✓ PSA will discontinue tracking Performance Measures 3.4 (Percentage of defendants connected to educational or employment services following assessment by the Social Services and Assessment Center). The data presented here mostly are administrative and not tied to mission-critical activities.

STRATEGIC MANAGEMENT ACHIEVEMENTS

Forensic Toxicology Services

By testing for illicit drug use by defendants, offenders and other populations, OFTS performs a line function that is critical to all of PSA's and CSOSA's strategic areas. Sixty-eight percent of pretrial programs nationwide now use drug testing as a condition of supervision. PSA, however, is among only a handful with in-house full service laboratories. Additionally, the OFTS is certified by the U.S. Department of Health and Human Services as meeting quality standards established by Congress, and is staffed by professionals with credentials in forensic toxicology, forensic science, medical technology, chemistry, and biology.

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

Significant Achievements in FY 2013:

- ✓ Conducted 2,598,858 drug tests on 405,898 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 Family Court. These results are critical to assessing risk and needs levels. Approximately 32.2 percent of pretrial defendants tested in FY 2013 (5,791 of 17,985) had at least one positive test.
- ✓ Performed 23,366 levels analyses, which aid in the determination of continuing drug use and performed 8,991 GC/MS confirmation tests.
- ✓ Provided expert witness testimony in over 100 cases to interpret drug test results in the face of challenges by defense counsel.
- ✓ Used the GC/MS capabilities to detect Cathinone and its metabolites, the active component of Khat, an emerging illicit drug. The designer drug BZP (benzyl piperazine) also has been detected in a couple of specimens and may point to the emergence of new drug in the community.
- ✓ Introduced the 6-Acetylmorphine Assay (6-AM Assay) into the routine drug test panel. This assay specifically tests specimens for heroin use. The introduction of the assay greatly has improved the efficiency in detecting heroin use and providing prompt services to our stakeholders.

- ✓ Expanded drug testing capabilities to monitor the prevalence of the use of synthetic cannabinoids among the offenders and defendants under CSP and PSA supervision, respectively. PSA adopted a three-prong approach to address the current illicit use of these substances and to keep apprised of any changes that may occur in the use of such substances in the future. PSA outsourced a limited number of highly suspicious specimens for testing using LC/MS/MS (liquid chromatography-tandem mass spectrometry) analysis, collaborated with the D.C. Office of the Chief Medical Examiner to perform casework and research, and purchased specialized equipment to aid in screening for these substances using PSA's in-house laboratory.
- ✓ Participated in a study entitled, *Development of a Community Drug Early Warning System (CDEWS) for Tracking Emerging Drugs in the Criminal Justice Population*, in collaboration with the University of Maryland's Center for Substance Abuse Research (CESAR). The purpose of the study is to update defendant/offender drug testing protocols in order to track new emerging drugs and to ensure that drug monitoring programs are testing for the licit and illicit drugs most often used by defendants/offenders. Nine hundred (900) specimens collected by PSA were selected randomly and sent to an independent laboratory to be tested for an expanded panel of more than 30 drugs, including synthetic cannabinoids. From this study, it was concluded that synthetic cannabinoids, such as K2/Spice, are emerging drugs in the District. One of the more informative findings from the study revealed that approximately 33 percent of the specimens from young men (age 30 and younger) tested in the D.C. population tested positive for synthetic cannabinoids.

FY 2014 – 2015 Program Enhancements – Forensic Toxicology

PSA will implement a pilot study to test for Ethylglucuronide (EtG) in specimens. Testing for EtG will allow PSA to detect alcohol use three to four days prior to specimen collection and will address issues arising from alcohol production by fermentation in subjects who are diabetic.

PSA will continue to investigate dynamic drug use trends within the defendant population. Drug use is a major factor associated with continued criminality. PSA will determine whether additional procedures are needed to investigate possible changes in drugs of choice within the District of Columbia. This may include periodically adding tests for newly-discovered drugs (such as synthetic cannabinoids) in arrest and supervision drug screens and collaborating with research partners such as CESAR.

Business Processes and Information Technology

- ✓ Implemented upgrade to Pretrial Real-time Information System Manager (PRISM):
 - The diagnostic module in PRISM incorporates the validated risk assessment instrument to improve PSA's ability to predict defendant misconduct and target appropriate supervision resources.
 - Expands delivery of information on prior arrests resulting in dismissals or acquittals for defendants charged with violent felonies or felony weapons offenses to judicial officers in detention hearing courts.
 - Provides reporting of defendant compliance with court-ordered conditions of release and faster and more accurate reporting of check-ins for defendants required to drug test.

Performance Improvement

- ✓ PSA launched its *Evidence-to-Practice Series*, a showcase of lectures and presentations on evidence-based operational and management practices by leading authorities in these areas. Each lecture builds upon the evidence-based theme and "lessons learned" from the previous presenter. Lecturers also facilitate follow-up sessions with office and program area management to provide targeted feedback and recommend best approaches and measurable "next steps" to implement ideas from the original lecture. The 2013 *Evidence-to-Practice Series* centered on linking outcome and performance measurement to achieving essential organizational results. The objective was to enhance our understanding of the value of performance measurement and management and to support our efforts to use data for performance improvement and decision-making. Guest lecturers included Theodore Kniker, Executive Director of the Performance Institute; Dr. John Carnevale, President of Carnevale Associates; Dr. Katherine Newcomer, Director of the Trachtenberg School of Public Policy and Public Administration at the George Washington University; and Dr. Douglas Marlowe, Chief of Science, Law and Policy at the National Association of Drug Court Professionals.

Input from the *Evidence-to-Practice Series* has helped PSA management with revision of the Agency's mission statement and the development of the Agency's "mantra" to "do the right thing and do it well." Drs. Carnevale and Newcomer also worked closely with individual offices and program areas to create logic models that identify essential resources and activities related to PSA's mission and vision. These models will allow office and program directors to highlight mission-critical functions and activities for needed funding and support.

- ✓ PSA completed a major revision to its operating procedures for staff response to violations of court-ordered release conditions. The new procedures support one of PSA's two supervision performance measures and outline appropriate PSO actions

for defendants' failure to abide with conditions, such as drug testing, regular contact with PSA, electronic surveillance, and substance use disorder and/or mental health treatment. The new protocols also improve collection of performance measure data through automation.

Strategic Human Capital Management

- ✓ Submitted the Agency's second Performance Appraisal Assessment Tool (PAAT), which OPM uses to score PSA's performance management system for General Schedule employees.
- ✓ Continued to foster effective labor-management partnerships. This includes regular bi-weekly forum meetings between union representatives and agency leadership, pre-decisional union involvement in both organizational improvements and policy development, and one-on-one meetings with senior staff and union leadership to resolve potential issues.
- ✓ Collaborated with CSOSA to support Special Emphasis Committees and Equal Employment Opportunity initiatives.
- ✓ Continued to manage the Training and Career Development Center programs committed to developing a workforce capable of effectively responding to current and future demands in administering pretrial services:
 - New Agency supervisors were mentored by experienced supervisors/managers.
 - Thirteen mentoring pairs participated in the 2012-2013 Agency-wide mentoring program.
 - Sixteen employees participated in various leadership programs, such as OPM's LEAD Certificate Program and the Graduate School Executive Leadership Program.
 - Eleven employees participated in the Substance Abuse Treatment Training Program (SATTP). The SATTP is a year-long program that provides requisite education for criminal justice practitioners who wish to become certified addiction counselors in order to supervise defendants on release more effectively.
 - Over 134 internal training courses were offered to include, but not limited to, SATTP classes, PRISM training, new hire training, supervisory development training, and other mandatory training. Training was offered both on-site and online. Over 4,200 completions were recorded, including over 1,700 for online courses.
 - All PSA employees received training in diversity and inclusion.
 - Human resources personnel and managers received training on hiring disabled veterans and applicants with targeted disabilities.

- ✓ Developed a shadowing program , which offers employees the opportunity to observe other employees to gain a better understanding of the various duties performed at the Agency.
- ✓ Successfully collaborated with the Small Agency Council, the Public Defender Service for the District of Columbia and CSOSA in the sharing of training resources (e.g., offered enrollment to one another's on-site training courses).

Employee Wellness Program

- ✓ Continued participation in the Federal Occupational Health's (FOH) Employee Assistance Program (EAP). This is a professional resource providing the Agency problem solving, coaching, training, information, consultation, counseling, resource identification, and support for all employees.
- ✓ Completed the first full year of the child care subsidy program, which helps employees offset expenses associated with caring for infants and school-aged children.
- ✓ Developed a policy on addressing domestic violence, sexual assault and stalking issues in the workplace. Began identifying training resources for managers, supervisors and employees and to develop more effective methods of marketing available resources for victims and their families.

Auditing

- ✓ PSA received an "unqualified" (clean) opinion on the FY 2013 financial statements. The independent auditing firm KPMG found no significant issues or material weaknesses, and verified that PSA's financial records accurately reflected the financial condition of the Agency.

SUMMARY

It is an immutable law in business that words are words, explanations are explanations, promises are promises but only performance is reality.

Harold S. Geneen, American Business Magnate

FY 2013 highlighted PSA's commitment to improve the quality and value of its mission critical work. A revised strategic plan emphasized performance-based culture as a management goal. A simplified mission statement reinforced pretrial justice and public safety as the principle foci for all Agency work. Newly-adopted evidence-based risk assessment procedures helped identify lower-risk defendants and direct Agency resources to defendants that were more likely to be rearrested or to miss scheduled court appearances. Research-driven substance use disorder treatment improvements helped target resources to defendants whose substance use disorders presented heightened risk for pretrial misconduct. Finally, revisions to outcome and performance measure definitions and targets made these metrics more meaningful to critical agency operations and linked them more closely to budgeting and human capital management.

Our commitment to quality and performance is the foundation for current and future developments in our mission-critical areas, with the results being more effective and efficient risk assessment, supervision, and treatment services. Our organizational capabilities built over the past four and a half decades of service to the District of Columbia will serve as the foundation for innovations that will guide lead our future organizational success.

Pretrial Services Agency for the District of Columbia
PretrialServices.gov

