

District of Columbia Pretrial Services Agency
FY 2008 Annual Report

Leading in the Field



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Susan W. Shaffer
Director

Clifford T. Keenan
Deputy Director

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Honorable David B. Sentelle
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District of Columbia Circuit

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Honorable Lee F. Satterfield
Chief Judge, Superior Court of the District of
Columbia

Adrienne Poteat
Acting Director, Court Services and Offender
Supervision Agency

Jeffrey A. Taylor, Esq.
United States Attorney for the District of Columbia

Avis Buchanan, Esq.
Director, Public Defender Service for the District
of Columbia

Our Mission and Vision

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.

PSA promotes community safety and return to court while honoring the presumption of innocence.

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.

Our Guiding Principles

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.

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

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

Innovation, 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.



Leading in the Field

In May 1964, Attorney General Robert F. Kennedy addressed the first National Conference on Bail and Criminal Justice, which was launched “to promote awareness that prevailing bail practices were unfair and that new methods had been developed for handling the problem of pretrial release in criminal cases . . . [and] to assist courts, communities and organizations in developing systems to eliminate unnecessary detention of accused persons and provide fairer and less costly ways of enforcing their appearance in court . . .” This conference was a seminal event in establishing the field of pretrial release by exposing for the first time the scope and depth of the bail problem to a national audience of more than 400 judicial officers, prosecutors, defense attorneys, police, bondsmen and prison officials and challenging them to address this problem. It led to national media endorsement of selective release and exploration of alternatives as well as extensive coverage of the inequities in the bail system. This instigated the public movement in favor of the proposition that pretrial release without bail for large numbers of accused persons can yield significant benefits to the cause of justice without compromising law enforcement or impairing public safety.¹

In his opening remarks, Kennedy stated:

“The relationship of bail to criminal justice is a subject which involves fair treatment for our fellow citizens in court, whether arrested for speeding or burglary, whether guilty or innocent Yet, one of the most surprising – and really troubling – disclosures of recent history is that whether or not a man makes bail has a vital effect on whether, if innocent, he will be acquitted; and whether, if guilty, he will receive equal opportunity for probation.”

Kennedy implored those in attendance to accept the special responsibility to represent indigent persons who are accused of a crime and not yet adjudicated, and who spend time incarcerated before their guilt has been established because they are unable to make bail.

Kennedy further remarked:

“The programs and experiments you will hear about have generated new techniques for releasing accused persons prior to trial, without hampering law enforcement, without increasing crime, and without prompting defendants to flee. These techniques have fiscal value. . . . But even more significant, in a land which has put the quality of justice ahead of the cost of justice, these techniques have social value.”²

Since its beginning in 1967, PSA has operated under the guiding principle that non-financial conditional release, based on the history, characteristics, and reliability of the defendant, is more effective than financial release conditions. Reliance on money bail discriminates against indigent defendants and cannot effectively address the need for release conditions that protect the public. Over the past 40 years, PSA has remained committed to developing effective mechanisms for formulating non-financial release recommendations to the Court and providing comprehensive supervision and treatment options to defendants. Today, the District of Columbia is among only a few jurisdictions in the country that do not support a commercial bail bonding industry.

Message from the Director

As I look back at Pretrial's history, I am extremely proud of what our Agency has accomplished. Not only have we been a leader in the pretrial field for 40 years, we also have grown enormously as an Agency without sacrificing the founding principles upon which we were established. The Pretrial Services Agency's (PSA) *FY 2008 Annual Report* not only focuses on the accomplishments of the Agency for the 2008 fiscal year, but also highlights the many ways in which PSA has demonstrated its leadership in the pretrial field. We are very proud of this history.

In 2007, PSA celebrated our 40th anniversary as an agency serving the nation's capital. PSA was among the handful of pioneer pretrial agencies established in the 1960s. Our work started as the DC Bail Project in 1963 with a Ford Foundation grant. We were formalized as an agency under the Executive Office of the Mayor with the passage of the Bail Agency Act in 1967. Our name was changed to the DC Pretrial Services Agency in 1978. In August 2000, PSA was established as an independent entity within the Court Services and Offender Supervision Agency (CSOSA). CSOSA was established by the National Capital Revitalization and Self-Government Improvement Act of 1997 and was certified as a federal agency under the Executive Branch in August 2000.

It is of foremost importance to note that PSA's governing statute precludes us from supervising

surety bail releases in the DC Superior Court, and we are among a minority of pretrial agencies in the nation that do not recommend financial bond. We adhere to the standards set forth by the American Bar Association, National District Attorneys' Association, and National Association of Pretrial Services Agencies, which strongly encourage the use of non-financial release, the use of financial release only when non-financial options are not sufficient to reasonably assure appearance, and the abolition of commercial surety bail. PSA is in the forefront of achieving these national standards.

One of our hallmarks over the years has been the institution of innovative programs and technologies that distinguish PSA as a leader in the pretrial field. In 1977, we automated our criminal history database. In 1984, we were the first pretrial program in the country to introduce on-site drug testing of defendants to supplement interview information; and many programs throughout the nation were designed to replicate the District's testing model. In 1992, PSA began automation of its drug testing with a paperless barcoded system, replacing the labor-intensive manual logs and hand-written notations. This eventually led to a computer network giving judicial officers access to not just drug test results, but also a detailed chronological record of the defendants' progress in treatment and supervision.

PSA always has been in the forefront of recognizing the connection between drugs and crime, as well as integrating supervision and treatment programs and services. In 1993, PSA launched the DC Superior Court Drug Intervention Program (Drug Court). In 2008, the Drug Court marked its 15th anniversary. PSA operates its own in-house substance abuse treatment programs and also provides specialized supervision for defendants with mental health needs. These resources are important not only to our treatment and supervision programs, but also to the East of the River Community Court and Mental Health Diversion Court, which provide diversion opportunities to defendants charged with misdemeanor crimes and connect them with the necessary services to improve their quality of life.

As one of the oldest pretrial agencies in the nation, we have more than 30 years of automated data that distinguishes us as a rich resource for statistical analysis and research in the justice arena. Through our in-house drug testing and forensic research capabilities, we also perform real-time data analysis whereby we proactively observe trends and regularly share this information with the criminal justice community to assist other justice agencies in addressing their operational needs. As a founding member of the Criminal Justice Coordinating Council, we are committed to being an active and contributing partner in the justice community.

Organizationally, the past decade has presented especially interesting challenges as we moved from a District of Columbia agency of 80 employees and a \$5 million budget to a federal agency of 350 with a \$50 million budget. This transition has not always been easy. However, we are fortunate to have an incredibly strong and talented group of men and women at PSA dedicated to accomplishing our mission.



As we plan for the future, PSA will build on its current successes by continuing to refine and expand supervision and substance abuse treatment services for high risk defendants. A special focus will be on the expansion of partnership activities and services for substance abusing and mentally ill populations. In pursuing these objectives, PSA will continue to prepare our staff to respond effectively to the additional demands, and we will remain committed to developing an empowered workforce that embodies integrity, excellence, accountability and innovation in the delivery of the highest quality service.

Susan W. Shaffer
June 2009

Leading in National Standards

Standards for pretrial release were first established and published by the American Bar Association (ABA) in 1968. In 1977, the National District Attorneys' Association (NDAA) included standards for pretrial release in its National Prosecution Standards (revised 1992). In 1978, the National Association of Pretrial Services Agencies (NAPSA) received a grant from the US Department of Justice to develop national professional standards for what was still a new field. The third edition of the NAPSA standards (2005) built upon the 1978 standards (which were reissued by NAPSA as a second edition in 1998) and the third edition of the ABA Standards on Pretrial Release (2002).

The ABA and NAPSA standards specify several core services that pretrial services programs should provide.³ Chief among these standards is the use of the least restrictive conditions of release that reasonably will assure the defendant's appearance in court and protect public safety; and that financial bond should be used only when no other condition reasonably will assure the defendant's return to court, and at an amount that is within the ability of the defendant to post. These and the NDAA Standards strongly encourage the use of non-financial release, the use of financial release only when non-financial options are not sufficient to reasonably assure appearance, and the abolition of commercial surety bail.

PSA is in the forefront of achieving these national standards. On average in the District of Columbia, 80% of persons arrested and charged with a crime are released to the community, either on personal recognizance or with supervised release conditions. Another 15% are preventively detained. Only 5% are released or held on financial bond.

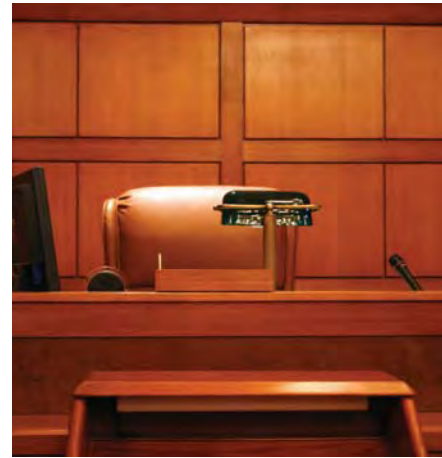
According to the most recent data from the US Bureau of Justice Statistics (1990-2004), nationally, the rate of pretrial release for felony-charged defendants has remained at approximately 60%.⁴ And, while there was a 13% increase in the use of financial pretrial release nationally, the District's use of financial bond has remained minimal. The District's data reflect leadership in the application of ABA, NAPSA and NDAA standards regarding least restrictive conditions of release for defendants and minimal use of financial bond.

PSA's Function and Role

The work of the Pretrial Services Agency started under the auspices of the DC Bail Project in 1963 with a Ford Foundation grant. It was formalized as an agency under the Executive Office of the Mayor with the passage of the Bail Agency Act in 1967, and the name was changed to the DC Pretrial Services Agency (PSA) in 1978. PSA is now an independent entity within the Court Services and Offender Supervision Agency (CSOSA). CSOSA was established by the National Capital Revitalization and Self-Government Improvement Act of 1997 and was certified as a federal agency under the Executive Branch in August 2000.

PSA assists judicial officers in both the Superior Court for the District of Columbia and the United States District Court for the District of Columbia by formulating release recommendations and providing supervision and treatment services to defendants that reasonably assure that those on conditional release return to court and do not engage in criminal activity pending their trial and/or sentencing. When PSA performs these tasks effectively, unnecessary pretrial detention is minimized, jail crowding is reduced, public safety is increased and the pretrial release process is administered fairly.

PSA is a widely recognized national leader in the pretrial field. PSA's pretrial drug testing and innovative supervision and treatment programs are regarded as models for the criminal justice system. Innovation, 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.



Leading in Information Technology

PSA is among the oldest pretrial agencies in the nation. PSA's comprehensive database houses more than 30 years of automated data and has become a trusted source for data to the region's criminal justice partners. Nearly a dozen local and federal law enforcement agencies log into PSA's Pretrial Real-time Information System Manager (PRISM) to conduct searches to augment their data systems. PRISM is an Agency-wide case management system developed to provide reliable information to improve the timeliness and quality of decisions relating to the bail recommendations, supervision and treatment of defendants who enter the criminal justice system in the District.

PSA began its automation of operations in 1977 with the introduction of the Automated Bail Agency Database, or ABADABA. In 1992, the Agency added a second system – the Drug Testing Management System (DTMS) – to automate the collection and processing of urine samples for PSA's on-site drug testing laboratory and to augment case tracking and management of defendants under pretrial supervision. Since PSA's high-speed drug testing analyzer contained both a communications port and a built-in barcode reader, DTMS could track each step of the process with a paperless barcoded control system, replacing the labor-intensive manual logs and hand-written notations. Improved case management features allowed access to drug testing and defendant reporting by PSA staff and the judiciary, providing a detailed chronological record of the defendants' progress in treatment and supervision.

The case management functionality of ABADABA and DTMS eventually was replaced in 2002 by PRISM, which provides clean and accurate data that is synchronized with other agencies. DTMS continues to handle the Agency's drug testing information. PRISM is available 24 hours a day, seven days a week with virtually no down time and makes use of proven technologies, utilizing the same technology as the World Wide Web. Only about one quarter of pretrial programs nationally have a web-based internet information system.⁵ PRISM has proven to be successful in supporting the Agency and improving reliability, timeliness, and quality of data throughout the justice community.

Operational Accomplishments

PSA's court- and defendant-related operations are carried out by the Office of Operations, which includes Court Services, Supervision, and Treatment program areas and the Drug Testing and Compliance Unit; as well as PSA's Forensic Toxicology Drug Testing Laboratory (Lab).

PSA has four operational goals – risk assessment and appropriate recommendations of release, monitoring and supervision of released defendants, integrating supervision with treatment, and effective partnering with other justice agencies and community organizations to enhance public safety and build the capacity for support services. What follows is an overview of the activities and accomplishments of the various components of PSA that work together seamlessly toward reaching its goals.

Court Support

PSA operates as an independent component of the criminal justice system and is an objective fact finder, relying on information provided by either the defense or the prosecution. PSA assembles and presents information about arrestees and available release options for use by judicial officers in deciding what, if any, conditions are to be set for released defendants.

Recommendations to the Court

Defendants usually are interviewed and brought to court within 24 hours of arrest (defendants legally

must be brought to court within 48 hours of arrest). Pretrial Services Officers (PSO) rely on sophisticated information technology to gather and compile local and national criminal justice information. Defendant attributes, prior criminal history, current charge(s), and criminal justice status are considered when assessing potential public safety and/or appearance risks.

PSA recommends the least restrictive non-financial release conditions needed to protect the community and reasonably assure the defendant's return to court. As a result, most defendants are released under supervision conditions rather than financial bonds.

Assessing Risk

PSA's risk assessment instrument helps PSOs determine an appropriate supervision level to recommend. Following the pre-release investigation, a risk assessment is completed for each defendant. The instrument identifies where the defendant falls on a risk continuum. Based in part on the risk assessment, PSA makes a recommendation for release along with appropriate conditions and identifies detention hearings for which defendants are eligible.

A judicial officer makes the initial pretrial release decision after taking into account the representations of the prosecutor and the defense attorney, as well as PSA's release recommendation.

In FY 2008, PSA produced approximately 19,000 bail reports with recommendations for defendants charged with US misdemeanors and felonies. Over 4,500 criminal history reports were sent to DC Superior Court for DC/Traffic cases. PSA also conducted over 3,000 citation release reviews for the Metropolitan Police Department.

Approximately 70% of defendants in DC Superior Court are released at first appearance and an additional 10% are released at subsequent hearings, bringing the total to approximately 80% of defendants released on pretrial status, almost always to supervision with PSA.

In those instances where a defendant is held on a money bond, PSA reviews the DC Jail records and sends notification to the judicial officer and counsel that the defendant statutorily is entitled to a bond he/she can meet. In these reviews, most of the bonds appear to be nominal amounts on defendants under more serious statutory holds in other pending matters. Where the bond appears to be the basis for detention, reports are sent to calendar judges to alert them to the illegality of the hold, and changes in bond status (from financial to non-financial release) often result.

Investigating Failure to Appear

Whether an inquiry comes from the court regarding a defendant who is due in court or a defendant appears who has missed a court date, an investigation is conducted to determine the reason for a defendant's failure to appear (FTA). The pertinent information is documented and the court is informed of the findings. Defendants sometimes contact PSA and provide information about a future court date for which

they will be unable to appear. This information is investigated and reported to the court, which can prevent the issuance of a bench warrant. Additionally, PSOs routinely notify and remind defendants of court dates to reduce FTA rates and the issuance of bench warrants and assist defendants in surrendering on outstanding District bench warrants.

Drug Testing

PSA's in-house Lab conducts drug testing for pretrial defendants under PSA's supervision, offenders under CSOSA's supervision (*i.e.*, persons on probation, parole, and supervised release), as well as respondents ordered into testing by the DC Superior Court Family Court. The Lab is certified by the US Department of Health and Human Services/CLIA and is staffed by professionals with credentials in forensic toxicology, forensic science, medical technology, chemistry and biology.

The Lab performs tests on tens of thousands of samples each month, which translates to millions of analyses for various drugs each year. Each sample, collected from defendants and offenders and Family Court respondents, can be tested for up to seven different drugs.

The Lab has same-day turnaround time for the court. This expediency is possible because there is no time required for shipping the sample between loca-

tions. The Lab also can perform “spot” tests ordered by a judicial officer within a two-hour time-frame, which is close to the hospital emergency room turn-around time standard.

Over the last few years, PSA and CSOSA have added new programs and facilities such as additional drug collection sites, treatment programs, and Saturday drug testing.

When requested, the Lab’s expert toxicologists and chemists also provide expert testimony in support of analytical results and interpretation presented in court or at administrative hearings.

Defendant Supervision

PSA provides a wide range of supervision programs to support the local and federal courts. Some defendants are released without conditions, but the majority of defendants are supervised by PSA. These defendants have a wide variety of risk profiles, from those posing limited risk and requiring condition monitoring, to those posing considerable risk and needing extensive release conditions such as frequent drug testing, stay away orders, drug treatment or mental health treatment and/or frequent contact requirements with PSOs.

PSA also has a number of programs that provide increasing levels of restrictive and specialized supervision. In addition to the extensive conditions noted

In FY 2008, PSA staff conducted 392 FTA investigations to reduce the number of bench warrants issued, and helped facilitate the peaceful voluntary surrenders of 340 defendants with outstanding bench warrants.

In FY 2008, the Lab conducted 3,230,671 drug tests on 502,395 urine samples of persons on pretrial release, probation, parole, and supervised release, as well as DC Family Court respondents.

In FY 2008, the Lab received an average of 600 requests for pharmacokinetic interpretations per month, and at least one request for consultation from an attorney or judicial officer per day.

Leading in Drug Testing

The District of Columbia Pretrial Services Agency was the first pretrial program to introduce on-site drug testing of defendants to supplement interview information with an accurate and objective measure of recent drug use. PSA received initial funding to implement a pilot program in 1984 from the National Institute of Justice (NIJ). Based on its success, the Bureau of Justice Assistance (BJA) provided funding to six jurisdictions to establish pretrial drug testing demonstration projects. These projects were designed to replicate the District's testing model, incorporating both pre-initial appearance testing and pretrial drug monitoring.

Under the Anti-Drug Abuse Act of 1988, Congress also mandated pretrial drug testing in eight selected federal court districts as a two-year demonstration project. In a subsequent report, the Administrative Office of the United States Courts advocated expanding pretrial drug testing to all federal court districts. In 1995, President Bill Clinton directed Attorney General Janet Reno to develop and implement a universal policy providing for the drug testing of all federal arrestees before the decision was made to release them into the community pending trial. He also directed the Attorney General to take steps to encourage states to adopt and implement the policy.

To activate the directive at the federal level, in 1996 the Attorney General reached agreement with the federal courts to implement pretrial drug testing in 24 of the 94 federal districts, an initiative called Operation Drug Test. To begin implementing the policy at the state level, Congress increased funding for the Byrne Formula Grant program in FY 1997 by \$25 million, specifically to encourage state and local jurisdictions to support effective drug testing initiatives at all stages of the criminal justice process, beginning with the pretrial stage.⁶

PSA's in-house full-service laboratory uses Immunoassay as well as Gas Chromatography Mass Spectrometry (GCMS) methodologies. GCMS is widely recognized in the scientific community as the most specific, sensitive technique that exists for determining the chemical structure of a compound. Whereas many programs rely on test results that report positive or negative for drug use, PSA's Lab performs pharmacokinetic interpretations which detect if drug use is new or residual – PSA sanctions defendants only on new use.

Congress passed the Clinical Laboratory Improvement Amendments (CLIA) in 1988, establishing quality standards for all labs testing human specimens for diagnosis, prevention or treatment of illnesses. The policy of the US Department of Health and Human Services (DHHS), Centers for Medicare and Medicaid Services, which regulates all non-research laboratory testing through CLIA, is that labs performing drug and alcohol screening and/or testing followed by individual treatment must be CLIA-certified. A 2008 survey of agencies testing probation and parole populations conducted by the American Probation and Parole Association found that the vast majority of respondents did not use CLIA-certified laboratories.⁷ PSA's Lab is certified by DHHS/CLIA and is staffed by professionals with credentials in forensic toxicology, forensic science, medical technology, chemistry and biology.

In FY 2008, there were nearly 12,000 defendants in general supervision and community court programs, and PSA maintained an average daily caseload of over 3,300 in these programs.

above, the highest risk defendants may be subject to electronically monitored curfew, home confinement, tracking by global positioning systems (GPS) or residence in a halfway house. Sanctions for this population are immediate.

Throughout the pretrial release period, PSA notifies the court, prosecution, and defense of non-compliance with release conditions, and provides daily courtroom support on pretrial matters.

All PSA supervision programs give defendants the opportunity to participate in pro-social interventions that decrease the likelihood of future criminal behavior.

As the sole pretrial services agency serving the DC Superior Court and the US District Court, PSA supervises or monitors over 20,000 defendants each year. At any given time, over 5,000 defendants are under pretrial supervision. On average, defendants with misdemeanor cases in DC Superior Court are under pretrial release for four months and felony cases are under pretrial release for five months. Defendants in US District Court average approximately six months on pretrial release.

General Supervision

Over 50% of defendants are released to PSA's general supervision and community court programs. PSA also may be called upon to supervise defendants on release from other federal districts who reside or

work in the District and arranges for defendants who live in other federal districts to be supervised by the federal pretrial services agency in the home district.

High Risk Supervision

Defendants are placed under high risk supervision when the court has determined them to be high safety or appearance risks and that they need an increased level of supervision through weekly contact, drug testing, electronic monitoring (EM), or GPS. Those defendants in PSA's High Intensity Supervision Program (HISP) who are reported as non-compliant with the curfew condition may be "stepped back" to a period of home confinement. PSA also jointly monitors high risk defendants ordered into the Department of Corrections' (DOC) Work Release Program who reside in community-based halfway houses.

In June 2008, PSA expanded its location monitoring program beyond the traditional landline systems to include both wireless cellular EM and GPS. These newer, more effective technologies currently are being used in many jurisdictions to monitor defendants who cannot be supervised effectively using landline EM.

EM requires the defendant to wear an ankle bracelet that is linked by radio frequency to monitoring equipment in the defendant's home that signals whether a defendant is within or beyond the predetermined range limits. EM is used for defendants

Leading in Specialty Court Programs

EAST OF THE RIVER COMMUNITY COURT

The East of the River Community Court (ERCC) is one of a few specialty courts established by the DC Superior Court that require specialized caseload assignment. The ERCC – created in 2002 – has jurisdiction over US misdemeanor cases other than domestic violence arising from arrests in the 6th and 7th police districts. The ERCC's fundamental aim is to provide diversion opportunities, when appropriate, to defendants possessing the eligibility criteria for a specified deferred prosecution or deferred sentencing option. Diversion can include, but is not limited to, PSA's Drug Court, and the United States Attorney's Office's (USAO) First Time Offender Program or mediation. When defendants are required to complete community service hours as part of their deferred prosecution or deferred sentencing agreements, PSA arranges community service placements and monitors defendants' participation. When defendants complete the program successfully, their criminal charges are dismissed.

In FY 2008, PSA supervised over 1,600 ERCC defendants and served an average of just under 400 defendants every day.

MENTAL HEALTH DIVERSION COURT

The Mental Health Diversion Court (MHDC), an effort that began in the fall of 2007, was created as an alternative court calendar for diverting mentally ill defendants charged with low-level crimes away from jail, and connecting these individuals with the necessary services to improve their quality of life. PSA partnered with the DC Superior Court, USAO, Department of Mental Health (DMH) and the District's defense bar to craft a DC Superior Court Administrative Order authorizing the MHDC, which was signed by the Chief Judge on October 15, 2007, and the diversion court began as a pilot in November.

PSA assesses and makes recommendations for placement, provides close supervision, and connects participants to services through DMH. The vast majority of defendants certified to the MHDC are dual-diagnosed, requiring both mental health and substance abuse treatment. The USAO offers the MHDC as an option if the defendant is engaged in appropriate treatment services. When defendants complete the program successfully, their criminal charges are dismissed.

In FY 2008, 304 defendants were identified for participation in the MHDC and 242 (80%) of these were certified to the mental health calendar. Of those certified, 28% successfully completed the program by the close of the fiscal year, 28% were certified back to their original calendar judges, 7% were dismissed or sentenced by the MHDC judge, and 37% remained active on the calendar.

In FY 2008, PSA supervised 736 HISP defendants throughout the fiscal year. At the end of the fiscal year, 173 high-risk defendants were monitored under cellular EM or GPS; and 142 were monitored under traditional landline EM. In addition, 536 defendants were supervised in DOC's Work Release Program.

who have been placed under high risk supervision and are subject to a curfew or home confinement. Wireless cellular EM allows defendants who do not have a landline home telephone to be monitored electronically. Defendants who are non-compliant with general supervision requirements no longer are able to avoid high risk supervision by reporting the absence of a landline home telephone.

GPS technology requires the defendant to wear an ankle bracelet containing a GPS receiver that detects, decodes, and processes GPS satellite signals to create a record of the defendant's location and movements. That data is compiled and stored and is available immediately for PSOs to review the next business day. GPS monitoring allows PSA to determine quickly the location of a defendant at any time as well as track the movements of defendants. In addition, GPS monitoring can be used to notify the authorities when a defendant enters court-restricted areas such as schools, known drug areas, or a victim's neighborhood.

Treatment and Related Services

The connection between substance abuse and crime has been well established. Success in reducing rearrest and failure to appear for court depends on two key factors – identifying and treating drug use and establishing swift and certain consequences for continued drug use. Drug use is often an indicator of

a disorganized lifestyle, and disorganization is the most frequently cited reason for failures to appear.⁸ Assuring that defendants appear for scheduled court hearings is central to PSA's mission. Sanction-based treatment is one of the most effective tools for breaking the cycle of substance abuse and crime. PSA is committed to assessing accurately the extent of defendant drug involvement and providing or facilitating treatment as appropriate.

Assessing Need

Defendants under pretrial release are assessed for substance abuse and/or mental health needs, and connected with employment, housing, and/or other social services through PSA's Social Services and Assessment Center (SSAC). The SSAC serves as a comprehensive mental health and substance abuse treatment assessment center for defendants. While generally about half of those assessed as needing treatment are placed in treatment, in many instances, placement is not made because the defendant's case is dismissed, treatment is not ordered by the judicial officer, or the defendant may refuse treatment.

The SSAC also is PSA's repository for information on community resources, and the primary broker in connecting defendants with needed social services, including employment, education, medical, and other social service resources.

Leading in Treatment Services

PSA is in the forefront for recognizing the connection between drug use and crime. By integrating supervision and treatment, PSA creates a seamless system for reasonably assuring public safety. Each of PSA's sanction-based drug treatment programs includes a system of sanctions and incentives designed to motivate compliant behavior and reduce drug use. Further, each program features the use of a treatment plan that guides case managers in tailoring and modifying therapeutic interventions specifically for a population involved in the criminal justice system.

PSA also recognizes that substance involvement sometimes coexists with mental health problems, and that an effective drug treatment program also must be able to treat those with co-occurring mental health disorders. A key aspect of PSA's programming is the integration of services for substance abusing and mentally ill populations. All too often, these defendants cycle through the system without receiving the attention that their problems require.

PSA provides critical supervision and case management services for defendants with severe and persistent mental health disorders, as well as for those with co-occurring mental illness and substance use disorders. These defendants are linked with community-based mental health treatment through the Department of Mental Health. PSA case managers have mental health expertise and/or specialized training in working effectively with mentally ill and dually diagnosed defendants.

PSA is unusual in that it operates its own in-house treatment programs with on-site certified addiction counselors. This includes the Superior Court Drug Intervention Program (Drug Court) and New Directions Intensive Drug Treatment and Supervision Program. PSA makes substance abuse and mental health needs assessment a priority first step for defendants, followed by making appropriate referrals. In a national survey of pretrial release programs, 42% report using a separate assessment tool for substance abuse needs and only 27% for mental health needs; 50% report having implemented special procedures to supervise substance abusing defendants; and 44% for mentally ill defendants.⁹

In FY 2008, 48% of defendants tested positive at lock-up for cocaine, opiates, or PCP.

Additionally, the SSAC facilitates community service opportunities for defendants who are required to perform community service as part of their deferred prosecution or deferred sentencing agreements with the DC Superior Court's East of the River Community Court.

Drug Court

PSA administers the DC Superior Court Drug Intervention Program, commonly referred to as SCDIP or Drug Court, which is a substance abuse treatment and supervision program for eligible defendants with non-violent misdemeanor and felony offenses. Drug Court is open to certain misdemeanants as a diversion program, to other misdemeanor-charged defendants after a finding of guilt or entry of a guilty plea, and to certain felony-charged defendants as a pretrial or post-trial pre-sentencing release option.

The Drug Court Misdemeanor Diversion Program is a collaborative effort among the United States Attorney's Office (USAO), DC Superior Court, the defense bar and PSA. Defendants who participate in the Misdemeanor Diversion Program must be approved for participation by the USAO. If a defendant successfully completes the Misdemeanor Diversion Program within four to nine months, the USAO will dismiss the charge.

In FY 2008, 99% of defendants referred for substance abuse assessment were so assessed. PSA conducted 3,574 Addiction Severity Index assessments and of these, 99% indicated the need for treatment. PSA placed 1,788 defendants into some type of treatment; and 71% of defendants had a reduction in drug usage following placement in a sanction-based treatment program.

In FY 2008, 98% of defendants referred for mental health assessments were so assessed. In addition, 94% of defendants assessed for social services were connected to educational or employment services.



In FY 2008, PSA treatment staff facilitated approximately 900 three-hour treatment group sessions, providing nearly 2,700 hours of group treatment.

In FY 2008, PSA made 191 community service placements. Of these, the overwhelming majority (98%) was made to organizations located “east of the river” and three were made to organizations in other parts of the city.

In FY 2008, 369 defendants participated in Drug Court. By the end of the fiscal year, 153 still remained, 42 exited early, but were compliant, and 71 defendants had graduated from the program.

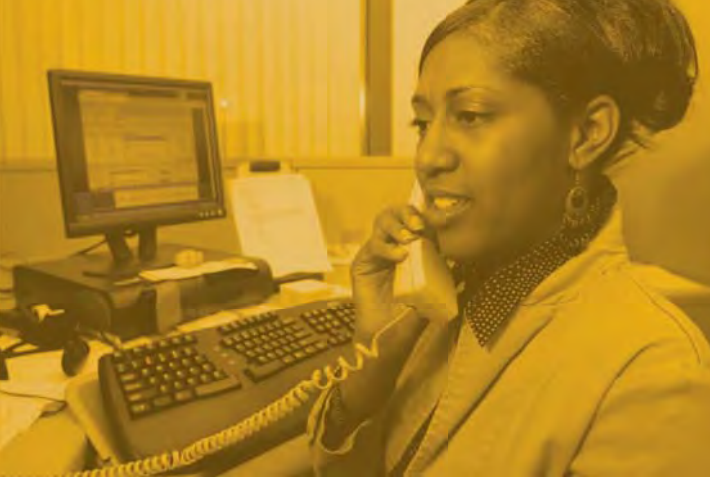
Upon successful completion of the Drug Court program for those charged with certain felony offenses, the chances of a defendant receiving probation are greatly enhanced, although the actual sentence is at the sole discretion of the court.

New Directions

New Directions provides sanction-based substance abuse treatment, supervision, and case management to drug-involved defendants with felony or misdemeanor charges who do not otherwise qualify for Drug Court. It includes many of the same features as Drug Court, but does not offer diversion from prosecution. Supervision and case management activities include providing and coordinating treatment services for substance abuse, drug testing, and assisting defendants in securing employment or necessary medical, educational and/or social services. Defendants may be required to attend self-help groups, detoxification and/or outpatient, intensive outpatient or residential treatment.

Sanction-Based Treatment Contracting

PSA has a third type of treatment programming whereby all forms of treatment are provided by contracted treatment providers. PSA case managers supervise defendants and monitor compliance with treatment, arrange for treatment placements, oversee



progress in treatment, review drug testing schedules, keep the court, prosecution and defense apprised of compliance, and provide incentives and sanctions as warranted.

Specialized Mental Health Supervision

Because substance involvement sometimes coexists with mental health problems, an effective drug treatment program also must be able to treat those with co-occurring mental health disorders. The Specialized Supervision Unit (SSU) provides specialized services and supervision to defendants with mental illness, mild mental retardation and/or co-occurring substance abuse and mental health disorders. The SSU works collaboratively with the District's Department of Mental Health (DMH), the Mental Retardation and Developmental Disabilities Administration, and designated mental health service providers in administering these services. In FY 2008, the SSU was particularly proactive in making placements as well as introducing new programming alternatives, which contributed to a significant increase in the Unit's supervision caseload.

The Options Program is a separate program within the SSU that has a limited capacity and features a reduced DMH/core service agency caseload ratio to provide intensified supervision services. A limited number of housing placements are available.

In FY 2008, 862 defendants participated in New Directions. By the end of the fiscal year, 332 still remained, 159 exited early, but were compliant, and 72 defendants had graduated.

In FY 2008, 174 defendants were placed in the sanction-based treatment contracting program. By the close of the fiscal year, 58 still remained, 64 had exited early, but were compliant, and 33 had successfully completed all of the treatment requirements.

Leading in Program Effectiveness

This past year – 2008 – marks the 15th anniversary of the DC Superior Court Drug Intervention Program (Drug Court), which is administered by PSA and was established in 1993. The Drug Court participated in an independent experimental evaluation¹⁰ designed to compare the impact of sanction-based contingency contracts with an intensive drug treatment program. The sanction-based contingency contract program, which did not require mandatory treatment, and the intensive drug treatment program both were compared with traditional case processing. PSA used drug test results to identify defendants in need of drug treatment. Drug testing was found to be an effective and efficient way of identifying habitual drug users, and test results helped PSA focus its resources on known users.

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

Name: _____
Title: Authorized Purchasing Services
Date: _____

In FY 2008, PSA conducted 1,255 mental health assessments and connected 83% of the eligible assessed defendants to mental health services. The Unit's daily supervision caseload increased from 323 in October 2007 to 437 in September 2008.

Special Initiatives

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

Fugitive Safe Surrender

PSA was a major contributor to the November 2007 *Fugitive Safe Surrender* initiative conducted in con-

junction with CSOSA, USAO, OAG, US Marshals Service, Public Defender Service, Metropolitan Police Department 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. More than 550 persons surrendered during the three-day period.

GunStat

GunStat is a collaborative District-wide effort initiated in FY 2008 aimed at tracking gun cases through the criminal justice system to identify trends and system strengths and weaknesses in the handling of these cases. Each month, under the auspices of the Chief of Police and the City Administrator, the criminal justice agencies meet at a "GunStat session" to discuss specific gun cases as a way of identifying gaps and proposing solutions to improve the handling of such cases. PSA hosted the July 2008 GunStat Session and provided an overview as to the importance of requesting of the court appropriate pretrial release conditions for defendants who are to be released pending disposition of their cases. PSA provided specific updates on a group of defendants who had been tracked at an earlier GunStat session, and reported on their performance while on pretrial release.



Leading in Trend Analysis

PSA is unique in that it has its own in-house drug testing and forensic research capabilities. This means PSA does not have to rely on outside testing, as many agencies do, and it is able to perform real-time data analysis. This is accomplished by the collaboration between PSA's Forensic Toxicology Drug Testing Laboratory (Lab) and Office of Forensic Research.

PSA's Lab provides drug testing for most of the District's criminal justice system, including testing for 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. For FY 2008, the Lab tested over 500,000 samples and thus is well-situated to identify trends in drug use within the city. This information is shared regularly with other agencies throughout the community. This past year, PSA's forensic research component identified a marked rise in methamphetamine (meth) use within both the adult and juvenile populations being tested by PSA. Given the serious implications that meth use has for a community, this data was shared with the court and Metropolitan Police Department. PSA decided specifically to track this rise to see if it continued over time so that criminal justice agencies could respond accordingly. Interestingly, the rise did not continue and meth use returned to the relatively low levels it has usually shown within the District's population. PSA continues to observe such trends and regularly shares this information with the criminal justice community.

Similarly, the Chief of Police had reported that the increased use of PCP within the District's communities may have been contributing to an increase in violent crime. PSA's Research Office, working with the Lab and forensic research component, did a comparative study of the drug test results for arrestees for the periods in 2007 and 2008, which showed an increase in the number of arrestees testing positive for PCP in 2008, and these rates were significantly higher for the 2008 arrestees who were charged with violent crimes. As a result of these findings and the intelligence that the Chief of Police gathered from her staff, she directed MPD to aggressively target persons distributing and using PCP across the city. PSA is proactive in conducting data analyses that could assist other justice agencies to address their operational needs.

Integrating Substance Abuse Treatment and Mental Health Services

PSA's Director serves as Co-Chair with the Director of DMH for the Criminal Justice Coordinating Council's (CJCC) Substance Abuse Treatment and Mental Health Services Integration Taskforce. Since its inception in 2006, this Taskforce has undertaken significant work in planning and coordinating efforts to connect mental health treatment, substance abuse treatment, and treatment services for persons with co-occurring disorders to the criminal justice system. In December 2007, the Taskforce released its *2009-2015 Strategic Plan*. This document outlines the Taskforce's principle objective of integrating the sequential intercept model into the District's criminal justice and treatment service provision systems, and the priority goals adopted by all of the participant stakeholders.

Based on this Strategic Plan, the Taskforce identified four key areas on which to focus for the first year of implementation – strengthening jail linkages to needed substance abuse and mental health services, mobile crisis intervention capacity, court service needs, and data sharing. Considerable progress has been made in all areas.

Systemwide Planning for Pretrial Services and Community Options

PSA's Director also serves as Co-Chair with the Presiding Judge of the DC Superior Court's Criminal Division for CJCC's Pretrial Services and Community Options Committee, which facilitates data sharing, process improvement and collaboration with other law enforcement agencies and the court. In FY 2008, Committee members regularly met and shared information on initiatives such as the Mental Health Diversion Court pilot project, performance measurement for the East of the River Community Court, the levels of pretrial detention at the DC Jail, including defendants held on nominal financial bonds, and the tracking of defendants placed into the Department of Corrections' contracted halfway houses. In addition, the Committee addressed topics of special concern, such as establishing in-court release procedures for defendants whose cases are disposed (saving the time and expense of returning these individuals to jail for processing), communication between criminal justice and treatment service agencies, and the emergency situation created by the temporary closure of a contracted halfway house.

Accomplishments in Executive and Administrative Management

In FY 2008, in the OPM survey of federal employees, PSA ranked 20 percentage points higher than the overall federal workforce in response to whether employees are rewarded for providing high quality products and services to customers.

In FY 2008, the LEP Workgroup supported a proposal for on-line Spanish language training to be made available after work hours to enhance staff's ability to communicate with defendants. This pilot program is anticipated to continue in future years.

PSA's executive and administrative management is provided by the Office of the Director, Office of Operations, Office of Human Capital Management, Office of Finance and Administration, Office of Information Technology, Office of Research, Analysis and Development, Office of Justice and Community Relations, Office of Forensic Research and the Training and Career Development Center. The vast majority of PSA's employees – 72% – are located within the Office of Operations.

Supporting Consumers

PSA emphasizes as one of its core Agency values providing excellent customer service to its internal and external consumers. PSA's primary consumers include the defendants under pretrial supervision and the criminal justice community, primarily the courts.

Addressing Language Needs

PSA is committed to improving its responsiveness to clients who have limited proficiency in English. PSA does this by working to broaden its recruitment efforts of bilingual staff, enhance its diagnostic, supervision, drug testing, treatment, and training responsiveness; assist the many defendants who come from different cultures; and offer opportunities for its staff to become more knowledgeable

In FY 2008, 64% of defendant focus group participants rated their treatment experience as either “good” or “excellent” and 73% rated PSA’s treatment staff as either “good” or “excellent.”

about the unique issues faced by defendants with limited English proficiency. These efforts are undertaken through its Limited English Proficiency (LEP) Workgroup, which is comprised of PSA staff and was created in 2005 to identify diagnostic, supervision and treatment issues affecting defendants with special language needs; and PSA’s Training and Career Development Center.

Defendant Satisfaction

In 2008, PSA implemented a new process to conduct regular focus groups with defendants to assess their perception of fair and equitable treatment in PSA programs. In August 2008, PSA held two focus groups of defendants who were in the last phase of New Directions and Drug Court. These focus groups were intended to assess and report defendants’ impressions of PSA’s in-house treatment programs and services; identify what defendants believed worked best in helping them remain drug free during the supervision period; and gauge the types of services PSA should provide to help defendants remain drug free following treatment participation.

Sixty-four percent 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 rated their

“talk therapy” groups as “good,” 65% rated the judicial officers as “excellent,” and 70% rated the PSA case managers as “excellent.” Significant themes from the initial groups included the important role of case managers, the significance of family and family support, and the value of the treatment groups.

Feedback from the Judicial Officers

In September 2008, PSA conducted an opinion survey of judicial officers from the DC Superior Court and US District Court. The eight-item questionnaire assessed judicial satisfaction with PSA’s responsiveness to the needs of individual calendars, quality and usefulness of PSA reports, professionalism of PSA staff, supervision of higher-risk defendants, and treatment and mental health services assessments. Ninety-six percent of responses were favorable regarding PSA’s service to calendar assignments and the quality and usefulness of information regarding defendant compliance in Agency reports. Of those expressing an opinion on specific Agency services, 100% agreed that PSA 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. PSA’s recommended use of appropriate treatment alternatives to calendar judges received a 95% satisfaction level.

In FY 2008, 96% of judicial officers taking the survey responded favorably about PSA's service to calendar assignments and the quality and usefulness of Agency reports; 100% stating opinions agreed that PSA staff had professional working relationships with all courtroom personnel; and 95% were satisfied with PSA's recommended use of appropriate treatment alternatives.

In FY 2008, PSA employees ranked 12 percentage points higher than the overall federal workforce in feeling that their supervisors support their need to balance work and family issues; and 16 percentage points higher in recommending their organization as a good place to work.



Supporting the Workforce

PSA is committed to creating a supportive work environment that enables employees to be empowered professionally and effectively able to balance work and personal responsibilities.

Employee Attitudes and Impressions

Every two years since 2002, the federal Office of Personnel Management (OPM) has surveyed federal employees to gauge their attitudes and impressions in four areas related to their overall work experience. These include leadership and knowledge management, results-oriented performance culture, talent management and job satisfaction. PSA participated in the 2008 Federal Human Capital Survey along with CSOSA, for combined results. PSA/CSOSA ranked among the top ten agencies in all four categories.

The survey also ranks the agencies that experienced the greatest increases since the 2006 survey and PSA/CSOSA again is among the top ten in three of the four categories. PSA results also were listed separately and PSA ranked significantly higher than the overall federal workforce in many areas.

Training and Career Development

PSA is committed to empowering its workforce by promoting learning and developing leadership skills at every level. This is supported by seven formal



career development programs accompanied by six internal policy statements that help ensure personal and professional growth for its employees while simultaneously supporting mission accomplishment.

PSA is in the fourth year of its Mentoring Program – this program has proven itself an excellent conduit of institutional knowledge and a great career development tool for the younger employees in the workforce. Many Agency leaders have been or currently are seasoned, committed mentors; and many protégés return to the program as mentors. To date, one third of the workforce has participated either as a mentor or protégé. While the program aids a comparatively young workforce in developing its professional persona and perfecting job-specific skills, it also allows its senior leader mentors to reconnect with the tactical side of its mission, giving them valuable insights into front-line operations. In FY 2008, PSA implemented a special supervisory mentoring initiative, bringing mentoring at the Agency to another level and ensuring that new supervisors have guidance from seasoned Agency managers.

Through PSA's Tuition Reimbursement Program, employees have the opportunity to fine tune and further their academic background. In addition, the Substance Abuse Treatment Training Program ensures that employees involved in providing treatment and referral services to defendants stay on the

In FY 2008, PSA ranked 22 percentage points higher than the overall federal workforce in response to how satisfied employees were with their organization; 26 percentage points higher in the level of respect employees have for their organization's senior leaders; and 29 percentage points higher in whether their leaders generate high levels of motivation and commitment in the workforce.

In FY 2008, PSA ranked 25 percentage points higher than the overall federal workforce in response to whether their training needs are assessed; 26 percentage points higher in how satisfied employees felt about training for their job; and 20 percentage points higher in whether employees are given real opportunities to improve their skills.

Leading in Learning

In recognizing its role as a leader, PSA is committed to making itself a learning organization. PSA focuses on both individual and organizational learning. Testifying to this fact are seven formal career development programs accompanied by six internal policy statements that help ensure personal and professional growth for its employees while simultaneously supporting mission accomplishment. PSA's Commitment to Continuous Learning Policy is a living document that attests to the role of learning in PSA's success. The Mandatory Professional Development Hours Policy ensures that PSA employees take the time to develop themselves, constantly broadening their skill base and career horizons. PSA's policy statement on the mentoring program has been used as a best practice by other federal agencies and by organizations in the private sector as well. PSA's annual agency-wide training needs assessment guides the development of meaningful training opportunities for all staff. All of PSA's professional development programs were developed through best practice research, have maximum participation and generate high workforce-wide interest.

Through PSA's mandatory professional development program, Pretrial Services Officers are required to complete 40 hours of training annually. These hours may be earned in a variety of ways, including attending formal training and professional conferences, shadowing other officers to learn other Agency processes, on-the-job training, or short details to other Agency units. Supervisors are rated on how well they develop their employees. Employees are rated on how proactively they have pursued fulfilling their professional development requirement. PSA's Training and Career Development Center enables employees to succeed by actively assessing their learning needs and bringing competitive, state-of-the-art training into the Agency on an on-going basis. Learning opportunities include job-specific classes such as officer safety, self-defense, policies associated with warrant and record checks, and use of WALES/NCIC management information systems; as well as classes that provide general learning such as time management, project management, how to make effective presentations, and conflict resolution, among others.

In 2008, in addition to training sessions held throughout the year, PSA held its 10th Annual Training and Professional Development Conference, which offers two days of training to all agency staff through dozens of workshops in a wide range of topics for professional and personal development.

Research shows that leadership is more effective and successful when accompanied by ongoing learning. In a national survey of pretrial agencies, just over half report providing leadership training for their supervisory staff.¹¹ PSA stands out in its wide range of learning opportunities made available to all segments of the workforce.



cutting edge of substance abuse treatment theory and practice. The program also fulfills classroom hours certification requirements that treatment specialists are required to acquire and maintain.

Our Leadership Potential Program, currently in its second iteration, is designed to develop leaders in place at the staff level. This highly competitive one-year program includes formal training, readings in the field of leadership and management, an individual development plan focused on leadership in place, and regular meetings with senior leaders of the Agency. In addition, each participant must complete an action learning project that contributes directly to the accomplishment of the mission and strategic plan.

The CSOSA/PSA Learning Depot

PSA's Training and Career Development Center, in collaboration with CSOSA, implemented a new learning management system, the *CSOSA/PSA Learning Depot*. This initiative is the result of an Office of Personnel Management (OPM) directive issued in 2006 that requires federal agencies to transmit electronically to OPM each month 27 training-related data elements for each instance of internal and external training.

In addition to meeting the data reporting requirements, this advanced learning management

In FY 2008, 25 staff participated as mentors and 25 as protégés, and 8 mentors and 8 protégés participated in the Supervisory Mentoring Program.

In FY 2008, 13 employees received reimbursement for a total of 20 college level courses.

In FY 2008, 7 employees participated in the Leadership Potential Program.



In FY 2008, PSA was recognized by OPM as the first small government agency to be in compliance with the federal training reporting mandate.

In FY 2008, PSA successfully concluded its contract negotiations with the American Federation of Government Employees Local 1456 on 34 articles that now constitute its collective bargaining agreement.

technology enables PSA and CSOSA to improve its services dramatically and address current challenges within the training arena. These include a one-click process for requesting internal courses, 24-hour access to training opportunities and checking status of requests, automated training reminders, notifications and alerts, anywhere/anytime access to on-line learning, and on-line course catalogs.

Collective Bargaining Agreement

In July 2008, PSA successfully concluded its contract negotiations establishing the Agency's collective bargaining agreement (CBA). Many organizations take years of arduous negotiations to accomplish this and adjust to a new climate when a labor organization comes formally into place. Once the ground rules were established, PSA management and labor negotiation teams took about eight months to reach agreement. Although the process of adjustment included some "growing pains," a mutually respectful atmosphere was encouraged by all parties. Thoughtful ideas were presented by both management and labor on each issue, and the parties worked collaboratively to develop language and positions that met the needs of the constituencies without interfering with mission accomplishment. This only can make the Agency stronger and demonstrates a mutual commitment to enhancing workforce conditions at PSA.

Research and Evaluation

One of PSA's strategic goals is to provide effective supervision and treatment services to maximize court appearance rates and reduce the chance of criminal activity while under pretrial supervision. PSA's supervision strategies are designed to be the most effective, but least intrusive, for the individual defendant. However, little empirical evidence exists in the pretrial services field to link defendant characteristics and supervision techniques to pretrial misconduct. Moreover, little is known locally about the differences between defendants who succeed under supervision and those who fail, and whether these differences contribute to the varying outcomes.

To learn more about these issues, in the fall of 2007, PSA contracted with Abt Associates, Inc. for an 18-month independent assessment of the Agency functions, local criminal justice system procedures, and specific defendant behaviors most associated with rearrest and failure to appear. This study should expand knowledge for PSA and the pretrial field about the relationship between defendant characteristics, supervision/treatment interventions and outcomes. Results will enable PSA to develop interventions better suited to defendant risk and more appropriate supervision placements for individual defendants; and better identification of the knowledge, skills and abilities needed for case managers that will lead to sustained or improved rates of successful supervision outcomes.

In FY 2008, PSA launched an 18-month independent study to identify defendant characteristics and supervision and treatment techniques most associated with successful supervision outcomes.

Agency Resources



In FY 2008, PSA's budget was approximately \$50 million, which supported a staff of 350 employees.

The Pretrial Services Agency is part of the Executive Branch of the United States Government. PSA submits annual budget requests to the Office of Management and Budget (OMB) with the Court Services and Offender Supervision Agency at the beginning of each budget cycle and works with both OMB as well as the appropriate committees of the US Congress to shape the final appropriation that will support the mission of the Agency for the fiscal year. Congress is the final arbiter of the budget and determines the level of the annual appropriation.

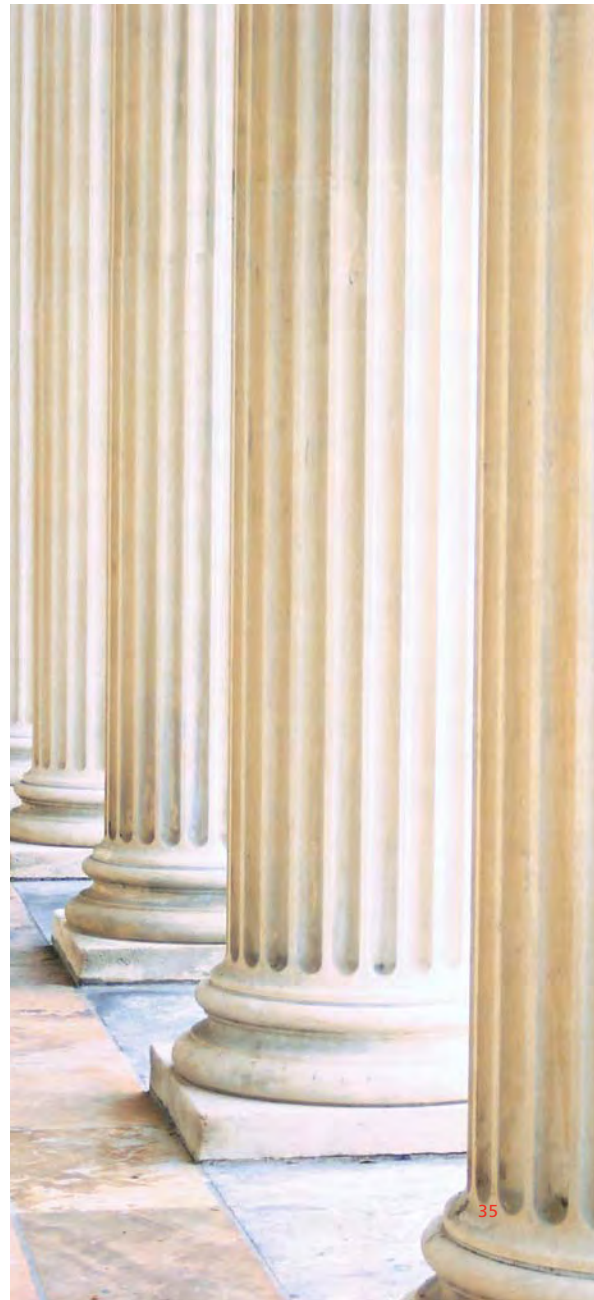
About three quarters of the FY 2008 budget went to salaries and benefits, leaving the balance for programmatic and administrative costs. Programmatic costs included such expenses as treatment, electronic monitoring, contract support of the Agency's PRISM system and laboratory costs. Administrative costs included such items as rent, training and travel.

Plans for the Future

PSA prepared its third strategic plan for 2008 to 2013, which updates its second strategic plan and provides a blueprint for how the Agency will operate in the coming years. Over the next five years, PSA will build on its current successes by continuing to refine and expand supervision and substance abuse treatment services for high risk defendants. A special focus will be the expansion of partnership activities. PSA currently participates in a number of collaborative multi-agency programs – the District’s East of the River Community Court is but one example. In order to better serve both defendants and the other agencies in the criminal justice system, PSA systematically will strengthen its partnerships and collaborative programs.

Another key aspect of the strategic plan is expansion of services for substance abusing and mentally ill populations. All too often, these defendants cycle through the system without receiving the attention that their problems require. While PSA has developed in-house substance abuse treatment resources and utilizes contract-funded treatment vendors, PSA’s efforts over the next five years will focus on how to maximize existing resources for the drug-involved population.

PSA recognizes that placing a high value on its workforce is the most efficient way of improving quality. Because PSA objectives over the next five years will require expanding supervision resources to its existing population and expanding services to populations not previously served, particular focus will be placed on further preparing its staff to respond effectively to the additional demands.



Endnotes

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District of Columbia Pretrial Services Agency
633 Indiana Avenue, NW, Suite 1120
Washington, DC 20004
202/220/5500
www.psa.gov