

A Case for the Future

PRETRIAL SERVICES AGENCY FOR THE
DISTRICT OF COLUMBIA

FY 2012-2016
STRATEGIC PLAN



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PSA's mission is to promote pretrial justice and community safety by assisting judicial officers in making appropriate release decisions, and by providing supervision and pro-social interventions to defendants released into the community.

PSA's 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.

DIRECTOR'S MESSAGE

I am pleased to present the Pretrial Services Agency for the District of Columbia's (PSA) *2012-2016 Strategic Plan*. This document updates our third strategic plan and provides a blueprint for how our agency will operate in the coming years.



Over the next four years, PSA will continue to improve its identification of defendants who pose a higher risk of pretrial failure and enhance its supervision and oversight of these defendants. PSA also will continue its work with local justice and community partners to expand services and support for persons with substance dependence and mental health needs and to broaden diversion opportunities for appropriate defendants. In addition, the Agency will assume new strategic enhancements to explore supervision and mentoring techniques to reduce recidivism among youthful defendants, create an in-house advisory committee to study and identify promising emerging technologies in mission-critical areas, and improve evidence-based risk assessment, supervision, and treatment practices.

The *2012-2016 Strategic Plan* also continues PSA's recognition that placing a high value on human capital is the most efficient way of improving quality. Because our objectives over the next four years will require that we enhance supervision resources, particular focus will be placed on preparing our staff to effectively respond to the additional demands.

I would like to thank all those who contributed to this effort. In developing this plan, PSA consulted with many agencies in the District of Columbia criminal justice system and benefited greatly from their insightful comments. I welcome the opportunity to discuss any aspect of this plan with you.

Sincerely,

A handwritten signature in blue ink that reads "Clifford T. Keenan". The signature is written in a cursive, professional style.

Cliff Keenan
Director

February 11, 2013

SUMMARY

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 Pretrial Services Agency for the District of Columbia has identified the following strategic enhancements for fiscal years 2012 through 2016:

1. *Finalize and implement a validated risk assessment instrument.*
PLANNING LEAD: Strategic Development Senior Analyst
IMPLEMENTATION LEAD: Court Services Program Director
2. *Explore evidence-based supervision techniques that may reduce recidivism among youthful defendants.*
PLANNING LEAD: Strategic Development Analyst
IMPLEMENTATION LEAD: Supervision Program Director
3. *Improve monitoring of dually-supervised defendants.*
PLANNING LEAD: Policy and Program Development Manager
IMPLEMENTATION LEAD: Associate Director, Operations
4. *Create a Technology Advisory Committee to assess and recommend emerging technologies in mission critical and work management areas.*
LEAD: Policy and Program Development Manager
5. *Investigate effective supervision for special populations.*
PLANNING LEAD: Strategic Development Analyst
IMPLEMENTATION LEAD: Supervision Program Director
6. *Promote increased collaboration with the District's Addiction Prevention and Recovery Administration and Department of Mental Health to improve community-based substance dependence and mental health services and support.*
LEAD: Treatment Program Director
7. *Establish Agency-wide Quality Control/Quality Assurance.*
LEAD: Director, Strategic Development
8. *Incorporate Evidence-Based Practices.*
PLANNING LEAD: Director, Strategic Development
IMPLEMENTATION LEAD: Associate Director, Operations

INTRODUCTION

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 quality of justice ahead of the cost of justice, these techniques have social value.¹

The Pretrial Services Agency for the District of Columbia's (PSA) fourth *Strategic Plan* continues the goal outlined in the 2008-2013 *Strategic Plan* of transforming PSA into "a performance-based, results-oriented organization that can directly link costs and outcomes" and adds targeted identification and supervision of defendants with higher risk and needs, innovative supervision strategies to reduce future criminality, integration of new technology into supervision and treatment, and smarter use of community resources and partnerships as strategic goals for the next four fiscal years. The Plan also incorporates requirements for Federal agencies mandated by *The Government Performance and Results Act Modernization Act* (GPRAMA) of 2010 (Public Law 111-352). In collaboration with the Court Services and Offender Supervision Agency (CSOSA), PSA will update its strategic plan every four years. Specific identified Agency staff will monitor progress on all strategic enhancements throughout the planning period and PSA will report all associated performance data in its FY 2013 – FY 2015 performance and budget submissions.

As mandated by GPRAMA, the Strategic Plan will be linked to PSA's annual performance budgets for fiscal years 2014-2016. The performance budgets will include progress reports on each strategic enhancement as well as the Agency's success at meeting its OMB-approved outcome and performance measure targets for the specific fiscal year. The performance budget will be provided to the Office of Management and Budget (OMB) and published as part of the Congressional Budget Justification submitted to Congress. PSA also will report program performance and financial accountability results in the annual Agency Financial Report (AFR).

Finally, to meet GPRAMA's requirement for closer integration of strategic planning and human capital management planning, the Strategic Plan is linked to PSA's *Human Capital Management Plan*. Staff from PSA's Office of Human Capital Management (OHCM) helped develop the Strategic Plan and identified needed human capital resources for each strategic enhancement. These include staffing additions or reassignments, changes to staff position descriptions, training, and possible points of negotiation with the American Federation of Government Employees Local 1456, PSA's employee union.

¹ U.S. Department of Justice and the Vera Foundation, Inc. (1965) *National Conference on Bail and Criminal Justice: Proceedings, May 27-29, 1964, and Interim Report May 1964-April 1965*. Washington, DC: U.S. Department of Justice. pp. 3-5.

THE PRETRIAL SERVICES AGENCY FOR THE DISTRICT OF COLUMBIA

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. 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.

The National Capital Revitalization and Self-Government Improvement Act of 1997 established PSA as an independent entity within CSOSA in the Executive Branch of the Federal Government. Although CSOSA and PSA have two distinct mandates, they share common strategic goals.

PSA has served the District of Columbia for over 45 years and is a widely recognized national leader in the pretrial field. Its pretrial drug testing and innovative supervision and treatment programs are 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.

MISSION, VISION AND GOALS

PSA's *mission* is to promote pretrial justice and community safety by assisting judicial officers in making appropriate release decisions, and by providing supervision and pro-social interventions to defendants released into the community.

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.

Adherence to CSOSA's Strategic Goals

Because of its unique relationship with CSOSA, PSA has adopted the Strategic Goals set forth in the *CSOSA Strategic Plan* of: 1) establishing strict accountability and preventing the population supervised from engaging in criminal activity and 2) supporting the fair administration of justice by providing accurate and meaningful recommendations to criminal justice decision makers.

Operational Goals

PSA's operational goals span the major functions and operations of the Agency and are linked to the strategic goals of reducing rearrest and failure to appear for court. The operational goals and objectives capture PSA's key activities. (See *Appendix B: Outcome and Performance Measure Diagram*).

Operational Goal 1: Assessments and Release Recommendations

PSA promotes informed and effective nonfinancial release determinations by formulating and recommending the least restrictive release conditions to reasonably assure that the defendant will appear for scheduled court dates and not pose a threat to any person or to the community while on release.

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 courts current, verified, and complete information about the history, relevant characteristics, and 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.

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. Pretrial Services Officers (PSOs) interview arrestees scheduled for criminal bail hearings and document the information. 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 compliance information, lock-up drug test results, and reports from PSA supervision units describing the defendant's adjustment in prior cases.

Release recommendations: PSA makes recommendations for release or 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.

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

Operational Goal 2: Monitoring and Supervision of Released Defendants

PSA effectively monitors or supervises pretrial defendants—consistent with release conditions—to promote court appearance and public safety.

Objectives

- 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.

Means and Strategies

Supervision options to meet identified risk levels: PSA focuses its supervision resources on defendants most at risk of violating their release conditions and employs graduated levels of supervision consistent with the defendant’s identified risk level. Very low risk defendants (those released without conditions) 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. High risk defendants may be subject to frequent contact with an assigned case manager and drug testing, curfew, electronic monitoring, treatment or other conditions.

Swift and effective consequences for violations of release conditions: Swift response to noncompliance with release conditions is at the heart of effective case management. Failure to appear for a supervision contact, a resumption of drug use, absconding 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.

Incentives for defendants who comply with release requirements: Numerous studies have documented the power of incentives to change behavior.² Common incentives recommended by

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.

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).

PSA include: reduction in the number of contacts required; reduction in the frequency of drug testing; and placement in less intensive treatment or supervision programs. To better mirror accepted drug court best practices, during FY 2012, PSA worked with its stakeholders to broaden the array of incentives used to reinforce desirable behaviors in sanctions-based treatment.

Operational Goal 3: Integrate Treatment with Supervision

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.

PSA provides or makes referrals to effective substance dependence, mental health, and social services designed to enhance public safety and encourage court appearance.

Objectives

- Coordinate and provide for substance dependence and mental health treatment and interventions, including evaluation and referral to appropriate community-based treatment services.
- Providing defendants with referrals to community-based social services.

Means and Strategies

Integration of treatment into supervision: Drug use 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.

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 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).

Provision of, or referral to, substance dependence and mental health interventions: PSA's specialized treatment and supervision programs offer defendants access to various treatment modalities. Each program provides centralized case management of defendants. 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 the supervision of PSA have a variety of needs. PSA works with defendants to identify their social service needs and refer them to services.

Operational Goal 4: Partnerships

PSA's partnerships with the judicial system, law enforcement and the community enhance its 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.

Objectives

- Establish and maintain partnerships with national and local law enforcement agencies to advance city-wide justice goals and objectives.
- Establish and maintain agreements with organizations and/or agencies through which defendants can fulfill community service requirements.
- Maintain community-based resources for social services provision.

Means and Strategies

Effective partnering with other justice agencies and community organizations is a major strategy through which PSA enhances public safety in the District's neighborhoods and builds capacity for support services for defendants under pretrial supervision. Partnerships with the courts, the United States Attorney's Office, various District government agencies and non-profit community-based organizations help PSA effectuate close supervision to reasonably assure future court appearance and heighten public safety. In addition, these partnerships cultivate treatment and social service options to address the social problems that contribute to criminal behavior.

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.

PSA proactively identifies initiatives, seeks partnering entities and collaborates with stakeholders to develop goals, objectives and implementation plans. PSA's partnerships are focused in three general areas.

1. Community service partnerships: Prior to FY 2012, PSA partnered with the United States Attorney's Office to provide community service opportunities for defendants who participated in the D.C. Superior Court's East of the River Community Court. PSA also identified community-based non-profit organizations through which to expand community service opportunities for defendants with community service requirements. As community courts expanded citywide in FY 2012, PSA's role in managing community service placements changed, but we continued to identify appropriate defendants for diversion opportunities.
2. Social service partnerships: PSA partnered with the District of Columbia Department of Employment Services to encourage participation in the Department's *Project Empowerment* program for defendants in need of employment opportunities. Project Empowerment provides job readiness training and short-term subsidized employment opportunities for eligible D.C. residents.
3. Substance dependence and mental health treatment partnerships: PSA provides a wide range of contractual and in-house substance dependence treatment options for drug-using defendants. These include the Superior Court Drug Intervention Program (Drug Court) established in 1993 through partnership with the D.C. Superior Court, the U.S. Attorney's Office, and the local defense bar. PSA also established the Specialized Supervision Unit to address the specialized needs of the mentally ill, mentally retarded and dually-diagnosed defendants (those in need of both mental health and substance dependence treatment). While these programs offer critical services to defendants under supervision, the need for substance abuse and mental health services is greater than what can be provided with Agency resources. By partnering with community-based substance dependence, mental health and dual diagnosis treatment providers, PSA can maximize its treatment capability while improving defendant access to these services.

FOUNDATIONS FOR SUCCESS

PSA's 45 years of service to the District of Columbia provides a strong foundation for future growth. The Agency's confidence in its ability to accomplish its strategic goals over the next four years comes from its mission statement, goals and objectives and the strong commitment of Agency staff to these ideals. PSA takes pride in its clear definition of "success" in mission critical areas, its ability to measure and consistently meet performance targets, and its record of strategic achievement.

MISSION, VISION AND GUIDING PRINCIPLES

In FY 2007, PSA revised its mission statement and created, for the first time, a 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 emphasized the local courts 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 and national justice systems a top priority.

In FY 2012, PSA revised its mission statement to highlight 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.

Mission Statement, Revised FY 2012:

The Pretrial Services Agency for the District of Columbia promotes pretrial justice and community safety by assisting judicial officers in making appropriate release decisions, and by providing supervision and pro-social interventions to defendants released into the community.

PSA updated its vision statement in FY 2013 to recognize the importance of organizational diversity and inclusion to achieving mission critical results.

Vision Statement, Revised FY 2013:

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.

MEASURING SUCCESS

PSA measures its success in meeting its critical outcomes through three measures:

- 1) The percentage of defendants rearrested for violent or drug crimes pretrial.
- 2) The percentage of cases in which a defendant failed to appear for at least one court hearing.
- 3) The percentage of defendants who remain on release at the conclusion of their pretrial status without a pending request for removal or revocation due to noncompliance.

Over the past four fiscal years, PSA has met or exceeded most of the established targets under each outcome measure.

Table 1—Outcome Measure Results FY 2009-FY 2012

OUTCOMES	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Target
Percentage of Defendants Rearrested for Violent or Drug Crimes During the Period of Pretrial Supervision					
Rearrests for all defendants					
Any crimes	12%	12%	12%	11%	12%
Violent crimes	2%	3%	1%	1%	2%
Drug crimes	4%	4%	4%	3%	4%
Percentage of Cases in Which a Defendant Failed to Appear for at Least One Court Hearing					
Any defendants	12%	12%	12%	11%	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					
New in FY 2010	N/A	83%	88%	88%	75%

Source: PSA Data Warehouse, October 3, 2012.

STAFF

PSA's greatest asset is its staff, as supported by its guiding principle that development of human capital leads to organizational excellence, transparency, high professional and ethical standards, and accountability to the public. Since its inception, the Agency has attracted, developed and retained employees who advocate its mission, goals and objectives and understand how their day-to-day work supports those ideals. Through their interactions with defendants, the courts and other external partners, staff also receives continuous reinforcement of the relevance of their work to D.C.'s criminal justice system and its larger community.

FEEDBACK FROM THE JUDICIARY

PSA considers judicial officers in the local and federal courts to be its primary "customers." To help gauge the opinions of judicial officers about the Agency's performance, PSA conducts biennial surveys of these stakeholders. The surveys address satisfaction with PSA's responsiveness, staff professionalism, the quality and benefit of PSA reports, PSA's supervision

of higher risk defendants (including those with mental health and substance dependence issues), and the provision of treatment services. Survey results allow the Agency to assess its role, staff and quality of services.

In its 2010 Survey of Judicial Officers, PSA received responses from 56% of Superior Court judicial officers and 38% of those in U.S. District Court. Significant findings included:

- All respondents strongly agreed or agreed that PSOs assigned to their calendar appear in court when requested, that representations made in court are accurate and responsive to the Court's requirements, that PSOs are knowledgeable about pretrial matters arising during court, and that PSA's recommendations for substance dependence treatment placement are supported by proper documentation.
 - 100 percent strongly agreed or agreed that PSOs prepare quality reports.
 - 96 percent strongly agreed or agreed that PSA completes evaluations in a timely manner; 4 percent were neutral.
 - 91 percent strongly agreed or agreed that PSA's reports detailing defendant behavior while under supervision contain documentation to support recommendations for sanctions or alternative supervision placement; 9 percent were neutral.
 - 95 percent strongly agreed or agreed that PSA's recommendations for a defendant's removal from supervision are supported by proper documentation; 5 percent were neutral.
 - 97 percent strongly agreed or agreed that PSOs have a professional working relationship with Courtroom personnel; one judicial officer was neutral.
- 87 percent strongly agreed or agreed that PSA's Pretrial Services Reports (PSRs) provide sufficient information regarding the arrestee to help judicial officers make appropriate release or detention decisions; 13 percent were neutral.

The results from PSA's latest survey (November 2012) show continued strong satisfaction of Agency performance among Superior and U.S. District Court judges. The 2012 survey included responses from 24 Superior Court and five U.S. District Court judges, close to 40 percent of those asked to participate. All survey respondents rated themselves as "Very Satisfied" or "Satisfied" with the array of services PSA provides the Court and rated information received from PSA as "Extremely Helpful" or "Very Helpful" in decision-making. All respondents also "Strongly Agreed" or "Agreed" that PSA's recommendations for substance abuse treatment placements and more stringent levels of supervision are supported by proper documentation. All respondents also rated PSA's provision of supervision services as "Excellent" or "Good."

PREVIOUS STRATEGIC ENHANCEMENTS

PSA accomplished or is on pace to complete many of the strategic enhancements outlined in the *FY 2008-2013 Strategic Plan*.

Risk Assessment Validation

PSA set the goal of ensuring that its risk assessment instrument considered only factors suggested by local statute or found through empirical research as predictive of failure to appear or rearrest. To meet this strategic goal, in FY 2009, PSA contracted with the Urban Institute and Maxarth to conduct an independent validation of its risk instrument. Study objectives included:

1. Identification of statistically significant and relevant predictors of pretrial risk by defendants considered for pretrial release by judicial officers in D.C. Superior Court and the U.S. District Court for the District of Columbia.
2. Revision of the risk assessment to include identified risk factors appropriately weighted by their correlation to pretrial failure and proper designation of low, medium and high risk categories under appearance in court and public safety matrices.
3. A process review of current PSA risk assessment procedures to determine causes for staff overrides of the assessment tool and other potential issues in implementing the revised instrument.
4. Determination if specific risk factors are more common to higher-risk defendant populations or the commission of violent offenses while on supervision and if these factors should receive more weight in a single risk assessment or be used to create a separate risk assessment tool.

Urban Institute and Maxarth completed their study in June 2012. Their recommended assessment protocol considers nearly twice the number of risk factors as the Agency's current risk assessment and more accurately gauges a wider variety of pretrial misconduct. This would help PSA improve matching of higher-risk defendants with appropriate levels of supervision, enhance identification of defendants who could be released safely with no supervision or minimal monitoring, and promote better pretrial release and detention decision-making.

PSA Management adopted the contractors' recommendations and expects to complete risk assessment implementation in FY 2013.

Expanding Supervision Resources for High Risk Defendants

Under this enhancement, PSA committed to evaluate the utility and feasibility of cutting-edge, evidence-based technologies and practices to improve its supervision of high risk defendants. During the strategic period, PSA implemented or studied supervision technologies such as cellular telephone electronic monitoring, Global Positioning Surveillance (GPS), automated

telephone check-ins, and random drug testing systems as ways to improve its supervision of these defendants.

- ✓ PSA contracted with Abt Associates throughout the strategic planning period to evaluate the relationship between defendant characteristics and supervision and treatment interventions to pretrial outcomes. Abt's research found differences in failure to appear and rearrest rates by supervision type and time under supervision, but these were not statistically significant. The research also confirmed findings from local and national risk assessment studies that lengthy prior criminal histories, persistent drug use, time at residence, and lower employment levels were contributors to misconduct.
- ✓ Cellular electronic monitoring technology bypasses traditional landline telephone service, thus allowing electronic surveillance of higher-risk defendants who do not have landline phone service. GPS location monitoring has broadened PSA's ability to monitor court-ordered stay away (from place and/or person) conditions. The Agency integrated both technologies into its High Intensity Supervision Program (HISP) in June 2008 and in FY2012 incorporated a one-piece surveillance unit that combines RF and GPS technologies.
- ✓ During the strategic planning period, PSA began tracking the subsequent release of defendants initially detained by statute due to charge type, current relationship to the criminal justice system (current probation, parole or pretrial release status) or likelihood to miss scheduled court appearances. In FY 2010, almost 52 percent of initially detained defendants were subsequently released, nearly always to PSA's supervision. Statutory holds issued under D.C. Code Section 23-1322 accounted for 87 percent of initial detention, while cash bonds were used in 8.6 percent of detentions. While financial bonds were used in very few cases, this detention type had one of the lowest rates of subsequent release (19 percent).
- ✓ PSA provides updated PSRs containing information regarding past arrests that did not result in conviction to judicial officers hearing detention matters on violent felonies and felony weapons offenses. These procedures help the courts make more informed decisions regarding continued detention or subsequent release of detained defendants.
- ✓ With the exception of GPS, PSA cannot consistently supervise a defendant's compliance with court-ordered "stay away from locations" conditions. To improve supervision here, PSA now provides stay away information to law enforcement agencies through JUSTIS, the city's coordinated criminal justice database. This allows law enforcement to query JUSTIS to see if an individual has a stay away condition. In addition, based upon these new data, JUSTIS personnel developed a daily report that is distributed to the D.C. Metropolitan Police Department (MPD), providing officers with real-time information.
- ✓ PSA worked with MPD to speed notification of outstanding bench warrants. PSA's Office of Information Technology developed an automated report that includes court information on issued bench warrants and PSA's most current address and telephone information for the

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

- ✓ In FY 2009, PSA launched a pilot project on the use of random drug testing for defendants in New Directions, one of the Agency’s programs for drug-abusing defendants. The purpose of the pilot was to evaluate whether randomly drug testing defendants—rather than using a fixed testing schedule—would improve defendant compliance with drug testing conditions, increase detection of illicit drug use, increase abstinence from substance use or create efficiencies in PSA operations. Based on the encouraging findings from this pilot, PSA extended random testing in FY 2012 to all sanctions-based treatment defendants.

Enhancing Substance Dependence Treatment Resources

Under this enhancement, PSA developed strategies to maximize the effect of substance dependence treatment. This included strengthening PSA’s internal treatment programs and working with the District’s substance dependence and mental health treatment agencies to better respond to the treatment needs of mentally ill and dually-diagnosed defendants.

- ✓ In FY 2009, PSA launched the Support, Treatment, & Addiction Recovery Services (PSA STARS) program. This program allows PSA to provide defendants with a wider array of group offerings and to better match individual treatment needs to special group interventions (an essential, evidence-based practice in substance dependence treatment). Improvements under PSA STARS from the Agency’s previous internal treatment protocol include: a more intensive group treatment regimen to lessen the demand for expensive residential treatment; the inclusion of multiple evidence-based treatment interventions; gender-specific groups; and specialized treatment for defendants with co-occurring substance dependence and mental health issues.
- ✓ In FY 2010, PSA commissioned independent evaluations of the Drug Court and PSA STARS. The first study gauged the Drug Court against national guidelines established by the National Association of Drug Court Professionals. The second evaluation consisted of a qualitative and quantitative review of PSA STARS’s effectiveness in better matching treatment to assessed need and the quality of new intensive group treatment regimens and interventions.

The Drug Court assessment team:

- conducted various interviews with Drug Court staff, PSA Treatment Program and agency leadership, defendants and other members of the Drug Court steering committee, including judicial officers, public defenders and prosecutors;
- administered a structured survey to the Drug Court Steering Committee to better understand the design and elements of the program and protocols;

- completed a literature review on best practices for drug courts and examined the Drug Court program in relation to the standards and research; and
- provided final recommendations based on the assessment to PSA senior leadership.

The contractors also conducted a week-long training for PSA staff on the Drug Court model and provided support to PSA and the Drug Court Steering Committee on how to implement the accepted recommendations. PSA made several of the recommended enhancements to Drug Court protocols, such as providing in-depth staff training on evidence-based practices and contingency management; expanding use of amended sentencing agreements for felony-charged Drug Court defendants; incorporating random drug testing throughout all Drug Court phases; creating a dedicated group of trained Drug Court defense attorneys to provide representation at all Drug Court hearings; establishing direct representation by the assigned PSO at those hearings; and holding additional status hearings and weekly Drug Court case staffing.

The PSA STARS assessment included the following evaluation tasks:

- a literature review of recognized evidence-based practices for intervening with substance abusing adult defendants;
- individual interviews with most PSA Treatment Program staff, leadership, and external stakeholders, including D.C. Superior Court judicial officers;
- focus groups with defendants under PSA treatment/supervision to elicit their feedback on programming and services; and
- data analysis comparing current PSA STARS participants to defendants who participated under PSA's former treatment protocol.

PSA adopted several recommendations from the assessment team, including lengthening the treatment program to 24 weeks from 21 weeks; increasing the number of treatment hours in the early treatment phases to at least nine per week; requiring participation in outside support groups during the final treatment phase; increasing the timeliness and consistency of PSO responses to missed groups; standardizing protocols for treatment group observation and evaluation; and introducing a requirement for a clinical staffing for defendants failing to progress in treatment.

- ✓ In August 2008, Operations and the Office of Research, Analysis and Development (renamed as the Office of Strategic Development in FY 2013) began the first of on-going focus groups of defendants under sanction-based treatment in New Directions and Drug Court. These focus groups were intended to assess defendants' impressions of PSA's in-house treatment programs, identify treatment strategies defendants believed worked best in helping them remain drug-free, and determine the services PSA should provide to help defendants remain drug-free following treatment participation. Since the inception of focus group interviews, participating defendants have consistently rated their treatment experience with PSA as either "good" or "excellent" and have given similarly high ratings to PSA's treatment staff. Among the elements of treatment mentioned as the most effective

at encouraging future sobriety were “talk therapy” groups and interaction with PSA staff, other treatment clients and the Court.

Supervising Serious Traffic Offenses

To meet the requirements of the District of Columbia’s bail law³ to manage persons charged with alcohol and substance dependence-related traffic offenses⁴ when requested by the Court, PSA planned an initiative with the D.C. Superior Court to identify and assess these defendants and promptly link them to community-based treatment services. Of particular priority would be defendants charged with drunken driving offenses who have mental health and/or substance dependence-related issues. PSA supervision would include drug testing, assessment for substance dependence and mental health services, and links to community based treatment.

- ✓ In FY 2010, PSA implemented supervision of defendants participating under the D.C. Misdemeanor/Traffic Court (Drunk Driving) Initiative (DCMTI). DCMTI supervises persons processed in D.C. Misdemeanor and Traffic Court that require drug surveillance, substance dependence treatment or mental health services as conditions of release. Defendants released to DCMTI submit to regular drug surveillance and are connected to community-based treatment and service providers. Since DCMTI’s start in December 2009 to the end of Fiscal Year 2012, the program supervised over 2,800 defendants.

Expansion of Diversion Opportunities

PSA worked with the D.C. Superior Court and the U.S. Attorney’s Office for the District of Columbia to expand diversion opportunities and the types of defendants eligible for these opportunities.

- ✓ In FY 2008, PSA, the D.C. Superior Court, U.S. Attorney’s Office, and local defense bar created the Mental Health Diversion Court (MHDC) to provide an alternative to case processing for appropriate defendants with mental health issues. PSA’s participation in the MHDC included assessing and recommending eligible misdemeanor defendants for participation, providing close supervision and referrals for mental health and substance dependence treatment, and reporting compliance to the court. During FY 2011, the renamed Mental Health Community Court (MHCC) expanded to offer diversion opportunities to defendants charged with certain non-violent felonies. In FY 2012, the MHCC certified 589 defendants and saw 132 defendants graduate and have their cases dismissed. (Graduating defendants included a mix of defendants certified to the court in FY 2011 and preceding fiscal years).

³ D.C. Code 23-1303(a) and 23-1303(h).

⁴ The targeted population for this initiative includes defendants charged with Driving While Intoxicated (DWI), Driving Under the Influence (DUI), and Operating While Intoxicated (OWI), as well as certain other serious misdemeanor offenses in which defendants appear to have substance and/or mental health-related issues.

- ✓ In FY 2012, the D.C. Superior Court expanded the community courts concept citywide, making more defendants under PSA's supervision eligible for diversion opportunities.

Partnership Expansion

Between FY 2008 and FY 2013, PSA pledged to increase its partnerships with local justice, District government and community-based organizations. Effective partnering allows PSA to enhance public safety and build capacity for support services for defendants under pretrial supervision. Through these partnerships, PSA can enhance close supervision to assure that defendants will return to court and not be a danger to the community while on pretrial release.

- ✓ PSA facilitated development of the city's strategic plan for persons involved in the criminal justice system who have serious and persistent mental illness or co-occurring mental health and substance dependence disorders.⁵ The plan included the creation of the Criminal Justice Coordinating Council's Substance Abuse Treatment and Mental Health Services Integration Taskforce (the Taskforce) as the group through which the strategic plan initiatives would be developed and implemented. The strategic plan initiates systemic change for the identification and treatment of individuals with serious and persistent mental illness or co-occurring mental health and substance use disorders, with specific focus on diverting them from the criminal justice system at the earliest point possible while promoting public safety. PSA's Director serves as Co-chair of Task Force, with the Directors of the D.C. Department of Mental Health and the D.C. Addiction Prevention and Recovery Administration.

Since its inception in 2006, this Taskforce has undertaken significant work in planning and coordinating efforts to connect mental health and substance dependence treatment with the criminal justice system. In FY 2009, the Taskforce focused on improving data sharing among stakeholders as a way to accomplish better data collection and analysis and address the many barriers to appropriate information sharing among the justice, mental health and substance dependence treatment systems. Efforts included evaluating the feasibility of data sharing between the District's criminal justice, mental health and substance dependence treatment systems by chronicling the District's data sharing needs and identifying any statutory barriers for individual agencies, Federal and local. Significant strides were made in exploring legislative amendments that, when enacted, enabled more effective transfer of information among participating entities.

- ✓ PSA was a major contributor to the FY 2008 and FY 2011 staging of *Fugitive Safe Surrender (FSS)*, conducted with the U.S. Marshals Service, CSOSA, the U.S. Attorney's Office, Public Defender Service, MPD, the D.C. Office of the Attorney General, and the D.C. Superior Court. This coordinated effort allowed persons that were wanted on outstanding warrants

⁵ The plan was developed with funding from the Bureau of Justice Assistance.

to surrender in exchange for favorable consideration of their case by the court and the prosecuting agency. The combined FSS events yielded 1,300 voluntary surrenders.

- ✓ PSA is an active participant in GunStat, a collaborative District-wide effort aimed at tracking gun cases through the criminal justice system in order to identify trends and system strengths and weaknesses in the handling of these cases. Its goal is to identify and resolve gaps in targeting those who commit gun offenses and in processing them through the local justice system. As a GunStat partner, PSA provides other agencies with updates on targeted defendants and reports on their performance while on pretrial release.

Human Capital Development

PSA is committed to developing and implementing a comprehensive Supervisory Development Program (SDP) and Management Development Program (MDP) to identify the requisite training and continuing learning needs of new supervisory employees. Both the SDP and MDP will use best-practices identified in the public and private sectors.

- ✓ To identify current and needed supervisory staff competencies, in FY 2010, PSA Executive Management funded a “360 Degree Assessment” of management competencies for all supervisors. The assessment included gauging managers on their job-related competencies, developing plans to enhance their ability to manage people effectively, and individual coaching sessions for each participant.
- ✓ In FY 2011, PSA identified job-related competencies for mission critical employees, to include management officials and supervisors in Operations. Office of Human Capital Management (OHCM) staff developed an assessment tool for each position, and PSA office and program areas supervisors administered these tools to mission-critical employees in late FY 2011. PSA began administering the job competency assessments on biannually in January 2013. Work under this project will help PSA identify competency gaps for supervisory employees, enhance existing supervisory training programs, and identify new training needs.

IMPROVED INFORMATION TECHNOLOGY

PSA made several upgrades to its Pretrial Real-time Information System Manager (PRISM) to improve accurate logging of mission critical data, ensure easier reporting to stakeholders, and enhance quality assurance and control. “PRISM 3.0” featured a new diagnostic module for better risk assessment and recommendation capacity. PSA also expanded 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. “PRISM 4.0,” scheduled for full deployment in 2013, will upgrade tracking and 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.

STRATEGIC PLAN DEVELOPMENT

PSA's strategic planning development followed new requirements outlined for Federal agencies. Agency staff involved in planning development also obtained input from PSA's internal and external stakeholders on what they considered the Agency's main strategic objectives and areas for improvement over the next four years. Staff also conducted an environmental scan of PSA's strengths and weaknesses, as well as opportunities and issues within the current and assumed future justice and community environment. Finally, staff used results from PSA staff focus groups and the latest *Federal Employee Viewpoint Survey* to gauge PSA staff's awareness of Agency mission and goals and their willingness to work towards identified strategic goals.

GPRAMA REQUIREMENTS

The Government Performance and Results Act Modernization Act (GPRAMA) of 2010 established new requirements for Federal non-Chief Financial Officer agency strategic plans. The new law revises agency strategic planning requirements under the old Government Performance and Results Act (GPRA) by aligning planning with presidential terms of office, requiring greater cross-agency alignment of goals and programs, and including congressional consultation in the development of the plans. Significant GPRAMA changes incorporated into this *Strategic Plan* include:

- A four-year planning cycle (reduced from the previous GPRA's five-year cycle). The new time period is linked to the beginning of new Presidential terms, with new strategic plans due the first Monday in February of any year following the year in which the term of the President commences.
- A description of how the agency is working with other agencies to achieve its goals and objectives.
- A description of how the goals and objectives incorporate views and suggestions obtained through congressional consultations.
- An identification of those key factors external to the agency and beyond its control that could significantly affect the achievement of the general goals and objectives.
- A description of the program evaluations used in establishing or revising general goals and objectives, with a schedule for future program evaluations to be conducted.

GPRAMA also allows the PSA Director to adjust the plan during the strategic period to reflect significant changes in the environment in which the agency is operating, with appropriate notification to Congress.

During the current strategic planning period, PSA achieved the GPRAMA milestones of designating its Deputy Director as *Chief Operating Officer* (COO) and Director of Strategic Development as *Performance Improvement Officer* (PIO). The COO will provide overall organization management to improve Agency performance and achieve Agency goals through

strategic and performance planning, measurement, analysis, and regular assessment of performance information to improve results. The PIO reports directly to the COO and will support Agency leadership in driving performance improvement efforts through goal-setting, data driven analysis, and cross-Agency collaboration.⁶ In FY 2013, PSA will incorporate other GPRAMA-mandated performance improvements, such as regular performance reviews, linking personnel performance appraisals to organizational priorities, and ensuring transparency of performance information to increase accountability and results.

STAKEHOLDER FEEDBACK

In compliance with GPRAMA requirements, PSA solicited feedback from the Agency's internal and external stakeholders. Internally, PSA obtained feedback from 100 of the 374 employees at the Agency as of October 1, 2011. Key external stakeholders contributing input included:

- District of Columbia Superior Court;
- United States District Court for the District of Columbia;
- Public Defender Service for the District of Columbia;
- United States Attorney's Office;
- Office of the Deputy Mayor for Public Safety;
- Court Services and Offender Supervision Agency;
- District of Columbia Department of Corrections;
- Criminal Justice Coordinating Council;
- District of Columbia Addiction Prevention and Recovery Administration;
- District of Columbia Department of Mental Health;
- District of Columbia Metropolitan Police Department;
- Federal Public Defender for the District of Columbia; and
- Defendants under PSA's supervision.

Stakeholder interviews included the following questions:

What additional or enhanced activities, functions or services would make PSA more effective in accomplishing its mission?

Where do you see PSA in the next 4 years?

What are we doing well? Besides the points mentioned in Question 1, are there other areas where we could improve?

In your opinion, what should be PSA's main strategic objectives over the next four years?

⁶ See OMB Memorandum M-11-31, "Delivering an Effective, Efficient and Accountable Government." August 17, 2011.

Are there specific defendant or community populations that PSA should focus on during the next four years?

Which of your agency's strategic initiatives could PSA help you to achieve? How?

How could PSA be a better partner to your agency?

Are there any potential threats or opportunities you can think of that would help or hinder PSA from becoming a better criminal justice system partner?

Local Partner Feedback:

PSA continues to enjoy a solid reputation among its local partners as an effective and integral criminal justice agency.

Based on stakeholder comments, PSA continues to enjoy a solid reputation among its local partners as an effective and integral criminal justice agency. As one stakeholder observed, “The biggest thing going for [PSA] is your reputation as an Agency. When you say it, you can deliver.” Most stakeholders understood and were complimentary of PSA’s mission and identified goals and objectives. Frequently cited as strengths were the Agency’s willingness to partner with other criminal justice and community agencies, use of data in decision making, capacity to manage public and private data, and sharing of information among appropriate partner agencies. Judicial officers interviewed also mentioned the professionalism of PSA staff that represent the Agency in court and the quality and completeness of PSA reports and notices.

Working with Less:

Stakeholders identified reduced funding and resources as the main threat and a major opportunity during the next strategic period.

The following were the most commonly cited strategic and issue areas by stakeholders:

- 1. Working with less will be the new norm:** Nearly all stakeholders cited decreased funding and reductions in local services as the greatest threats facing PSA in the next strategic period. Most believed budget and resource cuts would mean a slow down or cut back in the level of services the Agency’s partners have come to expect. However, several stakeholders identified “working with less” as an opportunity for the Agency to target its resources to truly high priority areas, encourage collaboration and use of technology to offset reductions, and be the basis for honest discussions with partner agencies about what PSA should and should not be expected to accomplish.
- 2. Agency resources should be targeted to higher-risk defendants:** Consistent with the body of research on evidence-based practices in criminal justice, stakeholders identified improved matching of supervision and service resources to defendant risk level as a strategic point. This would mean targeting the bulk of PSA supervision, treatment and social services provision to those defendants with the highest probability of pretrial misconduct. It also would mean that defendants with high-assessed needs but lower assessed risk would not

receive treatment and services as often. As one stakeholder noted, unless the identified risk level is serious enough, “... sometimes the answer will have to be ‘no’” to funding treatment placements.

3. **“Special” defendant populations will demand attention:** Stakeholders identified several special populations that require closer or more innovative supervision (for example, younger defendants and defendants charged with domestic violence or sex offenses) or additional support services to help meet court-ordered requirements (veterans, the dually-diagnosed, transgendered, or substance dependent).

4. **Collaboration is key:** As one stakeholder noted: “PSA is a vital partner in each of our initiatives.” Most stakeholders believed the Agency should use its position as a strong collaborator to help prioritize goals and objectives among partner agencies and, when appropriate, pool vital resources, particularly access to information and community-based and contractual services. The Agency also should lead efforts with partner agencies to jointly evaluate and set performance goals for contractors and service providers.

Special Populations:

Several defendant populations may require closer or more innovative supervision or additional support services.

5. **Innovation is essential:** Nearly all stakeholders strongly encouraged PSA to incorporate into its operations emerging technologies and evidence-based practices to improve Agency management, enhance defendant risk assessment and risk management, and offset the effects of reduced resources. Among the new technologies stakeholders mentioned were: noninvasive drug testing and alternatives to urinalysis, hybrid GPS/EM electronic surveillance equipment, incorporating social media into defendant supervision, and improved Internet and server-based communications among criminal justice agencies. Stakeholders also were supportive of PSA’s efforts to validate its current risk assessment.
6. **Dually-diagnosed defendants need a more holistic approach to supervision and service delivery:** Stakeholders stressed the growing need for holistic, wrap-around services and integrated substance dependence and mental health treatment for dually-diagnosed defendants. This more integrated approach would involve staffs of PSA, its partner agencies APRA and DMH, and service providers working more collaboratively, with the goal being—as described by APRA stakeholders—perceiving and treating a “co-occurred person,” not someone with separate and distinct issues. Stakeholders cited this more holistic approach as a way to improve services for this population, as well as to enhance coordination among PSA, APRA, DMH, and service providers. Areas targeted under this approach would be supervision and service provision, cross training of staff to increase knowledge and skills in both addiction and mental health, and a shared philosophy on the

interrelationship of chemical dependency and mental health issues as the cornerstone in treatment provision.

ENVIRONMENTAL SCAN

A critical feature of strategic planning is identification of environmental factors that may affect future performance. For its analysis of these potential factors, PSA used the *SWOT Analysis Model* to identify and evaluate the agency, local criminal justice system, and Federal and other national trends. PSA defined SWOT Analysis elements as:

- *Strengths*: characteristics that give PSA an advantage in the current and projected local and national environment.
- *Weaknesses*: characteristics that may place PSA at a disadvantage in the current and projected local and national environment.
- *Opportunities*: external characteristics that heighten PSA's ability to accomplish its strategic enhancements.
- *Threats*: external elements that may hinder accomplishment of strategic enhancements.

Using the SWOT technique, PSA reviewed each of the strategic enhancements suggested by stakeholders and its ongoing and already planned projects to determine which should have the higher priority over the next four years and, of these, which were obtainable. PSA also considered the strengths, weaknesses, opportunities, and threats planning for the achievement of each selected strategic enhancement.

EMPLOYEE SATISFACTION

Recent data from the Office of Personnel Management's *Fiscal Year 2011 Federal Employee Viewpoint Survey* confirmed that staff know and support PSA's mission and goals and understand the significance of the work they accomplish.

Overall, PSA performed well in OPM's Human Capital Assessment and Accountability Framework areas, scoring 73 percent in "Leadership and Knowledge Management," 72 percent in "Talent Management," 72 percent in "Job Satisfaction," and 61 percent in "Results-Oriented Performance Culture."

The survey identified areas of opportunity for PSA management to further enhance and strengthen staff satisfaction. Of the 214 Agency employees participating in the survey (57 percent of PSA's entire staff), 97 percent knew how their everyday work related to PSA's goals and priorities, 94 percent rated their work as "important," and 91 percent knew what was expected of them as employees. Further, 97 percent expressed a willingness to "put in the extra effort to get the job done" and 91 percent noted that supervisors and team leaders treated them and other staff with respect. PSA also showed marked increases from the results of the FY 2010 viewpoint survey in staff responses to the level of motivation and commitment PSA

management generated (a 10 percent increase from FY 2010 to FY 2011, and 23 percent higher than the government wide result), the level of respect for senior leaders (a nine percent increase from FY 2010 to FY 2011, and 25 percent higher than the government wide result), and leadership’s high standards of honesty and integrity (a nine percent increase from FY 2010 to FY 2011, and 19 percent higher than the government wide result).

Survey results also identified areas where PSA could improve upon its human capital development and support. For example, 35 percent of surveyed staff felt that the Agency responded appropriately to poor performers (compared to a 31 percent government wide result) and 42 percent noted that differences in performance were recognized in a meaningful way in their units and offices (compared to a 36 percent government wide result). Forty percent of respondents believed that pay raises depended on job performance (compared to a 24 percent government wide result) and 51 percent agreed that work awards related to job performance (compared to a 44 percent government wide result). Forty-three percent of respondents were satisfied with their opportunities to get better or higher level jobs within the organization (compared to a 40 percent government wide result).

PSA also experienced decreases in positive staff responses from FY 2010 to FY 2011 in several important areas, including staff perception that co-workers cooperate “to get the job done” and satisfaction with PSA’s Work/Life and Health and Wellness Programs (a 13 percent decrease in both areas), recognition received for doing a good job (a seven percent decrease), and the overall quality of the work done by their individual unit (a six percent drop). These mirrored drops in positive staff responses on similar questions for the Federal workforce in general.⁷

LINK TO THE HUMAN CAPITAL MANAGEMENT PLAN

PSA’s Human Capital Plan (HCP) guides the Agency’s internal management and human capital functions in support of mission accomplishment for the same four-year period covered by the Strategic Plan. PSA developed the HCP in concert with the Strategic Plan to ensure support of the Agency’s strategic direction. For the FY 2012 – 2016 planning cycle, OHCM staff participated in strategic planning interviews with stakeholders and in developing the Strategic Plan. OHCM staff then crafted the HCP to respond to the human capital management issues identified by stakeholders and to address changes needed to support each strategic enhancement. In addition, the goals identified in the HCP focus on responding to issues identified in the Employee Viewpoint Survey. Human capital management activities over the next four years include, but are not limited to:

- ✓ fully developing the supervisory and management development plans and other resources for supervisors to ensure that employees are managed effectively and rewarded appropriately for good performance;

⁷ See United States Office of Personnel Management. (2011). *The 2011 Federal Employee Viewpoint Survey: Empowering Employees, Inspiring Change*. Washington, D.C.: OPM. PSA saw continued positive staff responses in the 2012 Survey. The 2011 results are presented here since they were used during the strategic planning period.

- ✓ ensuring that workforce performance is aligned to mission, goals and outcomes;
- ✓ identifying and eliminating recruitment and retention barriers;
- ✓ fostering employee development;
- ✓ hiring or reassigning staff to meet changing needs; and
- ✓ identifying and addressing skill gaps for employees in mission-critical positions.

A copy of the HCP is available on PSA's internal and public web sites.

FY 2012-2016 STRATEGIC ENHANCEMENTS

Based on feedback from its criminal justice and community-based partners, results from its previous strategic and objectives, and anticipated challenges and opportunities over the next four years, PSA identified the following strategic enhancements for fiscal years 2012 through 2016. Consistent with GPRAMA requirements, each enhancement has a “Goal Leader,” an official named by the PSA Director and accountable to lead overall efforts to achieve the enhancement. The Goal Leader will lay out strategies to achieve the enhancement, manage execution, regularly review performance, engage others as needed, and make course corrections as appropriate.⁸

Given the complexity of the underlying issues and the estimated time and resource needed for their success, several enhancements include a “Planning Lead” and “Implementation Lead.” The Planning Lead will coordinate all activities needed to better clarify strategic goal elements and to make realistic and appropriate recommendations for development and integration to the PSA Director or his designee. As official Goal Leader, the Implementation Lead will oversee all activities to implement PSA Director-approved initiatives under each enhancement. The Implementation Lead will be involved in all planning activities to identify and mitigate potential operational issues before actual implementation. As mentioned earlier, OHCM will estimate the human capital resource needs for each enhancement.

FINALIZE AND IMPLEMENT A VALIDATED RISK ASSESSMENT INSTRUMENT

PLANNING LEAD: Strategic Development Senior Analyst

IMPLEMENTATION LEAD: Court Services Program Director

During the strategic period, PSA will improve its identification of defendants that require little or no supervision and those needing higher levels of supervision and services while awaiting trial. Improved classification will allow the Agency to target its supervision and treatment resources to those defendants who are not eligible for detention by statute, but who present a greater probability of failure to appear or rearrest.

Research in the criminal justice field shows that risk assessment and supervision classification are best achieved through an objective, validated instrument.⁹ PSA will continue its work to

⁸ Office of Management and Budget, *Memorandum to Heads of Executive Departments and Agencies: Delivering an Efficient, Effective and Accountable Government*. M-11-31, August 17, 2011.

⁹ Van Nostrand, M. (2007). *Legal and Evidence-based Practices: Application of Legal Principles, Laws and Research*. Washington, D.C.: National Institute of Corrections. Bonta, J., & Hanson, R. (1995). *Violent recidivism of men released from prison*. Paper presented at the 103rd Annual Convention of the American Psychological Association, New York, NY. Brizer, D. (1989). Grove, W.M., Zald, D.H., Lebow, B.S., Snitz, B.E. and Nelson, C.. (2000). Clinical versus mechanical prediction: A meta-analysis. *Psychological Assessment*, 12:19-30. “Introduction: Overview of current approaches to the prediction of violence.” In D. Brizer & M. Crowner (Eds.), *Current approaches to the prediction of violence*. Washington, D.C.: American Psychiatric Press, Inc. Cormier, R. B. (1997). Gottfredson, S. (1987). “Prediction: An overview of selected methodological issues.” In Gottfredson, D. & Tonry, M. (Eds.), *Prediction and Classification*

formalize an improved and validated risk assessment scheme. Besides better classification of low, medium and higher-risk defendants at initial appearance, the risk assessment will allow PSA to gauge risk throughout the supervision period and adjust case management levels accordingly. In addition, the scheme'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.¹⁰

Full risk assessment implementation should occur by FY 2014. Major milestones during the implementation phase will be:

- completion of required PRISM updates and revisions to support the new instrument;
- discussions with major stakeholders about the new assessment;
- completion of supporting operational procedure; and
- staff training on the new instrument.

A final implementation step will be an impact review conducted by Strategic Development and Operations staff to gauge the effect of the new instrument on PSA recommendations, defendant assignments to supervision and non-supervision categories, failure rates, and staff and stakeholder opinions about the new assessment procedure.

EXPLORE EVIDENCE-BASED SUPERVISION TECHNIQUES TO REDUCE RECIDIVISM AMONG YOUTHFUL DEFENDANTS

PLANNING LEAD: Strategic Development Analyst

IMPLEMENTATION LEAD: Supervision Program Director

Defendants between 18 and 26 years old make up 30 percent of PSA's supervised population. According to data used for the Agency's ongoing risk validation research, these young defendants tend to exhibit many of the factors associated with continued recidivism. For example, 75 percent do not have a high school diploma or GED, 88 percent are unemployed, 41 percent self-admit to using illicit drugs, and 64 percent have unverified or unstable residences. Twenty-seven percent of these defendants have previous criminal histories: 20 percent have previous felony convictions, 25 percent have previous misdemeanor convictions, and 18 percent are on probation or parole while under PSA supervision. Nearly a third are charged with a violent crime.

(pp. 21-51). Chicago, IL: University of Chicago Press. Howe, E. (1994). "Judged person dangerousness as weighted averaging," *Journal of Applied Social Psychology*, 24(14), 1270-1290. Litwack, T., Kirschner, S., and Wack, R. (1993). "The assessment of dangerousness and predictions of violence: Recent research and future prospects," *Psychiatric Quarterly*, 64(3), 245-271. Wolfe, R. (2007). *Expanding the Use of Problem Solving*. Washington, D.C.: Center for Court Innovation. p. 3. Andrews, D.A., Bonta, J. and Hoge, R.D. (1990). *Classification for effective rehabilitation: Rediscovering psychology*. *Criminal Justice and Behavior*, 17(1): 19-52.

¹⁰ For example, MPD has created a "gang affiliation" designation for persons who are verified as street gang members or as having affiliations to these gangs. The Department believes this is a strong indicator of individuals likely to be involved in future homicides.

Addressing “dynamic” criminogenic factors early in an individual’s development can reduce future recidivism by 10 to 30 percent.¹¹ During the strategic period, 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. Strategies for consideration will include, but not be limited to, *cognitive behavioral therapy, mentoring, and motivational interviewing.*

Cognitive behavioral therapy (CBT) addresses dysfunctional behavior through goal-oriented, systematic case manager-defendant interactions and instruction. CBT is based on the scientifically supported assumption that most emotional and behavioral reactions—especially deviant behaviors that lead to crime—are learned. Therefore, CBT helps clients *unlearn* their unwanted reactions and learn a new way of reacting. Changing how an individual thinks can minimize these behaviors, even if the individual’s environment and situation does not change. Under CBT, case managers seek to learn and clarify supervised defendants’ goals, then help these individuals determine how best to achieve them. The case manager’s role is to listen, teach, and encourage, while the defendant’s role is to express. Besides addressing a root cause of recidivism among younger defendants, CBT has the added advantage of being applicable in short-term and limited supervision settings, such as the pretrial stage.

Motivational Interviewing (MI) is another defendant-centered, goal-oriented approach, with the objective to increase a person’s motivation for behavior change and to strengthen that commitment to change.¹² Through reflective listening, the case manager establishes a collaborative relationship with the defendant, evoking the defendant’s intrinsic motivation and commitment to change. Similar to CBT techniques, MI can be used effectively in limited supervision settings. For example, *motivational enhancement therapy* is a four-session intervention designed to promote intrinsic motivation. This brief intervention combines motivational interviewing with defendant feedback derived from standardized assessment tools.

Mentoring incorporated into adult case management also has shown promise, albeit in limited settings. For example, CSOSA created a “Mentoring Initiative” that links offenders with concerned members of the faith community who offer support, friendship, and assistance during the difficult period of re-entry. Since 2002, CSOSA’s Mentoring Initiative has certified 164 faith institutions as mentor centers, recruited and trained more than 600 volunteer mentors, and referred 1,322 offenders for mentor matches. Preliminary research suggests that offenders who participate in the program incur fewer technical violations, have fewer positive drug tests, and are less likely to be rearrested the longer they remain actively engaged with a mentor.

¹¹ Bonta, J., and Hanson, R. (1995). Andrews, D.A., Zinger, I., Hoge, R.D., Bonta, J., Gendreau, P. and Cullen, F.T. (1990). *Does correctional treatment work? A psychologically informed meta-analysis.* *Criminology*, 28:369-404. Bureau of Justice Statistics. (2003). *Reentry trends in the United States.* Washington, D.C.: U.S. Department of Justice. Gendreau, P., French, S.A. and Gionet, A. (2004). *What works (what doesn’t work): The principles of effective correctional treatment.* *Journal of Community Corrections*, 13:4-30. Wormith, J.S. (1984). *Attitude and behavior change of correctional clientele.* *Criminology*, 22:595-618.

¹² Miller, W.R., & Rollnick, S. (2002). *Motivational interviewing: Preparing people for change.* New York, NY: Guilford Press.

Further, research on mentoring in the juvenile justice field suggests that it could be a promising supervision technique for youthful defendants.

PSA's proposed mentoring initiative would use volunteer Agency staff and community volunteers to build strong positive values and provide accessible role models for pretrial defendants. Through regular communication, coaching, moral support and guidance, mentors will assist defendants in their growth and help connect them to community-based resources that can help break the cycle of recidivism.

During the strategic period, the Planning Lead will oversee Agency efforts to assess CBT, MI, mentoring and other potential recidivism-reduction techniques. This will include determining the extent to which PSA now employs these techniques in its supervision and treatment procedures and identifying for replication successful recidivism-reduction programs in the pretrial and community corrections fields. The expected milestone here is a report to the PSA Director by June 2013 outlining suitable techniques and suggested strategies for implementation. Within 90 days of the PSA Director's final approval, the Implementation Lead will submit project plans on integrating appropriate recidivism reduction techniques into current PSA supervision and treatment protocols. Each plan will detail the training, policy, and human capital revisions needed for each new technique.

IMPROVE MONITORING OF DUALY-SUPERVISED DEFENDANTS

PLANNING LEAD: Policy and Program Development Manager

IMPLEMENTATION LEAD: Associate Director, Operations

Nearly 18 percent of PSA-supervised defendants also are on probation or parole, usually monitored by CSOSA.¹³ In addition, nearly half of the current 980 youths under supervision to the District of Columbia Department of Youth Rehabilitation Services (DYRS) are at least 18 years old, making them eligible, if arrested again, for adult supervision.¹⁴ To ensure better compliance by dually-supervised defendants and reduce the likelihood of technical violations due to duplicative conditions, PSA will coordinate its supervision and services with those of other supervising agencies—primarily CSOSA and DYRS. Objectives here will be reduction of duplicate supervision and service provision, better communication between case managers, regular reporting of defendant compliance to all supervising agencies, and improved management of all agencies' resources. Milestones under this strategic goal will include:

- Implementation of procedures outlined under a Memorandum of Agreement between PSA and DYRS on supervising defendants under both agencies' supervision. These include convening of regular meetings between the agencies to improve collaboration, annual cross training of staff, and permissible information exchange.
- Revising the PSA/CSOSA's joint Policy Statement on dual supervision of pretrial defendants and supervised offenders.

¹³ Information taken from the data set used for PSA's risk assessment validation research.

¹⁴ From strategic planning interview with the District of Columbia Deputy Mayor for Public Safety.

- Improved data sharing between PSA's PRISM and CSOSA's SMART systems and regular case planning conferencing between case managers sharing supervision.
- Coordination of identical supervision requirements among multiple supervision agencies, such as drug testing, case manager reporting, and electronic surveillance.

CREATE A TECHNOLOGY ADVISORY COMMITTEE TO ASSESS AND RECOMMEND EMERGING TECHNOLOGIES IN MISSION CRITICAL AND WORK MANAGEMENT AREAS

LEAD: Policy and Program Development Manager

PSA has been a consistent leader in the use of new technologies in the pretrial field; developing the first automated pretrial diagnostic and case management information system, becoming the first pretrial agency to add immunoassay drug testing to its risk assessment and supervision procedures, and adding cellular electronic monitoring and GPS surveillance to high-risk defendant supervision. To continue its leadership role and to realize potential cost savings through increased automation, PSA will take a more proactive approach during the strategic period to identify, assess, and incorporate emerging and field-appropriate technologies. A Technology Advisory Committee, comprised of Office of Information Technology, Research, Analysis and Development, and Operations staff, will investigate and recommend to PSA Management the latest diagnostic, supervision, treatment and work management technologies to help the Agency meet its mission, goals and objectives more efficiently and less expensively. Priorities here will be technologies that foster:

- speed and accuracy of risk assessment results;
- alternatives to urinalysis drug testing, particularly techniques that are less invasive or noninvasive;
- random drug testing techniques;
- biometric and fingerprint identification of defendants;
- geographically-based reporting options for lower risk defendants;
- detection of emerging drugs of abuse within the defendant population;
- state-of-the-art forensic techniques and practices;
- effective cross-agency and cross-jurisdictional sharing of defendant information;
- expansion of staff telework options;
- faster and more accurate logging of Agency operational data;
- use of Agency data for research, evaluation and strategic decision-making;
- use of social media for defendant supervision;
- supervision of higher-risk conditions such as curfews and stay away orders; and
- automated communication with partner agencies regarding defendant compliance.

INVESTIGATE EFFECTIVE SUPERVISION OPTIONS FOR SPECIAL POPULATIONS

PLANNING LEAD: Strategic Development Analyst

IMPLEMENTATION LEAD: Supervision Program Director

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. Unfortunately, there is little existing information on these populations or about how best to supervise them pretrial. For example, PSA only recently has tracked the number of veterans under its supervision, with 552 veterans identified from November 2010 to August 2012. 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 defendants charged with sex offenses.

During the strategic period, the Planning Lead will determine the proportion of PSA-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. By December 2013, the Planning Lead will issue findings from the analysis and appropriate recommendations to the PSA Director. Within 90 days of the PSA Director’s final approval, the Supervision Program Director will submit project plans on integrating appropriate supervision options into current PSA supervision and treatment protocols. Each plan will detail the training, policy, and human capital revisions needed for each new supervision option.

PROMOTE INCREASED COLLABORATION WITH THE DISTRICT’S ADDICTION PREVENTION AND RECOVERY ADMINISTRATION AND DEPARTMENT OF MENTAL HEALTH TO IMPROVE COMMUNITY-BASED SUBSTANCE DEPENDENCE AND MENTAL HEALTH SERVICES AND SUPPORT

LEAD: Treatment Program Director

Illicit drug use and mental health issues are closely associated with pretrial failure. PSA outcome measure data from fiscal years 2009 to 2012 show that drug-using defendants have two to three times higher rates of FTA and rearrest than non-users. Defendants identified with mental health issues have seven percent higher FTA rates and eight percent higher rearrest rates than other defendants. PSA’s efforts during the current strategic period were aimed at strengthening the Agency’s internal assessment, supervision and service provision to better address these dynamic factors. These efforts have yielded success not only in reducing drug usage among supervised defendants but also in controlling rates of pretrial failure. For example, performance measure data for FY 2012 show that 85 percent of defendants placed into

substance dependence treatment experienced a reduction in drug use while supervised. Treatment-supervised defendants recorded lower FTA (nine percent versus 11 percent) and rearrest (six percent versus 11 percent) rates than other supervised defendants. The FTA rates for supervised mentally ill defendants dropped by four percent from FY 2008 to FY 2012.

During the strategic period, PSA will focus on enhancing partnerships with the District's substance dependence and mental health services coordinating agencies through the CJCC Substance Abuse Treatment and Mental Health Services Integration Taskforce (the Taskforce) to improve community-based services and support. The objective here will be to adopt a "behavioral treatment client" approach that treats the whole person, not just individual issues. This approach would promote better coordination of assessment and treatment resources, communication among PSA, APRA and DMH, and data sharing on treatment vendor compliance with local certification standards, and contract obligations.

Through work with its Taskforce partners, PSA will define the following objectives to improve collaboration:

- Development of a joint "report card" of substance dependence and mental health services providers' performance in managing pretrial defendants and adhering to local treatment and service provision standards.
- Establishment of agreements among partner agencies to use each other's substance dependence and mental health assessments for treatment placements, where appropriate.
- Continuation of treatment and services following case disposition, particularly through APRA's Recovery Support Services.
- Greater use of private and public health insurance options.
- Increased data sharing between partner agencies, especially on the defendant's status with the criminal justice system and treatment compliance.
- Identifying and addressing statutory or procedural barriers to better collaboration.

ESTABLISH AGENCY-WIDE QUALITY CONTROL/QUALITY ASSURANCE PROCEDURES

LEAD: Strategic Development Director

During the current strategic period, PSA approved a policy statement mandating each Agency office and program area to draft a quality assurance (QA) plan to cover all identified mission critical work. Each *QA Plan* will:

- Identify each office and program area's core work functions.
- Verify that standards for acceptable quality of work within these functions are well defined in office or program area policy and procedure.
- Identify the staff within the office or program area responsible for all aspects of quality assurance.

In the next strategic period, each Agency office and program area will submit by January 2013 an updated QA Plan for the PSA Director's approval. In addition, the Goal Leader will investigate and recommend to PSA Management other appropriate quality assurance and quality control techniques.

INCORPORATE EVIDENCE-BASED PRACTICES

PLANNING LEAD: Director, Strategic Development

IMPLEMENTATION LEAD: Associate Director, Operations

The application of evidence-based practices (EBPs) could potentially revolutionize the field of pretrial services. Pretrial services programs across the country are looking to apply these practices in hopes of seeing tangible results in the form of increased release rates, while maintaining or improving appearance and safety rates. Yet the revolution seems stalled as pretrial services agencies ponder questions about the applicability of post-conviction EBPs to achieving their outcomes: ensuring a defendant's appearance in court and protecting the community from crime. There are significant issues to consider: Do post-conviction evidence-based practices that were developed to reduce long-term recidivism rates impact these unique pretrial outcomes? And does the application of post-conviction supervision EBPs infringe on the constitutional rights of individuals not convicted of a crime?¹⁵

Research in criminal justice over the past decade has identified several evidence-based practices (EBPs) tied to reducing future criminality by defendants and offenders. These are defined as processes and tools shown through the breadth of research and knowledge to improve community supervision and correctional outcomes, such as reduced recidivism.¹⁶

PSA is committed to adopting evidence-based principles in all mission critical and work management areas. Under this strategic goal, the Agency would identify ways to further become an *evidence-based organization*, one that consistently achieves outcomes through effective problem solving and decision-making. Identifying and incorporating current and emerging EBPs would enhance PSA's ability to classify and manage pretrial misconduct, even with reduced resources. Besides the Agency's continued work in risk assessment validation and research on substance dependence treatment best practices, milestones here will include:

¹⁵ Cadigan, T. (2008). "Evidence-based Practices in Federal Pretrial Services" *Federal Probation*. p. 87.

¹⁶ Criminal Justice Institute. (2004). *Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention*. Washington, DC: National Institute of Corrections. Van Nostrand, M. and Keebler, G. (2007). "Our Journey Toward Pretrial Justice." *Federal Probation*, Volume 71, Number 2 pp. 20-25. The Pew Center on the States. (2008). *Putting Public Safety First: 13 Strategies for Successful Supervision and Reentry*. Washington, D.C.: The Pew Charitable Trust. Evidence-based practices include: using actuarial risk and needs assessments; incorporating enhanced intrinsic motivation in community supervision; targeting supervision interventions to assessed risk and needs levels; prioritizing supervision and treatment resources for higher risk offenders; responsiveness to defendant/offender temperament, learning style, motivation, culture, and gender; structuring 40-70 percent of high-risk individual's time for three to nine months; using Cognitive Behavioral treatment methods; increasing positive reinforcement; engaging ongoing support in natural communities; measuring relevant processes and practices; and providing measurement feedback.

- Presenting information on EBPs regularly to PSA management for use in policy and program development.
- Investigating the applicability of the Evidence-based Practices Skills Assessment,¹⁷ the Rasch Model Analysis of Evidence-Based Treatment Practices¹⁸ or other assessment tool to gauge the extent to which PSA staff demonstrates the skills needed to successfully implement EBPs.
- Partnering with other criminal justice agencies devoted to EBP research and evaluation, such as The Center for Evidence-Based Crime Policy (CEBCP) and the BJA Center for Program Evaluation and Performance Measurement.

¹⁷ Ameen, C.A., Loeffler-Cobia J., Clawson, E. and Guevara M. (2010). *Evidence-Based Practice Skills Assessment for Criminal Justice Organizations*. Washington, DC: National Institute of Corrections.

¹⁸ Henderson, C.E., Taxman, F.S., Young, D.W. (2008). "A Rasch Model Analysis of Evidence-Based Treatment Practices Used in the Criminal Justice System." *Drug and Alcohol Dependency* 93 (1-2), pp. 163-175.

CONCLUSION

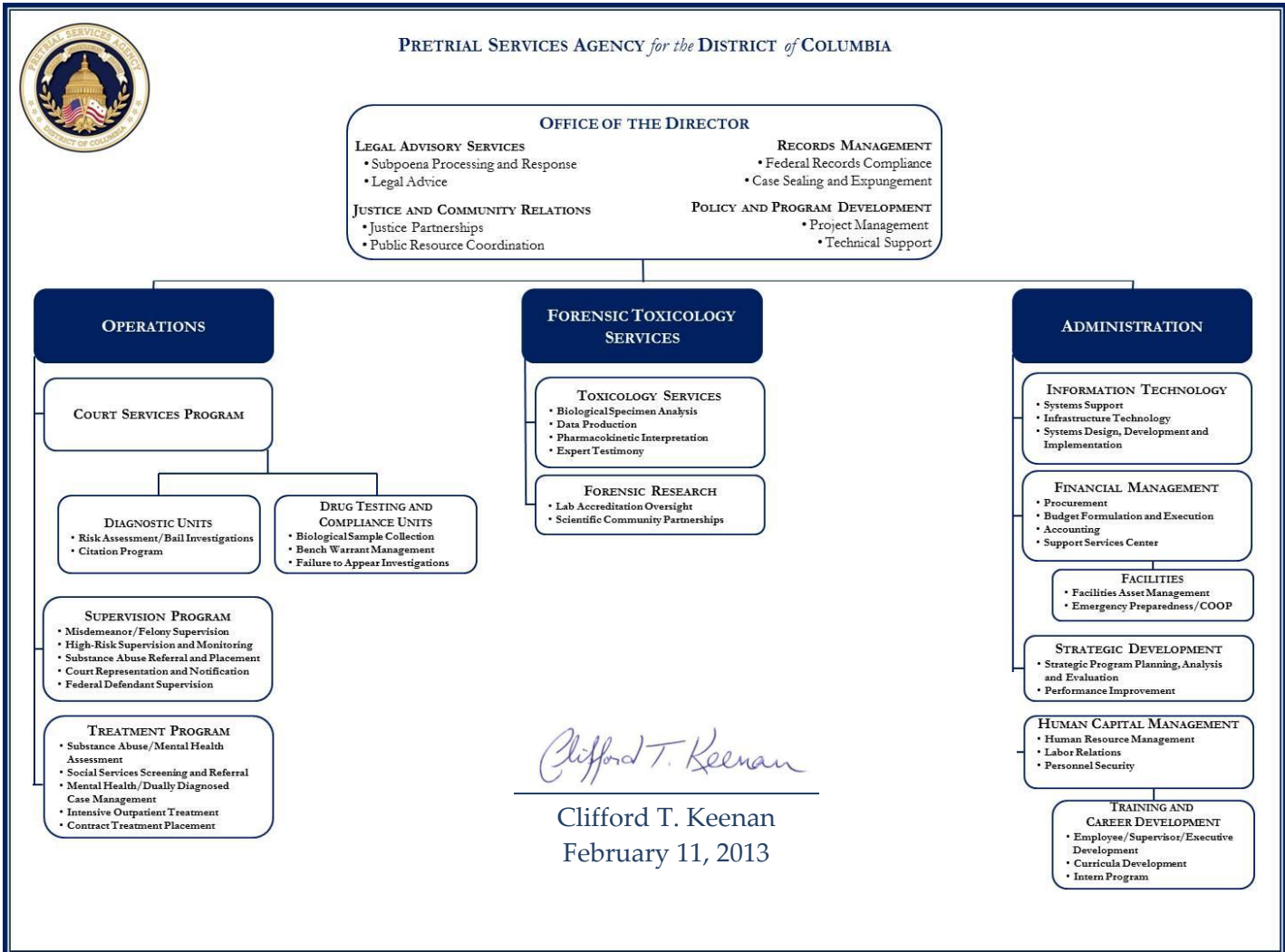
An evidence-based organization consistently develops and uses processes for systematically identifying, appraising and acting on objective data as the basis for effective problem solving, decision-making and concurrent outcomes assessment. This approach combines benchmarks, judgment and organizational values as the basis for demonstrating improved outcomes... What makes an evidence-based organization stand out among its competitors is the clarity among all members about the organization's purpose, vision and operations, as well as a commitment from each member to help reduce gaps between current and desired outcomes. An evidence-based organization is about making it real as well as getting it right.¹⁹

The FY 2012-2016 strategic period presents clear challenges. PSA may have fewer resources available—either direct or through its community-based partners—to manage not only the current defendant population, but future defendant groups with potentially more varied risks and needs. PSA must continue to make effective supervision of higher-risk defendants a priority, but better refine its risk assessment, supervision, and treatment protocols to identify and manage this group. Substance dependence and mental health issues will remain major risk and needs factors and demand more collaborative and innovative responses from PSA and its treatment partners. However, the future also offers several potential opportunities. The Agency has the chance to better target its focus and resources towards truly mission-critical areas. New technologies may allow more effective and efficient risk assessment, supervision, and treatment at costs that are more reasonable. Finally, PSA's stakeholders and partners are committed to improving the quality of pretrial justice in the District of Columbia and are willing to continue and enhance meaningful collaborations in this area.

Most importantly, PSA brings to bear the strength of 45 years of excellent service to the District of Columbia, a strong sense of mission and purpose, a dedicated and professional staff, and a reputation for collaboration and cooperation with other justice partners. Since becoming a Federal agency, PSA has sharpened its mission and vision and has focused on being driven by performance and measured by results. PSA's strategic initiatives will be the catalysts with which to focus the Agency's strengths and opportunities to meet future challenges and issues and to continue PSA's continuing development as an evidence-based organization.

¹⁹ Walter, M. (2008). "Evidence-Based Organization: Using Alignment and Affiliation to Create Excellence in Outcomes." *Trustee Magazine*, April 2008.

APPENDIX A: AGENCY ORGANIZATIONAL CHART



APPENDIX B: OUTCOME AND PERFORMANCE MEASURE DIAGRAM

OUTCOMES

- 1: Percentage of Defendants Rearrested for Violent or Drug Crimes During the Period of Pretrial Supervision**
- 2: Percentage of Cases in Which a Defendant Failed to Appear for at Least One Court Hearing**
- 3: 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**

GOAL 1: ASSESSMENTS AND RELEASE RECOMMENDATIONS	GOAL 2: MONITORING AND SUPERVISION OF RELEASED DEFENDANTS	GOAL 3: INTEGRATING TREATMENT INTO SUPERVISION	GOAL 4: PARTNERSHIPS
<p>1.1: Percentage of defendants who are assessed for risk of failure to appear and rearrest.</p> <p>1.2: Percentage of defendants for whom PSA identifies eligibility for appropriate appearance and safety-based detention hearings</p>	<p>2.1: Percentage of defendants who are in compliance with release conditions at the end of supervision.</p> <p>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.</p>	<p>3.1: Percentage of referred defendants who are assessed for substance abuse treatment</p> <p>3.2: Percentage of eligible assessed defendants placed in substance abuse treatment programs</p> <p>3.3: Percentage of defendants who have a reduction in drug usage following placement in a sanction-based treatment program</p> <p>3.4: Percentage of defendants connected to educational or employment services following assessment by the Social Services and Assessment Center</p> <p>3.5: Percentage of referred defendants who are assessed or screened for mental health treatment</p> <p>3.6: Percentage of service-eligible assessed defendants connected to mental health services</p>	<p>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</p>

NOTES

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