

**COURT SERVICES AND OFFENDER
SUPERVISION AGENCY
FOR THE DISTRICT OF COLUMBIA**



“DRAFT”

**CONGRESSIONAL BUDGET JUSTIFICATION
AND PERFORMANCE PLAN/REPORT
FY 2007**

AS OF MONDAY, JANUARY 30, 2006

Court Services and Offender
Supervision Agency

**Community Supervision
Program**



Annual Performance Budget
Fiscal Year 2007

February 6, 2006

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**COURT SERVICES AND OFFENDER SUPERVISION AGENCY
FOR THE DISTRICT OF COLUMBIA
Fiscal Year 2007 Budget Estimate**

Community Supervision Program

	Perm Pos.	FTE	Amount \$(000)
FY 2006 Appropriation	914	914	129,360
Congressional Rescission			-1,294
FY 2006 Enacted Budget	914	914	128,066
Adjustments to Base:			
Annualization of FY 2005 RSC Positions	0	0	3,428
FY 2007 Pay Raise	0	0	2,128
General Price Increase	0	0	1,835
Total ATB	-	-	7,391
2007 BASE	914	914	136,751
Program Changes:			
Total Changes	-	-	7,391
FY 2007 Request	914	914	135,457
Percent Increase over FY 2006 Enacted Budget:	0%	0%	6%

The Community Supervision Program (CSP) constitutes the probation and parole system for adult offenders sentenced under the DC Code or accepted for interstate supervision. The CSP, through its Community Supervision Services Division (CSS), enforces the requirements of supervision and provides related support services coordinated through a comprehensive case management system. CSP's commitment to CSOSA's public safety and crime reduction mission is expressed through the close supervision of offenders released to the community on probation, parole, and supervised release, as well as through the provision of timely and accurate information to decision-making authorities throughout the criminal justice system.

Program Purpose and Structure

Mission and Goals

As articulated in our Strategic Plan, CSOSA's mission is to increase public safety in the District of Columbia. It does this by enhancing decision-making throughout the criminal justice system and providing effective community supervision of released offenders. The Pretrial Services Agency (PSA) has a separate strategic plan specific to its mission and role within the criminal justice system. PSA supports CSOSA's overall objectives.

Two strategic goals support CSOSA's mission. The first goal targets **Public Safety**:

- *Prevent the population supervised by CSOSA from engaging in criminal activity by establishing strict accountability and substantially increasing the number of offenders who successfully reintegrate into society.*

The second goal targets the **Fair Administration of Justice**:

- *Support the fair administration of justice by providing accurate and timely information and meaningful recommendations to criminal justice decision-makers.*

These goals shape CSOSA's, and specifically CSP's, vision for the District of Columbia and are the foundation of its programmatic activities. To translate these goals into operational terms, CSOSA has adopted four Critical Success Factors (CSFs) that define the key activities through which these goals will be achieved:

1. *Risk and Needs Assessment* – Establish and implement (a) an effective risk and needs assessment and case management process, including regular drug testing, to help officials determine whom it is appropriate to release and at what level of supervision, including identification of required treatment and support services, and (b) an ongoing evaluation process that assesses an offender's compliance with release conditions and progress in reforming behavior so that further interventions can be implemented if needed;
2. *Close Supervision* – Provide close supervision of offenders, including immediate graduated sanctions for violations of release conditions and incentives for compliance;
3. *Treatment and Support Services* – Provide appropriate treatment and support services, as determined by the needs assessment, to assist offenders in reintegrating into the community; and
4. *Partnerships* – Establish partnerships with other criminal justice agencies, faith institutions, and community organizations in order to facilitate close supervision of the offender in the community and to leverage the diverse resources of local law enforcement, human service agencies, and other local community groups.

CSP has organized both its budget and its system of performance measurement according to the CSFs since the Agency's inception. Because the CSFs define the program's core operational priorities, any new programmatic initiative must enhance functioning in at least one of these four areas. Critical administrative initiatives are essential to operations but cannot be specifically allocated to a CSF.

Performance Outcomes

CSP is making a lasting contribution to the District of Columbia community by improving public safety and enabling offenders to become productive members of society. **CSP has established one long-term outcome related to improving public safety: decreasing recidivism among the supervised population.** CSP defines recidivism as conviction for a new offense or revocation that results in the offender's loss of liberty. **In addition, CSP has established four intermediate outcome measures for its offender population: rearrest, drug use, employment/job retention, and education.** Progress in these areas will translate into improved public safety in the District. The following sections discuss progress toward each of the critical outcomes.

Progress Toward Intermediate Outcomes

Rearrest: Rearrest is a commonly used indicator of criminal activity among offenders on probation, parole, and supervised release. As offenders establish non-criminal ties to the community through employment and pro-social relationships, they are less likely to be rearrested.

CSP began studying parole rearrest in FY 1999. In that year, the number of rearrests equated to approximately 27 percent of the average monthly active and monitored parole population. That percentage decreased by 7 percentage points in the subsequent two years; in FY 2001, the number of rearrests equated to approximately 20 percent of the average monthly population. When the numbers are corrected to exclude multiple arrests of the same person, the percentage drops to 16 percent of the average monthly population. A 16 percent rearrest rate held constant throughout FY 2000 and FY 2001.

In FY 2002, the rate of parole rearrest dropped to 14 percent of the total supervised parole population. Initial probation data also became available through SMART. The rearrest rate for probationers was higher; approximately 21 percent of all probationers were rearrested in FY 2002. The combined FY 2002 arrest rate for the total population was 18 percent.

In FY 2003, the rate of parole rearrest rose slightly, to 17 percent of the total supervised parole population. However, probation rearrest dropped significantly, from 21 percent of the supervised population to 13 percent. The combined FY 2003 arrest rate for the total population was 15 percent. In FY 2004, 3,246 offenders, or 18 percent of the population under supervision, were rearrested. This breaks down as 13 percent of probationers and 21 percent of parolees.

In FY 2005, both probation and parole rearrest rates increased. The probation rate rose to 17 percent of the supervised population, while the parole rate rose to 22 percent. A total of 3,588 offenders, or 19 percent of the supervised population, were rearrested.

Available rearrest statistics are summarized in the following table:

Percentage of Supervised Population Rearrested, FY 1999 – FY 2005

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005
Probation	NA	NA	NA	21%	13%	13%	17%
Parole	27%*	16%	16%	14%	17%	20%	22%
Combined	NA	NA	NA	18%	15%	18%	19%

* Data includes multiple arrests of a single person.

Technical Violations: If CSP supervision is effective, the number of violations of release conditions (“technical” violations, as opposed to new criminal activity) should decrease. As CSP implements an aggressive policy of closely monitoring compliance with release conditions and sanctioning every instance of non-compliance, we expect that initially, the number of reported violations will rise. Reduced caseloads have enabled closer monitoring, and more violations will be detected. Over time, however, the certainty of sanctions should provide a disincentive for offenders to continue violating their release conditions; violations should also decrease among offenders who have received treatment and other programming. CSP has therefore adopted as its measure the rate of offenders accumulating multiple technical violations in a given fiscal year.

Initial data audits revealed that during the last six months of FY 2002, approximately 1,000 offenders accumulated three or more technical violations. A total of 3,285 violations were entered into SMART during this period. While this data indicates that violations are being recorded, most of the entries (62 percent) were made in the last quarter of the fiscal year.

In FY 2003, a total of 22,290 violations were entered in SMART. Approximately 11 percent of the supervised population, or 2,430 offenders, accumulated three or more violations.

In FY 2004, a total of 42,096 violations were entered in SMART. In the same period, 3,206 offenders, or 15 percent of the supervised population, accumulated three or more technical violations. Within this group, the mean was just over 4 violations per offender.

In FY 2005, a total of 60,439 violations were entered in SMART, and 6,305 offenders, or 34 percent of the supervised population, accumulated three or more technical violations. Within this group, the mean was about 6 violations per offender. It is unclear whether this significant increase from FY 2004 indicates an increase in violating behavior or increased rigor on the part of Community Supervision Officers in detecting, recording, and sanctioning violations.

Technical Violations Data Summary, FY 2003 – FY 2005

	FY 2003	FY 2004	FY 2005
Violations recorded in SMART	22,290	42,096	60,439
Percent of Supervised Population with 3 or More Violations	11%	15%	34%

Drug use: Given that approximately 70 percent of offenders under CSP supervision have a history of substance abuse, and given the well-documented correlation between criminal activity and the use of drugs, it is critical that drug use be reduced among the population under supervision.

CSP implemented an Agency-wide drug testing policy in September 2000. This policy states CSP's "zero tolerance" policy toward offender drug use and defines the schedule under which eligible offenders will be drug tested. Offenders can become ineligible for testing (other than initial testing at intake) for a variety of administrative reasons, including change to warrant status, case transfer to another jurisdiction, rearrest, and admission to treatment (at which point testing is done by the treatment provider). The policy was revised in August 2005 to include implementation of random testing for offenders who do not have histories of drug use and establish a record of negative tests.

In FY 2000, CSP did not establish a baseline against which FY 2001 results could be measured because the new policy was under development. However, approximately 61 percent of the active supervision population was tested at least once per month in FY 2001. Of these, approximately 31 percent tested positive at least once.

In FY 2002, more precise measurement was conducted of the candidate pool yielding the majority of drug tests: offenders under general supervision for at least 30 days (and for whom general supervision was their only assignment during the fiscal year). Of the 6,114 offenders meeting these criteria, roughly 66 percent were drug tested at least once during the fiscal year. Approximately 58 percent of the tested population reported at least one positive during the year.

In FY 2003, approximately 6,032 offenders met the criteria for testing. Of these, approximately 64 percent reported at least one positive during the year. In FY 2004, 51 percent of the tested population reported at least one positive drug test; 55 percent reported at least one positive alcohol test. In FY 2005, drug usage appeared to decline. Approximately 48 percent of the tested population reported at least one positive drug test (excluding alcohol); approximately 52 percent of the supervised population reported at least one positive drug or alcohol test.

Drug test results are summarized in the table below.

Percentage of Tested Population Reporting at Least One Positive Drug Test (including alcohol)

	FY 2002	FY 2003	FY 2004	FY 2005
Offenders with at least one positive drug test	58%	64%	55%	52%

Job Retention: Through the learning labs, CSP works with its partners in the community to develop employment opportunities for offenders. The performance objective is to increase the percentage of the offender population that remains employed over time. Continuous employment contributes to the offender’s residential stability, generally results in increased wages, and improves his or her family and social relationships.

In FY 2001, CSOSA estimated that 58 percent of the average monthly population under supervision was employed (based on a manual data sample). During FY 2002, using SMART data, 61 percent of the supervised population reported employment on the sample date of September 30, 2002.

In FY 2003, approximately 60 percent of the supervised population reported continuous employment (that is, no periods of unemployment) during the fiscal year.

In FY 2004, approximately 55 percent of the active population was employed as of November 19, 2004, the date for which end-of-year statistics were run.

Employment remained fairly constant in FY 2005, with approximately 52 percent of the population reporting employment as of September 30, 2005.

Education: An offender’s chances of success in the community improve markedly with increased educational functioning. SMART is being enhanced to track an offender’s educational status upon entering supervision, participation in learning lab programs (such as GED preparation, adult literacy training, or English as a Second Language classes), and progress as measured by regular achievement test scores. Most of these enhancements will be completed in FY 2006. Our objective is to enroll offenders identified as needing assistance (generally, those without a high school diploma or GED, or those testing as functionally illiterate on the Test of Adult Basic Education) in an appropriate program and to measure progress throughout the period of supervision.

We are beginning to establish reliable baseline measures using data available in SMART. Of the offenders under active supervision on September 30, 2002, education data could be extracted for 60 percent. Of these, 33 percent of parolees (including offenders on supervised release) and 28 percent of probationers reported less than a high school education.

For the FY 2003 supervised population, education data could be extracted for 64 percent. Of these, 53 percent of parolees and 42 percent of probationers reported less than a high school

education. In FY 2004, education data were much more complete. For the FY 2004 supervised population, 51 percent of parolees (including offenders on supervised release) and 45 percent of probationers reported less than a high school education. For the FY 2005 supervised population, 48 percent of parolees and 45 percent of probations reported less than a high school education or GED.

Percentage of Supervised Population Reporting No GED or High School Diploma

	FY 2002*	FY 2003*	FY 2004	FY 2005
Probationers	28%	42%	45%	45%
Parolees	33%	53%	51%	48%

*Data unavailable for a substantial portion of the population.

CSOSA policy requires that all offenders entering supervision without a high school diploma or GED be referred to the Agency’s learning labs for services. Upon referral to the learning lab an initial assessment is conducted by the staff at the learning labs to determine the offender’s level of functioning and to make appropriate program assignments. In addition, the offender’s progress is evaluated every 90 days. Presently, the SMART enhancement to automate this information is under development. When it is implemented, performance data on educational achievement will become available.

Long-Term Outcome: Recidivism

CSP is committed to achieving a significant improvement in public safety in the District of Columbia. The Agency has defined this improvement in terms of reducing recidivism among the population it supervises.

Recidivism is defined as loss of liberty resulting from conviction for a new offense or return to prison for violating conditions of release. This return to prison occurs after probation, parole or supervised release is revoked. Our long-term performance goal is to achieve a 50 percent reduction in recidivism for drug and/or violent crime among the population we supervise.

CSP has tracked recidivism among the parole population for a longer period of time than it has among the probation population. In the sections that follow, we present conviction and revocation estimates for the parole population. Ultimately, CSP will generate a combined recidivism measure of conviction and revocation data for parolees and probationers.

Conviction: In FY 2001, CSP estimated that roughly 16 percent of the average monthly active and monitored parole population was rearrested in FY 2000. These data were collected manually. CSP estimates that 6 percent of the total parolee population was convicted of a new offense that occurred in FY 2000. We tracked the dispositions of new arrests that occurred in FY 2000, which allowed at least a year for each case to be adjudicated by the Court. We estimate that approximately half of those convicted—3 percent of the active FY 2000 parole population—were incarcerated as a result of conviction.

For FY 2002, data were available on the entire supervised population. Approximately 4 percent of the supervised population—624 probationers and 307 parolees—were convicted of a new offense in FY 2002. Using re-incarceration data from the fourth quarter of FY 2002, we estimate that roughly 20 percent of those convicted – less than 2 percent of the total supervised population as of October 1, 2002 – lost their liberty as a result of conviction.

For FY 2003, a total of 773 probationers and 624 parolees were convicted of a new offense. This is equivalent to approximately 6.5 percent of the supervised population. Using the same 20 percent conviction rate, roughly 1.3 percent of the total caseload was reincarcerated.

FY 2004 and FY 2005 conviction data were not available due to problems with obtaining the data from DC Superior Court. The Superior Court's new information system is projected to come on-line early in FY 2006, making this data more accessible to CSP.

Revocation: Based on a preliminary analysis of 10 months of data from the U.S. Parole Commission, CSP estimates that an average of 59 parolees per month were revoked and returned to incarceration in FY 2001. For the same period, CSP's average monthly parole population was 3,848 active and monitored cases and 1,152 warrant cases, a total of 5,000. Therefore, the annual parole revocation rate was estimated at approximately 14 percent.

In FY 2003, 914 parole revocations to incarceration were recorded in the case management system. This means that approximately 76 parolees per month lost their liberty as a result of revocation. The annual parole revocation rate was approximately 13 percent. Probation was revoked for an additional 1,695 offenders, or 141 per month. The annual probation revocation rate was approximately 13 percent.

In FY 2004, a total of 2,343 revocations were recorded in the case management system. This amounts to approximately 11 percent of the population under supervision. This figure may be disaggregated to parole and probation revocation rates. The parole revocation rate was 10 percent; the probation revocation rate was identical at 10 percent. The majority of revocations resulted in incarceration. Approximately 9 percent of the population under supervision lost their liberty as a result of revocation.

In FY 2005, a total of 2,966 revocations were recorded in the case management system. This amounts to approximately 26 percent of the population under supervision. This represents approximately 14 percent of the parole population and 12 percent of the probation population.

Based on two years' data, we are projecting that our baseline revocation rate is approximately 10 percent. However, additional analysis and at least one more full year's data are necessary to verify this result.

Program Assessment Rating Tool (PART)

CSOSA was selected to complete the Office of Management and Budget's Program Assessment Rating Tool (PART) during the FY 2006 budget cycle. CSP and PSA completed separate PART assessments.

Designed to reinforce the outcome-oriented performance measurement framework defined in the Government Performance and Results Act (GPRA), PART is a key element of the President's Management Agenda, and is intended to assist agencies in identifying weaknesses in four key areas: Program Purpose and Design, Strategic Planning, Program Management, and Program Results. PART builds on the GPRA framework by encouraging agencies to integrate management and operational decisions with strategic and performance planning. The PART can play an important role in improving performance measurement by helping agencies to evaluate their measurement systems and revise those measures that are unclear, insufficiently outcome-oriented, or over-ambitious.

CSP's scores on the initial PART submission are as follows:

PART Summary – Community Supervision Program

Section	OMB Weighting	Score	Weighted Score
Program Purpose/Design	20%	100%	20%
Strategic Planning	10%	50%	5%
Program Management	20%	100%	20%
Program Results	50%	27%	13%
Total Score	100%		58%

CSP's overall score of 58 percent translates into a rating of "Adequate." It is not surprising that CSP, as a relatively new Agency, achieved a low score in the "Results" section of the PART. As CSP continues to build its automated case management system and fully implements its Strategic Plan, results should be more readily available. The Strategic Planning deficiencies also relate to the absence of baseline data for the majority of outcome and performance measures.

CSOSA has not applied for a PART reassessment since the initial instrument was completed; therefore, our scores have not changed.

Data Availability and Performance Measurement

CSP has changed the way community supervision occurs in the District of Columbia. Prior to CSP's establishment, probation and parole were separate agencies and maintained separate information systems. Today, CSP has an integrated, state-of-the-art information management

system. CSP's program model combines probation, parole, and supervised release caseloads under the new job category of CSO. In addition, CSOSA has based CSP operations at multiple field offices in the community, rather than one downtown location. This is a significant change from former practices.

CSOSA implemented these changes in stages throughout 1999 and 2000. It was not until early 2001, when the CSO workforce was in place, three field offices had been established, and an administrative infrastructure had been built to support the new supervision model, that the central data entry unit was dismantled (except for some system intake functions). At this time, the probation and parole information systems were merged. The resulting database, the Offender Automated Supervision Information System (OASIS), came online in January 2001. OASIS established an initial framework for inputting data about both probation and parole cases, but it retained most of the obsolete features of the legacy systems and was always intended as an interim solution. The decision was made in 2001 to replace OASIS with a permanent, web-based information system.

The design and deployment of this system, the Supervision Management Automated Record Tracking (SMART) System, remains an Agency priority. CSOs are the primary designers of SMART, working collaboratively with the Agency's Information Technology staff and consultants. Version 1.0 of SMART, the general supervision module, was deployed on January 22, 2002. The system was brought from requirements analysis to deployment in approximately nine months—far less time than neighboring jurisdictions have spent on requirements analysis alone (without ever achieving a functional system). Since deployment of the initial supervision module, the Agency has been working to transition all recordkeeping to the new system. This transition continues to occur in phases, as data are verified, new SMART modules are completed, and results are audited.

A similar transition has been occurring in the collection of performance data. For many performance measures, baselines cannot be established until the relevant SMART enhancements are completed. Results generated through SMART are subject to greater verification and statistical rigor than manually collected data. Therefore, the Agency has refrained from establishing some baselines until the database is populated and data have been validated.

For FY 2001 and part of FY 2002, CSP collected data on many performance measures manually. The FY 2002 results reported in this plan are in some cases based on the supervisory case audit and/or sampling that constituted manual data collection. While these practices enabled CSP to report some preliminary results, significant differences were found between the manual data collection and initial results available through SMART. Explanatory notes in the tables explain these differences where appropriate. At the end of FY 2002, the decision was made to discontinue manual data collection and focus on ensuring data quality in SMART. From October to December of 2002, an initial data audit was conducted to determine how well the system was being utilized and how successful data clean-up efforts had been. While the results of this audit were promising, they revealed a need for some additional enhancements in the SMART database design and the need for additional CSO training in system utilization.

Enhancements and additional modules continued to be developed and deployed and several remain to be completed. A substance abuse tracking module was deployed in the Fall of 2003. Limited functionality for the Alleged Violation Report module, which generates reports of violation for the D.C. Superior Court and the U.S. Parole Commission and tracks the imposition of sanctions, came on-line in March 2004. The remaining elements of the module will be released in January 2006. Electronic transmission of pre-sentence investigations to the court was also completed in FY 2004. A module to track job placement, vocational training and educational achievement is in the final development phase. These modules will greatly enhance the supervision officer's ability to capture specific data for the Agency's performance measures. However, these modules do not contain historical data, only current records.

Additional enhancements are under development to improve the Agency's ability to access data from other sources, such as D.C. Superior Court, the Metropolitan Police Department, the Federal Bureau of Prisons, the Federal Bureau of Investigation, and the U.S. Parole Commission. These outside sources are essential to capturing key variables—such as case dispositions and arrests—in a timely manner.

With the deployment of SMART, the Agency has made a major commitment to changing supervision and record keeping practices. Any database is only as useful as the data entered into it. With that in mind, CSP continues to train officers to integrate supervision activities with data entry. The goal of this process is to transition officers from narrative, or “running” records (from which little data can be extracted), to data entry in specific fields for each supervision activity. The system features extensive drop-down menus to improve data quality and uniformity. Although SMART is still evolving, CSP is committed to relying on the data it contains.

Refining Measures and Baseline Data

Most of CSP's performance measures were adopted before SMART came on-line in January 2002. As SMART data quality improves, CSP is examining not only which measures are the best indicators of progress, but how each measure should be calculated. For example, in measuring drug testing compliance, CSP now has the capability to isolate segments of the offender population according to the testing schedule that applies to each segment. The measure of compliance is therefore both more accurate and more informative; we know not just whether offenders are being tested, but whether CSOs are monitoring the offender's compliance with the appropriate testing schedule. Similarly, we can now determine how best to define the population for which a given measure should be calculated. Does the measure apply to offenders who *began supervision* during the period under consideration, were supervised *for at least one day* during this period, or who were supervised for the *entire* period? Because offenders are subject to different requirements at different phases of supervision, each way of measuring yields different results.

SMART also enables CSP to determine not just whether the measure was achieved, but, in some cases, where performance is short of the mark, as well. For example, in measuring timely re-assessment (Measure 1.3), we saw that, while only 58 percent of the eligible population was reassessed within 180 days, an additional 25 percent was reassessed within the two weeks following the initial 180-day deadline. This probably means that the reassessment was *scheduled*

within the required timeframe but not completed. Because of this result, CSP can implement operational changes specifically designed to increase performance for this measure, such as an earlier automated reminder to the CSO to schedule the assessment.

While CSP still has a long way to go in establishing reliable baselines for all of its measures, the increased sophistication with which we can define populations contributes to our ability to ensure that the right measure is applied to the right population. All of our measures and targets are now under review.

Organizational Structure

CSP includes Agency-wide management, program development and operational support functions, in addition to its largest division, CSS. In addition to CSS, agency-wide offices include:

- CSOSA Office of the Director
- Research and Evaluation
- Community Justice Programs
- General Counsel
- Legislative, Intergovernmental, and Public Affairs
- Management and Administration (Budget, Financial Management, Procurement, Facilities/Property and Security)
- Human Resources and Training
- Equal Employment Opportunity, Alternative Dispute Resolution, Diversity, and Special Programs
- Information Technology

The CSS is organized under an Associate Director and is comprised of nine branches providing offender investigations, diagnostics and evaluations; intake; supervision; and drug testing services.

Branch I: Investigations, Diagnostics and Evaluations

This branch is responsible for the preparation of pre-sentence reports and special investigations of offenders awaiting sentencing/case disposition before the Superior Court of the District of Columbia. Six teams prepare and perform investigations. Three specialized teams also prepare parole supervision plans for offenders placed in community corrections centers while transitioning from institutions to community-based supervision. The branch also investigates home and employment plans and makes recommendations to accept offenders who desire to relocate to the District of Columbia to complete their term of community supervision.

Branches IIA, IIB and VII: General Supervision and Sex Offender Supervision

The responsibility for supervision of the majority of probation and parole offenders in the District of Columbia is assigned to the general supervision function, which is subdivided into three branches (IIA, IIB, and VII). The actual supervision and monitoring of probationers and parolees is conducted by officers assigned to 17 general supervision teams (seven teams in Branch IIA, seven teams in Branch IIB, and three teams in Branch VII) located in field units situated throughout the city. These field units enable officers to closely monitor offenders in the

communities where they live and enhance partnership initiatives with the police, other criminal justice system agencies, treatment resources and various supportive services. The process of initiating and maintaining supervision authority over offenders rests in a risk assessment screening that is administered at the beginning and at scheduled intervals throughout the term.

Branch VII also contains three specialized sex offender supervision teams, which provide assessment, supervision and treatment monitoring services to convicted sex offenders. These teams also work in conjunction with the Metropolitan Police Department in coordinating oversight responsibility for the registration process of all convicted sex offenders in the District of Columbia.

Branch VII also provides Global Positioning System (GPS) Electronic Monitoring services to Court-ordered probationers, as well as high-risk parole and probation offenders referred by the general supervision and special programs teams as a condition of sanctions-based supervision requirements now in place throughout the Agency.

Branch III: Special Supervision Treatment

This branch supervises offenders with severe substance-abuse or mental health issues and those offenders convicted of traffic alcohol crimes. The branch has two specialized units for substance-abusing offenders, one for parolees and one for probationers (STAR and SAINT HIDTA, respectively). Offenders assigned to the specialized units have a history of severe drug dependency and possess high levels of prior criminal behaviors. These offenders are assessed as being very high risk to re-offend in the community.

Four dedicated mental health supervision teams provide intensive case management services to special needs offenders with medically diagnosed conditions requiring focused monitoring to include requirements for offender compliance with the administration of certain medications as directed by order of the Court or paroling authorities.

A Traffic Alcohol Program (TAP) Team provides supervision services as well as treatment referrals to a specialized caseload of substance-abusing offenders who appear before the Court for a variety of traffic violations.

Branch IV: Domestic Violence

This branch provides supervision and treatment services related to domestic violence convictions, as well as electronic monitoring of court-imposed curfews and “stay-away” orders. Four dedicated domestic violence supervision teams provide case management services for batterers referred by the Court in criminal, deferred sentencing and civil protection order matters. One domestic violence treatment team provides psycho-educational and direct treatment services for batterers referred with special Court-ordered conditions. This team also monitors the provision of treatment services offered by private sector providers on a sliding fee scale to batterers mandated into treatment by Court orders.

Branch V: Interstate Compact and Detainers

This branch provides administrative and case management services for offenders under the auspices of the Interstate Compact Agreement. Three Interstate Compact teams conduct screening and intake functions, as well as monitoring services, for probation and parole offenders whose cases originated in the District of Columbia but are being supervised in other jurisdictions. In addition, two Interstate Compact Teams provide a full range of case management services to adult offenders being supervised in the District of Columbia, but whose originating offenses occurred in other jurisdictions. Case management services for the Out-of-Town Supervision caseload are provided in neighborhood field units situated throughout the city.

Branch VI: Illegal Substance Abuse Collection Units

The Illegal Substance Abuse Collection Branch conducts drug collection activities for all D.C. offenders under CSOSA's supervision. Four (4) collection sites are currently available for collection of urinalysis samples. Those sites are located at:

- 1.) 1230 Taylor Street, NW
- 2.) 3850 South Capitol Street, SE
- 3.) 25 K Street, NE
- 4.) 300 Indiana Avenue, NW

Collection of offender data using a drug testing management system is provided for community supervision case management. CSOSA cooperates with the Pretrial Services Agency in maintaining the drug testing database.

Branch VIII: Offender Processing Unit (Intake)

This branch processes the intake of offenders into Agency supervision and performs assignment for pre-sentence, post-sentence, Transitional Intervention for Parole Supervision (TIPS) and interstate investigations. Processing of offender information, needs assessments and case assignment functions are managed by specialized teams that are also responsible for the operation of a central filing system for the storage of current and archival offender records.

Treatment Management Team:

The Treatment Management Team (TMT) provides screening and treatment referrals for substance abusing probationers and parolees. Drug-involved offenders are evaluated through individualized assessment inventories and are subsequently referred to a variety of contracted treatment services, including residential and intensive out-patient treatment programs, continued drug surveillance monitoring, and other specialized assessment and treatment services as indicated through continuing evaluations. These services are delivered within the context of a sanctions-based case management process through which individualized offender supervision plans are continually reviewed and updated throughout the supervision term. Offenders served within the general supervision caseload, as well as special programs populations, participate in the services provided by this branch.

TMT provides the judiciary with timely substance abuse assessments for offenders with pending actions; this capability enables the Court to make informed decisions with respect to dispositions in criminal matters and imposing special conditions of supervision for drug-involved offenders.

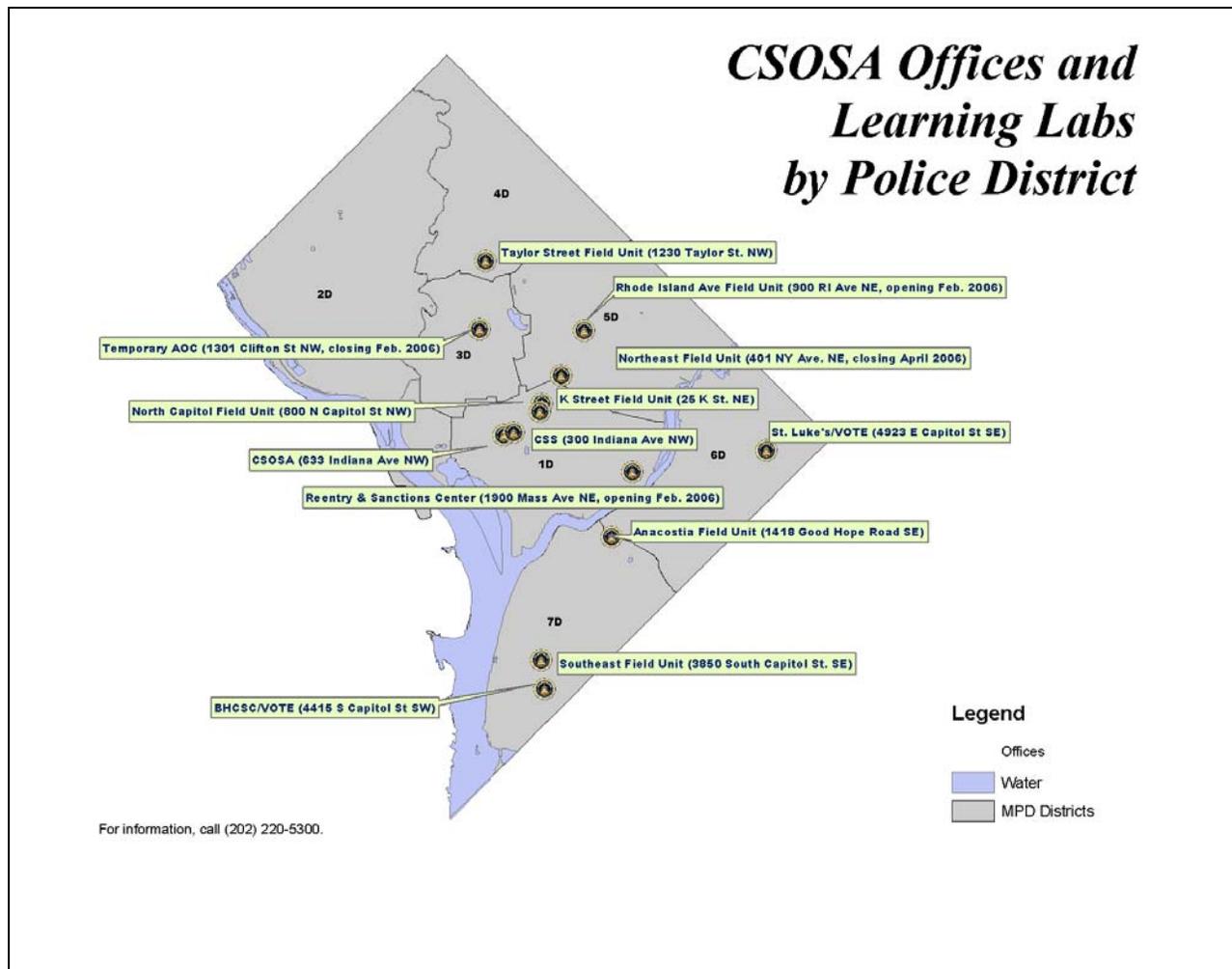
Vocational Opportunities Training, Education and Employment Team:

The Vocational Opportunities Training, Education and Employment (VOTEE) Team provides and coordinates vocational and education services for offenders. In addition, VOTEE works with District partners to train, educate and place offenders into jobs. VOTEE operates four Learning Labs:

- 1.) 1230 Taylor Street, NW
- 2.) 4923 East Capitol Street, SE (St. Luke's Center)
- 3.) 25 K Street, NE
- 4.) 4415 South Capitol Street, SE

Field Unit Locations

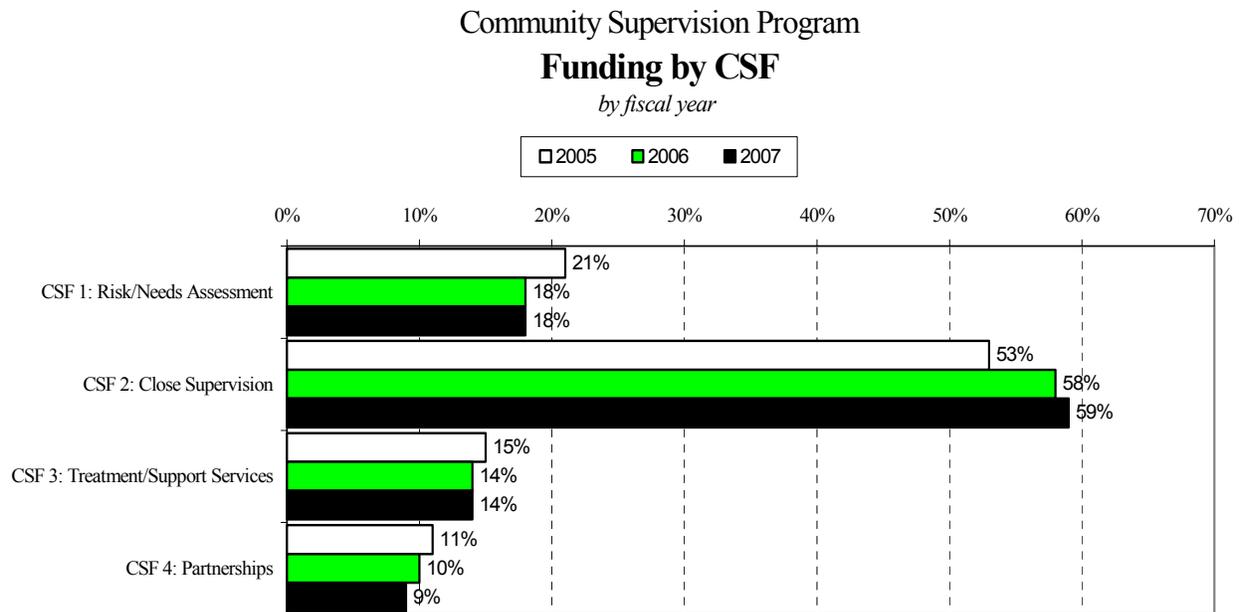
CSP's operations are located at six existing field offices and various program locations throughout the city. CSP's program model emphasizes decentralizing supervision from a single headquarters to the neighborhoods where offenders live and work. By doing so, CSOs maintain a more active community presence, collaborating with neighborhood police in the various Police Service Areas, as well as spending more of their time conducting home visits, work site visits, and other activities that make community supervision a visible partner in public safety. The following map depicts CSP's field operations.



Resource Requirements by Critical Success Factors (CSF)

The resource requirements for each CSF form the basis for CSP’s FY 2007 Budget Request. The total FY 2007 Budget Request for CSP is \$135,457,000, an increase of \$7,391,000 or 6 percent over CSP’s FY 2006 Enacted Budget. The proposed FY 2007 increase includes \$7,391,000 in adjustments to base (annualizations of prior year program increases, pay raises, and inflation adjustments necessary to continue existing programs). Adjustments to base include \$3,428,000 for full-year operations of the Re-Entry and Sanctions Center in FY 2007.

The chart below reflects the funding allocation by CSF for FYs 2005, 2006, and 2007. CSF 2, Close Supervision, has consistently received more than 50 percent of CSP’s budget.



The following tables illustrate the relationship between the Agency’s goals, CSFs, major operational activities, and budget authority/request. Management and operational support expenses are represented within each activity based on a prorated share of direct operational costs.

The program strategy, major accomplishments, and resource requirements of each Critical Success Factors are discussed in the following sections.

Funding by Strategic Plan Critical Success Factor (CSF)

Community Supervision Program

	Critical Success Factor	Major Activity	FY 2005 Enacted		FY 2006 Enacted		FY 2007 Estimate		Change FY 2006 - FY 2007	
			\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE
Goal 1 Establish strict accountability and prevent the population supervised by CSOSA from engaging in criminal activity.	CSF 1 Risk/Needs Assessment	Diagnostic Drug Testing	22,650	203	22,433	204	23,315	204	882	-
			655	6	679	6	706	6	27	-
			23,305	209	23,112	210	24,021	210	909	-
Goal 2 Support the fair administration of justice by providing accurate information and meaningful recommendations to criminal justice decision makers.	CSF 2 Close Supervision	Drug Testing Supervision Sanctions	5,893	58	6,109	57	6,357	57	248	-
			40,377	348	39,715	341	41,193	341	1,478	-
			10,105	50	28,778	142	32,823	142	4,045	-
	56,375	456	74,602	540	80,373	540	5,771	-		
	CSF 3 Treatment/Support Services	Supervision Treatment	242	3	328	3	340	3	12	-
			17,954	70	18,026	66	18,311	66	285	-
18,196	73	18,354	69	18,651	69	297	-			
CSF 4 Partnerships	Supervision	12,090	99	11,998	95	12,412	95	414	-	
All Strategies and All Activities			109,966	837	128,066	914	135,457	914	7,391	-

Funding by Major Operational Activity

Community Supervision Program

Major Activity	Critical Success Factor	FY 2005 Enacted		FY 2006 Enacted		FY 2007 Estimate		Change FY 2006 - FY 2007	
		\$0	FTE	\$0	FTE	\$0	FTE	\$0	FTE
Diagnostic	Risk/Needs Assessment	22,650	203	22,433	204	23,315	204	882	-
Drug Testing	Risk & Needs Assessment	655	6	679	-	706	6	27	-
Sanctions	Close Supervision	5,893	58	6,109	-	6,357	57	248	-
		6,548	64	6,788	-	7,063	63	275	-
Supervision	Close Supervision	40,377	348	39,715	341	41,193	341	1,478	-
		242	3	328	-	340	3	12	-
	Partnerships	12,090	99	11,998	-	12,412	95	414	-
		52,709	450	52,041	439	53,945	439	1,905	-
Treatment	Treatment/Support Services	17,954	70	18,026	-	18,311	66	285	-
All Activities		109,966	837	128,066	643	135,457	914	7,391	-

CSF 1: Risk and Needs Assessment

Analysis by Critical Success Factor <i>(dollars in thousands)</i>					
Activity	2006 Enacted	ATB	Program Changes	2007 Budget Estimate	Change From 2006
Diagnostic	22,443	882	0	23,315	+882
Drug Testing	679	27	0	706	+27
CSF 1: Risk and Needs Assessment	23,112	909	0	24,021	+909

Approximately 18 percent of FY 2007 requested funding (\$24,021,000) and 210 FTE support Risk and Needs Assessment.

Program Summary

Effective supervision begins with a comprehensive knowledge of the offender. An initial risk and needs assessment provides a basis for case classification, a process that links the offender with the clinical and administrative decisions of the CSO. Classification assigns an offender to an appropriate supervision level, which addresses the risk the offender is likely to pose to public safety. At the same time, the classification process prescribes a system of interventions for the offender based on his or her unique profile or need.

Risks to public safety posed by individual offenders are measurable based on particular attributes that are predictive of future offender behavior while under supervision or after the period of supervision has ended. These risks are either static or dynamic in nature. Static factors are fixed conditions (i.e., age, number of prior convictions, etc.). While static factors can, to some extent, predict recidivism, they cannot be changed. However, dynamic factors can be influenced by interventions and are, therefore, connected to the offender's level of need. These factors include substance abuse, educational status, employability, community and social networks, patterns of thinking about criminality and authority, and the offender's attitudes and associations. If positive changes occur in these areas, the likelihood of recidivism is reduced.

CSP's classification system consists of risk assessment, needs assessment, and clinical referrals to link the offender with programs and services that will address identified needs. CSP and the Office of Community Justice Programs are completing a major initiative to update and improve the automated screening process. The revised screening instrument, the Auto Screener, combines risk and needs assessment into a single process. The result is the offender's assignment to an appropriate level of supervision, given the offender's criminal history, social stability, and other factors, and a prescriptive supervision plan which identifies interventions based on the offender's risk and needs profile. The Auto Screener will be implemented in early 2006.

Initial drug screening is also an important element of Risk and Needs Assessment. All offenders submit to drug testing during the classification process. Offenders transitioning to release in the community through Community Corrections Centers submit to twice-weekly tests during the period of residence. Drug testing is an essential component of supervision because it provides information about both risk (that is, whether the offender is using drugs and may be engaging in criminal activity related to drug use) and need (that is, whether the offender needs treatment). Drug testing is discussed more extensively under CSF 2, Close Supervision.

Community Supervision Program
Fiscal Year 2005
 (October 1, 2004 – September 30, 2005)

	Activity	CSOs	
Diagnostic PSIs (Pre and Post)	3,926	43	<p>Pre-Sentence Investigation (PSI) reports contain comprehensive criminal and social history information that is used by CSP staff to recommend a sentence to the judiciary, and for the judiciary to determine the offender's sentence. The Federal Bureau of Prisons (BOP) also uses this report, in conjunction with other information, to determine an offender's incarceration classification. In addition, the United States Parole Commission (USPC) uses this report-for background information and support for their decisions. In rare instances when a PSI has not been performed, a Post Sentencing Investigation will be prepared by CSP staff prior to the offender being designated to a maintaining institution with the BOP.</p> <p>In June 2004, the DC Sentencing Commission's issued voluntary sentencing guidelines. All offenders convicted of a felony offense are required to have a PSI completed. The guidelines require PSI reports to contain comprehensive criminal and social history information, including disposition data from other jurisdictions.</p>
PSI Reclassifications	20		Incarcerated offenders may request a reinvestigation of a PSI, based on their belief that their initial PSI contained inaccurate information.
Risk Assessments	21,551		An initial risk assessment conducted in SMART provides a basis for determining an offender's initial level of supervision, which addresses the risk the offender may pose to public safety. Diagnostic CSOs conduct a risk assessment for each offender for whom a PSI is prepared. Supervision CSOs conduct a risk assessment on those offenders who initially report to supervision and did not have a PSI prepared within the

			<p>past six months, who did not transition through a Community Corrections Center (CCC) within the past six months, or who are Interstate offenders. In addition, offenders with a supervision level of intensive, maximum, or medium are reassessed every 180 days, and upon any rearrest or significant life event, by Supervision CSOs. In FY 2004, 16,290 Risk Assessments were performed.</p> <p>Transitional Intervention for Parole Supervision (TIPS) CSOs perform risk assessments for parolees and supervised released offenders who transition through a CCC.</p>
		43	TOTAL Diagnostic CSOs (Branch I)

Community Supervision Program
Fiscal Year 2005
(October 1, 2004 – September 30, 2005)

	Activity	CSOs	
TIPS			
Transition Plans	1,076	21	The TIPS Program ensures that offenders transitioning directly to the community or through a CCC receive assessment, counseling, and appropriate referrals for treatment and/or services. TIPS CSO's work with each offender to develop a transition plan while the offender resides in a CCC under the jurisdiction of BOP.
Release Plans	2,328		In addition, the TIPS staff will investigate a release plan for those offenders once they are identified to be in a Federal Bureau of Prisons contracted facility. For offenders transitioning directly to the community from prison, the transition plan is developed during the period of incarceration.
Interstate Investigations	660		TIPS CSOs also perform investigations on offenders from other jurisdictions who request to move to the District under CSP's active supervision through the Interstate Commission for Adult Offender Supervision (ICAOS).
		21	TOTAL TIPS CSOs (Branch I)

One of CSP's key responsibilities is to produce accurate and timely information and to provide meaningful recommendations to criminal justice decision-makers, which are consistent with the offender's risk, and needs profile. The courts and the U.S. Parole Commission (USPC) rely on CSP to provide accurate, timely, and objective pre-sentence and post-sentence reports that are used in determining the appropriate offender disposition. Staff in CSP's Intake and Diagnostic branches research and write thousands of these reports each year. The quality and timeliness of this information has a direct impact on public safety in the District of Columbia.

Accomplishments

- Submitted more than 3,900 sentence investigation reports (PSIs) electronically to the judges of the D.C. Superior Court and the United States Attorney's Office in FY 2005. These reports assist the judiciary in improving the efficiency and timeliness of sentencing hearings. CSOSA continues to complete over 90 percent of all pre-sentence investigation reports within a seven-week time frame, and to improve the quality, investigation and analysis of these reports.
- Increased the level of research for criminal records both locally and nationwide, for all felony cases to ensure compliance with guidelines of the D.C. Sentencing Commission and in the interest of public safety. Collaborated with the D.C. Superior Court and the D.C. Sentencing Commission to automate the sharing of data between agencies. Since October 1, 2004, completed more than 2,603 sentencing guidelines forms and forwarded them electronically to the Court. This procedure has become an essential component of the sentencing process in the District of Columbia.
- Continued development of an improved Automated Risk and Needs Assessment (AUTO Screener) instrument within SMART. The AUTO Screener assessment tool will enhance the case planning process by automating and standardizing each offender's prescriptive supervision plan. CSP plans to implement the improved AUTO Screener in 2006.
- Enhanced SMART in FY 2005 to allow Notices of Action to be received electronically from the U.S. Parole Commission. Plan to implement electronic transfer in FY 2006.
- Established and implemented a centralized Offender Processing Unit (OPU) to serve as the Agency's central control center for the assignment of new offenders to investigation and/or CSP Supervision. Improved SMART intake capabilities to improve the efficiency of processing new offenders transitioning to CSP supervision
- Expanded the Mass Orientation Process to include identifying the specific needs of the Hispanic Population.

Performance Measures

CSP's performance measures in this area focus on the timeliness of diagnostic and assessment activities. Each offender's supervision plan should be informed by the offender's risk level and programmatic needs; this cannot happen if the assessment is not completed within an appropriate timeframe.

MEASURE	FY 2002	FY 2003	FY 2004	FY 2005 Target	FY 2005	FY 2006 Target
1.1. Pre-Sentence Investigation reports ordered by the Court are completed and submitted by the assigned due date.	NA	90%	95%	86%	90%*	95%
*An additional 4.2 percent of PSI investigations were found to be awaiting Supervisor approval prior to transmission to the Court.						
1.2. Each offender's risk level is assessed, and a consistent supervision level is assigned, within 25 working days of assignment to a Community Supervision Officer.	62%*	27%**	66%#	90%	66%#	90%
*FY 2002 data based on preliminary SMART results. Data may not adequately reflect Agency performance due to data entry and staff training concerns; only partial year data available. Target includes margin for override of the risk assessment instrument.						
**As a result of the FY 2003 data, Community Supervision Services audited 15 percent of cases across all supervision units to determine the reason for this result.						
#CSP policy states that a risk assessment completed within 180 days of intake can be considered valid. When the measure is expanded to include 180 days prior to intake and 25 days subsequent to intake, compliance increases to 81 percent (FY 2004) and 76 percent (FY 2005). The way in which this measure is calculated is therefore under review.						
1.3. Each offender is reassessed to determine any change in risk level at intervals no greater than 180 days throughout the period of supervision.	57%*	38%**	50%#	70%	51%#	75%
*FY 2002 data based on initial SMART data audit.						
**As a result of the FY 2003 data, 15 percent of cases across all supervision teams were audited.						
#An additional 25 percent of cases were reassessed within 14 days of the 180-day cutoff point. CSP is considering revising the measure to include this 14-day "grace period."						

CSF 2: Close Supervision

Analysis by Critical Success Factor <i>(dollars in thousands)</i>					
Activity	2006 Enacted	ATB	Program Changes	2007 Budget Estimate	Change From 2006
Drug Testing	6,109	248	0	6,357	+248
Supervision	39,715	1,478	0	41,193	+1,478
Sanctions	28,778	4,045	0	32,823	+4,045
CSF 2: Close Supervision	74,602	5,771	0	80,373	+5,771

Approximately 59 percent of FY 2007 requested funding (\$80,373,000) and 540 FTE support Close Supervision.

Program Summary

Close supervision in the community is the basis of effective offender management. Offenders must know that the system is serious about enforcing compliance with the conditions of their release, and that violating those conditions will bring swift and certain consequences.

According to the Bureau of Justice Statistics, in 2003 a record 6.9 million adults in the United States were incarcerated or on probation or parole, 131,000 more than in 2002. Half of all probationers were convicted of a felony, with 25 percent convicted of a drug violation. As of September 30, 2005, CSOSA supervised 15,708 offenders. A total of 9,138 offenders entered and 8,693 left CSOSA's supervision during the one-year period October 1, 2004 through September 30, 2005, resulting in a net increase of 445 supervised offenders during this 12-month period. The number of offenders under CSOSA's supervision has increased by 1,667 since September 30, 2003.

The most important component of effective Close Supervision is caseload size. Prior to the Revitalization Act, caseload ratios were over 100 offenders for each officer, far in excess of those recommended by nationally recognized standards and best practices. Caseload ratios of this magnitude made it impossible for CSOs to acquire thorough knowledge of the offender's behavior and associations in the community and apply supervision interventions. With resources received in prior fiscal years, the Community Supervision Program has made great progress in reducing offender caseloads to appropriate levels. However, increases in the number of offenders supervised affect caseload ratios. On September 30, 2005, the ratio of total offenders under active and monitored supervision, as well as Warrant status, to allocated CSOs was 55:1. Excluding offenders on warrant status, overall active and monitored supervision caseloads were 47:1.

The second focus of efforts falling under Close Supervision is CSOSA's commitment to implement a community-based approach to supervision, taking proven best practices and making them a reality in the District of Columbia. When the Agency was established, supervision

officers handled high caseloads from behind their desks downtown, achieving only minimal levels of contact with most offenders. The Agency has adopted a new deployment structure for its officers, collapsing the old designations of Probation and Parole Officers into the single position of CSO and housing the CSOs in field sites located in the community. This structure also facilitates assigning caseloads to CSOs by police service area (PSA), rather than by releasing authority (U.S. Parole Commission or DC Superior Court). Most officers now spend part of their supervision time in the community where their offenders live and work. CSOs supervise a mixed probation and parole caseload and perform home and employment verifications and visits, including accountability tours, which are face-to-face field contacts with offenders conducted jointly by a CSO and an MPD officer.

Community Supervision Program Supervision Caseloads <i>as of September 30, 2005</i>						
	Offenders			Authorized CSOs	Current Caseload	Desired Caseload
	Probation (CPO, DSA, PROB)	Parole (PAR, SUPREL)	Total			
Special						
Sex Offender	299	277	576	23	25	20
Mental Health	608	363	971	30	32	25
D. Violence	932	74	1006	31	32	25
TAP	578	2	580	10	58	25
STAR/SAINT/HIDTA	108	268	376	15	25	25
Special Subtotal	2,525	984	3,509	109	32	25
General	3,213	3,722	6,935	139	50	50
Interstate (I/S)						
Active	1,603	212	1,815			50
Monitored	922	113	1,035			
I/S Subtotal	2,525	325	2,850	36	79	
Total (Special, General, & I/S)	8,263	5,031	13,294	284	47	
Warrants	1,874	540	2,414			
Total Supervision	10,137	5,571	15,708	284	55	
Status Definitions:						
<u>Special</u> -	Sex offenders, mental health, domestic violence, traffic alcohol and substance abusing offenders (STAR/HIDTA and SAINT/HIDTA).					
<u>General</u> -	All other convicted felons and misdemeanants.					
<u>Interstate</u> -	Active – Offenders who are supervised in DC from another jurisdiction. Monitored – Offenders who are supervised in another jurisdiction, but whose cases are monitored by interstate compact technicians.					
<u>Warrants</u> –	Includes offenders for whom probation bench warrants or parole arrest warrants have been issued and parolees detained in local, state, and federal institutions awaiting further disposition by the U.S. Parole Commission.					
<u>CSOs</u> -	CSP has a total of 356 FY 2005 CSO positions: 284 Supervision CSOs; 43 Diagnostic CSOs; 21 TIPS CSOs; 8 Domestic Violence Treatment CSOs.					

The third focus under Close Supervision is the implementation of graduated sanctions to respond to violations of conditions of release. The capability to detect a violation, such as drug use, is of little use without the authority and capacity to respond to it. A swift response by the CSO can make the difference between correcting an offender's behavior and allowing time for that offender to commit another crime. Typical sanctions can include more frequent drug testing, community service labor, tightening curfews and other restrictions of movement, placement in a residential sanctions or treatment facility, and day reporting. These sanctions can be assigned routinely and administratively, according to a set of published protocols, thus eliminating the necessity to take every violation before a judge. Sanctions are defined in the Accountability Contract into which the offender enters at the start of supervision. From the beginning of the supervision period, both the offender and the officer know what will happen if the conditions of release are violated.

Routine drug testing is an essential element of supervision and sanctions. Given that two-thirds of the supervised population has a history of substance abuse, an aggressive drug testing program is necessary to detect drug use and interrupt the cycle of criminal activity related to use. The Substance Abuse and Mental Health Services Administration reported in its "State Estimates of Substance Abuse from the 2002 National Survey on Drug Use and Health," that the District of Columbia had the highest percentage of adult population using illegal drugs in 'the last month'. The study estimates states' rates of use of illegal drugs, binge drinking, serious mental illness and tobacco use for persons aged 12 and older. 'Past month use' of illegal drugs ranged from a low of 6.1 percent in Iowa to a high of 12.4 percent in the District of Columbia.

CSP offenders are drug tested at intake, followed by twice weekly for two months, once weekly for three months, and monthly for the remainder of the supervision period. If offenders test positive at any point through the drug testing schedule continuum, they are immediately placed in the highest frequency drug testing schedule. With the additional resources provided in prior fiscal years, CSP has been able to achieve significant increases in the number and frequency of tests.

Accomplishments

- Significantly increased the number and frequency of offender drug tests. The average number of offenders tested per month during FY 2005 was 8,802, compared to 2,317 in FY 1999. In addition to testing more offenders, CSOSA is testing the offenders more often. In FY 2005 the monthly average of samples per offender tested was 3.67 (offender tested 3.67 times per month) compared to only 1.86 per offender tested during FY 1999.
- In FY 2005, CSO's performed 4,939 accountability tours with the DC Metropolitan Police Department on 3,323 offenders
- From October 1, 2004 through September 30, 2005, CSP has entered 60,439 violations and 59,928 sanctions in SMART (a mean of 5 violations per offender). The sanctioning rate was 99 percent; some violations received multiple sanctions. Graduated sanctions

typically imposed include more frequent drug testing, an increase in supervision level, reprimands by the CSO and/or the CSO's supervisor, community service hours, imposing/tightening curfews and other restrictions of movement, placement in a residential sanctions or treatment facility, and day reporting. When graduated sanctions are exhausted, or the offender commits a new offense or poses a significant risk to public safety, an Alleged Violation Report (AVR) is submitted to the releasing authority.

- Expanded GPS Electronic Monitoring for high-risk offenders. Since inception of the GPS Electronic Monitoring pilot in October 2003, approximately 291 different offenders have been placed on the system. With funding received in FY 2004, the program has been expanded, and as of September 30, 2005, 81 offenders were on GPS Electronic Monitoring.
- Enhanced the DNA Testing Module in SMART. Between October 1, 2004 and September 30, 2005, CSP collected DNA samples from 688 offenders at its collection units. As of September 30, 2005, CSP had documented the collection of DNA samples from 5,736 offenders who either are or were under CSP supervision or investigation.
- Routinely evaluated offender caseloads and re-allocated CSO positions based on risk and workload analyses, which ensures adequate supervision.
- Established a Day Reporting Center (DRC), which is a cognitive restructuring program designed to change adverse thinking patterns. Through staff training and direction and the hiring of a coordinator, the DRC established successful referral procedures. As of September 30, 2005, 153 offenders have participated in the DRC in FY 2005.
- In FY 2005 CSP performed a validation study to assess the performance of a new offender drug-testing algorithm developed in FY 2004. The FY 2004 algorithm was initiated to ensure the agency is testing offenders in a manner that will provide immediate notification of offender drug use while keeping agency drug testing costs to a minimum. The FY 2005 study provided insight and validation of the stability of the algorithm estimates over a one-year period. CSP anticipates incorporating the new drug testing algorithm into the agency's drug testing program in FY 2006.
- Provided management with improved rearrest reporting, which supervision staff are using to develop supervision strategies and to monitor recidivism rates. Reports include:
 - Rearrests by District;
 - Daily rearrest reporting;
 - Weekly rearrest counts by team and branch;
 - Rearrest branch analyses by type of offense;
 - Alleged Violation Report (AVR) Compliance Report; and
 - Community Supervision Services' (CSS) Case Exception Report to identify cases requiring immediate action by the CSO.
- Developed and implemented the DC Metropolitan Police Department (MPD) Automated Re-Arrest application within SMART. Automated the process of identifying offenders

who have been rearrested in the District of Columbia, using MPD arrest data. Re-arrest notifications are automatically generated and sent via e-mail to the Community Supervision Officer when an offender has been rearrested.

- Developed Geographical Information System (GIS) capabilities within SMART. GIS allows CSOs to map offender addresses to surrounding institutions (schools, churches, etc.).
- Signed lease and completed construction to open a new field office at 910 Rhode Island Avenue, NE.
- Implemented SMART Mobile, a wireless computing platform allowing CSOs to access SMART data in the field using a compact laptop. SMART Mobile allows CSOs to record and access offender information from remote locations, increasing the accuracy and timeliness of information.
- Continued partnership with MPD and the D.C. US Attorney's Office in an effort to provide a clear unified voice to the offender population by facilitating a quarterly call-in meeting of identified gang members currently under supervision or investigation.
- Continued development of an improved Automated Risk and Needs Assessment (AUTO Screener) instrument within SMART. The AUTO Screener assessment tool will enhance the case planning process by automating and standardizing each offender's prescriptive supervision plan. CSP plans to implement the improved AUTO Screener in 2006.
- With the support of the National Institute of Corrections, Community Supervision Officers, Community Supervision Assistants, and Drug Testing Technicians received training on the "What Works" or evidence-based philosophy, which has been adopted by supervision staff as a management strategy to reduce recidivism and improve offender outcomes.
- With the Cross Border Initiative and through daily information sharing with the Prince George's County, Maryland Police Department, and Mount Ranier's Police Department, Community Supervision Officers now receive quick notification of an offender's re-arrest in Prince George's County. Similar agreements with surrounding jurisdictions are being developed.

Performance Measures

CSP's performance measures for this CSF focus on completion of key supervision activities, such as drug testing and community service, as well as timely response to the breakdown of close supervision (loss of contact). These are the critical measures of whether close supervision is being maintained.

MEASURE	FY 2002	FY 2003	FY 2004	FY 2005 Target	FY 2005	FY 2006 Target
2.1. All eligible offenders on active supervision are drug tested at least once per month.	48%	78%	70%	85%	77%	85%
2.2 A warrant is requested within three calendar days of loss of contact with an offender, as defined by Agency policy.	79%*	NA	NA	NA	NA	NA
<p>*Estimate based on manual audit of a sample of cases.</p> <p>The SMART system does not currently have the capability to measure the length of time between the offender's placement on loss of contact status and the issuance of a warrant. This measure is therefore under review to determine how CSP's response to loss of contact can be tracked given our current capabilities.</p>						
2.3 Community service is completed within one year of the offender completing orientation.	Not Available	Not Available	89%*	99%	62%*	99%
<p>*Analysis of community service indicated that while the rate of completion was very high once the offender had completed orientation, getting the offender to complete orientation was problematic. This measure is therefore under review.</p>						

Measure Under Development

In addition to a review of measure 2.2 (warrant request for loss of contact), one measure is under development for CSF 2:

- **Each documented violation results in imposition of an appropriate sanction, as identified in the Agency sanctions matrix, within five working days.**

This measure has been revised from a previous, related measure to ensure that the appropriate data are being captured.

Data Availability. Prior to April 2004, the SMART database recorded violations and sanctions, but did not capture a relationship between a *specific* violation and the *resulting* sanction(s).

The initial SMART audit revealed that during FY 2002, 2,344 unique violations were entered into the database; multiple violations may have been reported on a single date, and are reported as one instance. For these, 951 instances of sanctions were recorded. This is partial-year data entered during the early phases of that function's availability in SMART; therefore, it is impossible to estimate the full year's violations from this result.

During FY 2003, 22,290 unique violations were entered into the database. For these, 5,114 sanctions were recorded.

In FY 2004, a total of 42,096 violations and 29,872 sanctions were recorded, for an overall sanctioning rate of 71 percent. However, the sanctioning rate improved dramatically as the year progressed, due to a SMART enhancement that came on-line in April 2004. This enhancement required staff to enter a sanction for each violation. In the period from October through April, the sanctioning rate was 48 percent. From May through October, the rate increased dramatically, to 94 percent. The enhancement made the sanctioning process much easier to record, assisted the officer in identifying offenders requiring sanctions, and prevented the officer from closing the case with an outstanding, or unsanctioned, violation recorded in the record. Once a full year of data is available with the AVR module in place, a baseline rate will be established.

In FY 2005, a total of 60,439 violations and 59,928 sanctions were recorded, for an overall sanctioning rate of 99 percent. This data must be validated subject to adoption as a baseline rate. For example, some violations can receive more than one sanction, which may artificially inflate the sanctioning rate.

Justification of FY 2007 Adjustment to Base Re-Entry and Sanctions Center					
		FY 2005	FY 2006	FY 2007	Change 2006/ 2007
Re-Entry and Sanctions Center	(\$000)	3,818	15,411	18,839	+3,428
	Pos.	18	95	95	+0
	FTE	18	95	95	+0

Background



For the past five years, one of CSOSA’s most important initiatives has been the development of capacity to provide intensive assessment and reintegration programming for high-risk offenders/defendants, as well as residential sanctions for offenders/ defendants who violate the conditions of their release. To that end, CSOSA expanded its successful Assessment and Orientation Center (AOC) program with capacity to become a fully functional Re-Entry and Sanctions Center. From its opening in 1996 through September 30, 2005, the AOC served 1,579 offenders and defendants; 85 percent successfully completed the program.

The CSOSA Re-Entry and Sanctions (RSC) program provides a 30-day transition between prison and release. Although the program is voluntary, participants cannot leave the facility and cannot receive visitors. During this period, the offender/defendant receives intensive services designed to prepare him for the next phase of reentry—which, for most participants, is either inpatient (residential) or intensive outpatient substance abuse treatment. Since only about 50 percent of releases to supervision transition through a halfway house, the RSC placement option is valuable.

The RSC program is intended to introduce the offender/defendant to a range of tools that they can use to prevent relapse and improve his behavioral control. Similarly, the participant receives

drug education, instruction on the roles of diet, exercise, and overall health care in stress management. Finally, each participant receives a complete physical, psychological testing, and behavioral assessment that identifies his specific treatment issues. Because an extensive discharge summary is prepared for and shared with each offender, the offender leaves the RSC program with a better understanding of his relapse triggers and the specific strategies he can use to counteract them. After being introduced to these concepts, the participant is more likely to enter treatment with a positive attitude and a commitment to change. Program participants have a higher rate of successful treatment completion than non-participants. Furthermore, the in-depth RSC assessment is used to develop the participant's supervision plan so that they are held accountable for engaging in programming that addresses their needs.

The RSC program is currently supported through a combination of CSOSA appropriated funds and a grant from the Washington/Baltimore High Intensity Drug Trafficking Area (HIDTA) initiative.

In FY 2002, Congress appropriated \$13,015,000 in no-year funds for the renovation of Karrick Hall, an eight-story facility located on the grounds of the District of Columbia General Hospital Campus. At the same time, Congress authorized but did not fund the positions to staff the facility. In September 2002, CSOSA signed a long-term lease with the District of Columbia for the use of Karrick Hall as CSOSA's Re-Entry and Sanctions Center. Renovations at Karrick Hall are now substantially complete. Staff will began occupying the building in February 2006. Once fully operational, Karrick Hall will consist of six 24/7 units: four male units, one female unit, and one mental health unit. The RSC program will have capacity to treat approximately 1,200 high-risk offenders/defendants annually.

In FY 2004, Congress appropriated \$3,104,000 and 18 new positions to expand operations from one unit to two units, thereby laying the groundwork for full staffing of the Reentry and Sanction Center. In FY 2006, Congress appropriated \$11,593,000 and 77 new positions to fund the remaining authorized positions and implement full-year operations for a total of five of the six units of Karrick Hall.

For FY 2007, CSOSA requests \$3,428,000 as an FY 2007 Adjustment to Base to support full-year operations of all six units of Karrick Hall.

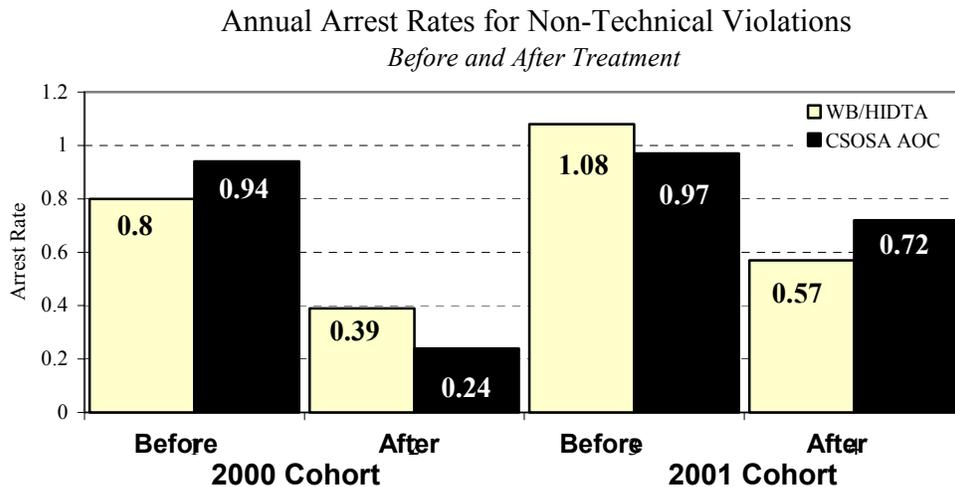
Program Outcomes

Studies by the Institute for Behavior and Health¹ found that offenders who participated in the Washington/Baltimore HIDTA drug treatment program were less likely to commit crimes. The indicator used was arrest rate, which is defined as the number of arrests for non-technical violations per participant in the year before treatment vs. the number of arrests for non-technical violations per subject in the year following treatment. The 2000 Cohort study reported that the overall arrest rate for program participants within the Washington/Baltimore HIDTA in calendar

¹ The Effect of W/B HIDTA-Funded Substance Abuse Treatment on Arrest Rates of Criminals Entering Treatment in Calendar Year 2001. Institute for Behavior and Health, June 10, 2004

year 2000 dropped 51.3 percent, from 0.8 to 0.39. AOC program participants experienced a 74.5 percent decrease in arrest rates, from 0.94 to 0.24.

The 2001 cohort study produced declines in arrest rates. All HIDTA program participants experienced a 47 percent decrease in arrest rate, from 1.08 to .57. AOC participants experienced 35 percent decrease, from .97 to .72.



Justification of Request

Expanding the AOC program into a Reentry and Sanctions Center will contribute to three of CSP’s four intermediate outcomes (reduction in rearrest, reduction in technical violations, and reduction in drug use) and thereby improve Agency performance related to the long-term goal of reducing recidivism for violent and drug offenses. The target population of the Reentry and Sanctions Center is precisely those offenders most likely to relapse into drug abuse and crime.

When the Reentry and Sanctions Center is fully operational, it will include six program units—four for men, one for women, and one for male offenders requiring specialized mental health assessment. The women’s and mental health units will serve both offender and defendant populations. One men’s unit will be dedicated to pretrial defendants. Of the remaining three men’s units, one will serve the reentry population, one will be reserved for sanctions, and one unit will be a “flex” unit depending on need. Each unit will contain between 15 and 18 beds.

The Reentry and Sanctions Center’s staffing plan has been designed to both retain the AOC program’s intensive case management and holistic service approach and use contract specialist hours as efficiently as possible. The need for this residential facility is well defined. Approximately 2,000 offenders return to the District of Columbia from federal prison each year. It is estimated that 35 percent of these individuals are chronic substance abusers, and 15 percent are returning to the community following parole revocation for drug-related violations. Therefore, several hundred individuals enter supervision each year with histories of long-term substance abuse and prior supervision failure due to substance abuse violations. These are the target population for intensive reentry programming.

CSF 3: Treatment and Support Services

Analysis by Critical Success Factor <i>(dollars in thousands)</i>					
Activity	2006 Enacted	ATB	Program Changes	2007 Budget Estimate	Change From 2006
Supervision	328	12	0	340	+12
Treatment	18,026	285	0	18,026	+285
CSF 3: Treatment & Support Services	18,354	297	0	18,651	+297

Approximately 14 percent of FY 2007 requested funding (\$18,651,000) and 69 FTE support Treatment and Support Services.

Program Summary

The connection between substance abuse and crime has been well established. Long-term success in reducing recidivism among drug-abusing offenders, who constitute the majority of individuals under supervision, depends upon two key factors:

1. Identifying and treating drug use and other social problems among the defendant and offender population; and
2. Establishing swift and certain consequences for violations of release conditions.

CSP is committed to providing a range of treatment options to offenders under supervision. Addressing each individual's substance abuse problem through drug testing and appropriate sanction-based treatment will provide him or her with the support necessary to establish a productive, crime-free life. CSP also provides in-house adult literacy, anger management, and life skills training to help offenders develop the skills necessary to sustain themselves in the community.

CSP contracts with service providers for a range of residential, outpatient, transitional, and sex offender treatment services. Contractual treatment also encompasses drug testing and ancillary services, such as mental health screening and assessments, to address the multiple needs of the population. CSP is also committed to helping offenders build skills and support systems to improve their chances for success in the community. Nowhere is this more evident than in our Learning Labs, which provide literacy training and job development services for both offenders and defendants.

Indications are that the increase in drug testing and treatment is having a positive effect among CSP's supervised population. Drug treatment effectiveness studies performed by CSP show promising results. The studies provide preliminary indication of the short-term (90 and 180 days

post-treatment) effect of treatment on persistent drug user patterns. The studies indicate that drug use persistence decreased more among offenders who completed the treatment program when compared with those who failed to complete the prescribed treatment. Specifically, the number of persistent drug users decreased 78 percent for offenders who completed treatment and 43 percent for treatment drop-outs within 90 days post-treatment. Using available data for offenders who were under CSOSA supervision 180 days post-treatment, the number of persistent drug users decreased 70 percent for offenders who completed treatment and 64 percent for treatment drop-outs. Further analyses are required to determine if the closing of the persistence drug use gap is at least partially attributable to timely and appropriate aftercare support or to other pre-identified factors about treatment participants that may influence treatment continuum decisions.

National research also supports the conclusion that treatment significantly reduces drug use. A study conducted by the Department of Health and Human Services Substance Abuse and Mental Health Services Administration (SAMHSA) found a 21 percent overall reduction in the use of drugs following treatment; a 14 percent decrease in alcohol use; 28 percent in marijuana use; 45 percent in cocaine use; 17 percent in crack use; and a 14 percent reduction in heroin use.² CSP's preliminary analysis of the effectiveness of its treatment programming echoed these findings.

While a reduction in drug use is encouraging, the benefits of drug treatment are proven to go extend beyond this basic measure. There is substantial research that demonstrates the impact of substance abuse treatment on criminal behavior. One national study showed a 45 percent reduction in predatory crime in the two years following treatment.³ Another study compared criminal activity during the 12 months prior to treatment with the activity 12 months following treatment and found a 78 percent decrease in drug sales, 82 percent decrease in shoplifting, and 78 percent decrease in physical altercations. The same study showed a 51 percent decrease in arrests for drug possession and a 64 percent decrease in arrests overall.⁴

Accomplishments

- In FY 2005, CSP made 2,863 placements of offenders in contract substance abuse treatment programs based on risk and needs assessments. Each offender, on average, requires three substance abuse treatment placements to satisfy treatment programming requirements. CSP has made 230 sex offender program placements. In addition, at any given time, up to 1,200 offenders are participating in in-house treatment or treatment readiness programming.

² Office of Applied Studies. *Services Research Outcome Study (SROS)*. DHHS Publication No. (SMA) 98-3177. Rockville, MD: Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Office of Applied Studies, 1998.

³ Hubbard, R.L.; Marsden, M.E.; Rachal, J.V.; Harwood, H.J.; Cavanaugh, E.R.; and Ginzburg, H.M. *Drug Abuse Treatment – A National Study of Effectiveness*. Chapel Hill, NC: University of North Carolina Press, 1989.

⁴ Gerstein, D.R.; Datta, A.R.; Ingels, J.S.; Johnson, R.A.; Rasinski, K.A.; Schildhaus, S.; Talley, K.; Jordan, K.; Phillips, D.B.; Anderson, D.W.; Condelli, W.G.; and Collins, J.S. *The National Treatment Evaluation Study. Final Report*. Rockville, MD: Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment, 1997.

- In FY 2005, CSP placed 266 offenders in the Halfway Back Residential Sanctions program.
- In FY 2005, CSP mental health consultants have provided 4,650 service hours of psychiatric evaluations, psychological case reviews, medical compliance training and aftercare counseling to offenders.
- The Vocational Opportunities, Training and Education (VOTEE) Team provided educational and vocational specialists at Learning Labs in four community field sites to work with offenders needing to improve their educational level, obtain vocational skills training, and/or find employment.
- The Vocational Opportunities, Training and Education (VOTEE) Team provided the following education and vocational development services between October 1, 2004 and September 30, 2005:
 - Administered 1,732 vocational development assessments;
 - Referred 1,551 offenders for job placement;
 - Placed 690 offenders into vocational skills training programs; and
 - Trained 728 offenders in CSP Learning Labs.
- Sponsored two Education and Resource Fairs for offenders to increase Learning Lab enrollment.
- Initiated the pilot Violence Reduction Intervention Program in the Marshall Heights neighborhood. 11 offenders completed Phases I and II and have moved into the final phase of the program.
- In FY 2005, identified and coordinated 35 community service special events for offenders who are required to complete community service hours.

Performance Measures

CSP's treatment performance measures focus on ensuring that the offender accesses treatment in a timely manner and monitors the rate of successful program completion. These measures provide a foundation for assessing overall treatment effectiveness.

MEASURE	FY 2002	FY 2003	FY 2004	FY 2005 Target	FY 2005	2006 Target
3.1 Substance abuse treatment referrals are made according to the recommendations of the assigned treatment specialist within 7 working days.	NA	NA	62%	Baseline	67%	TBD
	The mean referral time is 12 days. Further analysis is needed to determine whether this can be reduced given the resources available to process referrals.					
3.2 Offenders referred to substance abuse treatment are placed in treatment within an acceptable timeframe (30 calendar days).	84%*	NA	78%**	90%	93%**	90%
	<p>*Based on supervisor reports of sampled cases.</p> <p>**Currently, we are unable to accurately measure the amount of time between the CSO referral for treatment and the actual placement with a treatment vendor. Until such time, the above interim measure reflects the time from the start of a referral record (which may be initiated somewhat later than the actual referral date) to the start of placement with a treatment provider.</p>					
3.3 Offenders placed in contractual treatment satisfactorily complete the programs.	53%	53%	64%	65%	72%	70%

CSF 4: Partnerships

Analysis by Critical Success Factor (dollars in thousands)					
Activity	2006 Enacted	ATB	Program Changes	2007 Budget Request	Change From 2005
Supervision	11,998	414	0	12,412	+414
CSF 4: Partnerships	11,998	414	0	12,412	+414

Approximately 9 percent of FY 2007 requested funding (\$12,412,000) and 95 FTE support Partnerships.

Program Summary

Establishing effective partnerships with other criminal justice agencies and community organizations facilitates close supervision of offenders in the community and enhances the delivery of treatment and support services. CSP's Community Relations Specialists are mobilizing the community, identifying needs and resources, building support for our programs, and establishing relationships with local law enforcement and human service agencies, as well as the faith-based community, businesses, and non-profit organizations. These efforts, formalized in Community Justice Partnerships, Community Justice Advisory Networks, and the CSP/Faith Community Partnership, enhance offender supervision, increase community awareness and acceptance of CSP's work, and increase the number of jobs and services available to offenders.



CSOSA/Faith Community Partnership

CSOSA/Faith Community Partnership

The CSOSA/Faith Community Partnership was initiated in FY 2002 as an innovative and compassionate collaboration to provide reintegration services for ex-offenders returning to the community from incarceration. These services are designed to support and enhance the participant's successful re-entry into the community. This program bridges the gap between prison and community by welcoming the ex-offender home and helping him or her get started with a new life.

During the early stages of this initiative, mentoring has been the primary focus. The Mentoring Initiative links offenders with concerned members of the faith community who offer support, friendship, and assistance during the difficult period of re-entry. During the transition from prison to neighborhood, returning offenders can be overwhelmed by large and small problems. Participating offenders are matched with a volunteer mentor from one of the participating faith-based institutions.

The philosophy of mentoring is to build strong moral values and provide positive role models for ex-offenders returning to our communities through coaching and spiritual guidance. Mentors also help identify linkages to faith-based resources that assist in the growth and development of mentees.

Since CSP's Faith Based Initiative began in 2002, over 78 faith institutions have been certified by CSP as mentor centers, 411 community members have been recruited as volunteer mentors, and 250 offenders have been matched with mentors. As of December 2005, 46 faith institutions and 142 mentors remained actively engaged with the program; 61 offenders were matched with a mentor.



East-of-the-River Clergy-Police-Community Partnership is one of the over 40 faith institutions participating in the CSOSA/Faith Community Partnership

In terms of assessing the intermediate outcomes, early results derived by CSP indicate that offenders who participate in the mentoring program may experience lower rates of technical violations, positive drug tests, and rearrests the longer they remained actively engaged with a mentor. Although CSOSA has not introduced experimental or quasi-experimental design to assess the direct relationship between Faith-Based Initiative participation and performance on these intermediate outcome measures, we believe that this alternative intervention strategy is promising. Indeed, CSOSA is looking to expand the program into other areas suffering from limited resources that could be offset by joint ventures with our faith community partners.

Mentoring is just one aspect of faith-based reintegration services. CSOSA is working with its partners to develop a citywide network of faith-based services, including job training, substance abuse aftercare and support, transitional housing, family counseling, and other services. CSOSA has divided the city into three service areas, or clusters, and funded a Lead Faith Institution in each cluster. We are in the process of working with these institutions to map resources, identify service gaps, and build additional faith-based capacity throughout the city.



CSP/Police Community Partnership

To improve public safety and increase offender accountability, CSP is working with the DC Metropolitan Police Department (MPD) to form partnerships with the community. Partnerships enhance the contribution CSP can make to the community by increasing law enforcement presence and visibility.

Working in specific Police Service Areas (PSAs), our Community Supervision Officers collaborate with police officers to share information and provide joint supervision of offenders in the area through regular meetings and joint accountability tours. CSP also works in partnership with the community through the development of community service opportunities for offenders. These opportunities enable offenders to contribute to the community while developing work skills and habits, building positive relationships, and fulfilling court-imposed community service requirements.

CSP/Grant Fiscal Agent Partnerships

In FY 2004, CSP assumed fiscal agent duties for two Department of Justice (DOJ) grant programs with the purpose of increasing public safety for the District of Columbia: 1) Weed and Seed, and 2) Project Safe Neighborhood.

Acting in the capacity of the fiscal agent for the Weed and Seed and Project Safe Neighborhood grants, CSP's responsibilities include:

- Administrative/fiscal oversight;
- Joint management of sub grantee's, report sub grantee activity to the steering committee and monitoring the activity of the community advisory boards;
- Monitoring each program for its fiscal capabilities and programmatic progress review and monitor progress and disburse funding as approved;
- Prepare the categorical assistance progress reports and financial reports to DOJ;
- Oversight of overall program strategy, follow-on application submission and provide technical assistance as needed; and
- Address program and problematic issues; conduct site visits.

Weed and Seed Grant: Operation Weed and Seed, administered by the Community Capacity Development Office (CCD), Office of Justice Programs (OJP), DOJ, and the United States Attorneys' Office (USAO) is a community-based initiative that encompasses an innovative and comprehensive multi-Agency approach to law enforcement, crime prevention, and community revitalization. Operation Weed and Seed is foremost a strategy aimed to prevent, control, and reduce violent crime, drug abuse, and gang activity in three high crime neighborhoods in the District.

CSP is the grantee/fiscal agent for the District, therefore responsible for receiving the award from DOJ on behalf of the USAO and disbursing the funds to recipients in accordance with the approved application, budgets and DOJ financial guidelines

The Weed and Seed partnership is a multi-level strategic plan that includes four basic components: Law enforcement; community policing, prevention/intervention/treatment and neighborhood restoration. Currently, there are three active Weed and Seed sites in the District consisting of Marshall Heights/Eastgate, Columbia Heights, and Congress Heights communities. Within this partnership, Weed and Seed grant funding is provided to the DC Metropolitan Police Department (MPD), which focuses on law enforcement and community policing, representing the “weeding” aspect of the strategy. The prevention, intervention, treatment and neighborhood restoration represents the “seeding” phase as implemented by several community-based agencies funded with the Weed and Seed grant. The various agencies focus on neighborhood efforts to enhance protective factors while reducing risks, thus promoting behavior that ultimately leads to personal success. Our community-based partners include The Columbia Heights Family Shaw Collaborative, The Latin American Youth Center, Columbia Heights Youth Club, The Boys and Girls Clubhouse #10, Neighbors’ Consejo, The Urban League, The Alliance of Concerned Men, Inner Thoughts, East of the River Clergy Police Community Partnership, The Duke Ellington School of Performing Arts, The Bellevue Training Center, The Department of Parks and Recreation and a host of other who have participated in this mobilizing collaborative project.

During FY 2005, The Weed and Seed program focused on prevention, intervention, and treatment services for the children and families of these impoverished areas. Neighborhood restoration components focused on the beautification and revitalization initiatives with the closing of nuisance properties and the development of employment, educational and vocational opportunities for its residents. MPD and its law enforcement efforts reduced the number of gang related crimes, reduced property crimes, increased police presence in our neighborhood schools and vigorously enforced the truancy laws. With the continued work of the Gang Intervention Partnership (GIP), a special unit of MPD, its outreach and communication efforts has successfully reduced the number of juvenile and gang related crimes.

The Weed and Seed program continues to demonstrate its impact with the development of youth leadership and summer camps, job training, job placement, tutoring, self-sufficiency workshops, victim assistance programming, parenting classes, safe haven activities, employment job fairs, juvenile re-entry, home ownership training, financial planning, community clean-up projects and a host of other services to assist with the revitalization of community and family.

Project Safe Neighborhoods Grant: Project Safe Neighborhoods (PSN) is a nation-wide commitment to reduce gun crime by networking existing local programs that target gun crime and providing those programs with additional tools necessary to be successful. The goal is to take a hard line against gun criminals through every available means to create safer neighborhoods. PSN is administered by DOJ.

CSP is the fiscal agent in PSN in the District of Columbia, working with other law enforcement and community organizations to enhance prosecution for and to prevent weapons-related and other forms of violent crime. CSP, the United States Attorney’s Office (USAO), the DC

Metropolitan Police Department (MPD), the Office of the Attorney General for the District of Columbia, the Alliance of Concerned Men, Inner Thoughts, Inc., and Survivors of Homicide are involved in this initiative. CSP receives funds from DOJ and disburses the funds to sub-recipients in accordance with DOJ approval.

The investigative and prosecution aspects of PSN take advantage of the structure provided by the CSOSA-MPD partnership. CSOSA, MPD and USAO meet regularly to share information on potential suspects and victims of violent crime in hot spots where high rates of drug activity and violent crime coincide. In addition, Assistant United States Attorneys attend offender Mass Orientations (described in the section on the CSOSA-MPD partnership) to emphasize the severe legal consequences for repeat possession of a firearm or possession of a firearm during the commission of other crimes.

CSOSA utilized PSN funds to develop of a Violence Reduction Treatment Intervention. The program teaches offenders new strategies to manage anger and improve problem-solving skills. In addition, participants in the program work with community coaches who will lead them in developing a community service project that restores some of the damage caused by crime.

The Alliance of Concerned Men provided group and individual coaching support to assist offenders in developing problem-solving skills, anger reduction techniques, and community restoration projects.

In addition, the MPD will test and record data on firearms recovered in the District of Columbia to investigate and solve firearms related violence in PSN hot spots. The Office of the Attorney General for the District of Columbia has hired a specialized juvenile prosecutor whose focus is on weapons-related crime in PSN hot spots.

PSN also supports the efforts of two community-based organizations to engage youth in conflict resolution and violence prevention. Survivors of Homicide organizes after-school activities to promote health communication and conflict resolution skills with fifth and sixth grade-aged children. Inner Thoughts, Inc., enlists teen-aged youth workers to promote positive alternatives to gun violence.

Accomplishments

- CSOSA Director named as Co-Chair of the Criminal Justice Coordinating Counsel (CJCC).
- Maintained partnerships with the Metropolitan Police Department (MPD) in each of the District's 45 Police Service Areas to conduct joint accountability tours and Mass Orientations.
- Conducted specialized Mass Orientations, including one for Spanish-speaking offenders, one for sanctioning domestic violence offenders, and three for offenders supervised by mental health supervision teams.

- In June 2003, CSOSA expanded our Faith Community Partnership to include inmates housed at the Federal Bureau of Prison's Rivers Correctional Institution in North Carolina, which has a large population of District of Columbia inmates. Our activities with Rivers have included video mentoring and Community Resource Day presentations on DC programs and services available to returning offenders.
- Launched information sharing and accountability tours between CSOSA, MPD, and the Mt. Ranier (MD) Police Department, the MD Division of Probation and Parole, and the MD Department of Juvenile Justice.
- Acted as fiscal agent for the Weed and Seed and Project Safe Neighborhoods initiatives.
- Conducted Quarterly Meetings with the Metropolitan Police Department, including each District Commander.
- Developed partnership with BOP and community groups to improve offender re-entry.
- Continued to improve information gathering by developing relationships and collaborations with CSOSA's law enforcement partners, the D.C. U.S. Attorney's Office and the Pretrial Services Agency.
- Continued to collaborate and enhance the Cross Borders Initiative with neighboring jurisdictions.
- Implemented procedures to comply with the Interstate Commission for Adult Offender Supervision.
- Conducted sex offender training for the Judiciary and D.C. U.S. Attorney's Office.
- Collaborated with the Child Support Enforcement Division to comply with the requirements of the Offender Self-Sufficiency Act.

Performance Measures

Throughout the first five years of CSOSA’s existence, performance measures for this CSF focused on establishing the framework for community partnerships. CSP adopted two “milestone” measures: establishing active partnerships with the Metropolitan Police Department in all Police Districts, and establishing functional Community Justice Advisory Networks in all police districts. These measures have been achieved and have resulted in scheduled partnership activities: case presentations and accountability tours with MPD, CJAN meetings and Offender Mass Orientations in each police district. In addition, CSP’s partnership activities have expanded to encompass our work with the faith community and our role in grant administration.

We are in the process of developing additional measures that focus on the *effectiveness* of our partnership activities rather than the *extent* of these activities. Such measures may involve different methodologies, such as survey research or sampling.

MEASURE	FY 2002	FY 2003	FY 2004 Target	FY 2004	FY 2005
4.1. Agreements are established and maintained with organizations through which offenders can fulfill community service requirements.	38	41	+10%	41	Measure under review.
	An estimated 41 Memoranda of Understanding (MOUs) have been established between CSP and providing organizations. This measure is being revised to reflect the availability of effective community service slots rather than the number of agencies providing those slots.				
4.2. Agreements are established and maintained with organizations to provide offenders with job opportunities.	2,632 slots	NA	Baseline	NA	Measure under review.
	This measure is being revised to reflect the number of employment slots developed through CSP’s VOTEE unit rather than the number of agreements with potential employers.				
4.3. Each offender classified to intensive or maximum supervision has his/her case presented at Metropolitan Police Department partnership meetings within 60 days of the classification.	53%	60%	60%	NA	Measure under review.
	Data for this activity has proven difficult to retrieve because it is embedded in the offender’s “running record,” or case notes. Efforts are continuing to develop a reliable methodology to extract this data.				

Measure Under Development

- Accountability Tours with the Metropolitan Police Department occur per Agency policy.**
 During FY 2001, the policy defining accountability tour frequency was in development. During FY 2002, this data was captured manually, but a sample of cases indicated that data entry was not reliable enough to report performance on this measure.

Data Availability. The frequency of accountability tours is tracked through the running record; the officer selects “accountability tour” as the purpose for the running record entry. In FY 2003, this selection was made for 2,722 entries. In FY 2004, 4,766 accountability tours were recorded. In FY 2005, a total of 4,939 accountability tours were recorded.

Community Supervision Program
Summary of Change
fiscal year 2007

	Perm Pos.	FTE	Amount \$(000)
FY 2006 Appropriation	914	914	129,360
Congressional Rescission			-1,294
FY 2006 Enacted Budget	914	914	128,066
Adjustments to Base:			
Annualization of FY 2005 RSC Positions	0	0	3,428
FY 2007 Pay Raise	0	0	2,128
General Price Increase	0	0	1,835
Total ATB	-	-	7,391
2007 BASE	914	914	136,751
Program Changes:			
Total Changes	-	-	7,391
FY 2007 Request	914	914	135,457

Community Supervision Program
Salaries and Expenses
Summary of Requirements by Grade and Object Class
(dollars in thousands)

	FY 2005 Enacted		FY 2006 Enacted		FY 2007 Request		Variance	
		<i>Amt</i>	<i>Pos</i>	<i>Amt</i>	<i>Pos</i>	<i>Amt</i>	<i>Pos</i>	<i>Amt</i>
EX	1	139	1	143	1	150	-	7
SL	8	1,139	8	1,180	8	1,242	-	62
GS-15	18	2,022	18	2,200	18	2,315	-	115
GS-14	53	4,615	54	5,492	54	5,787	-	295
GS-13	95	7,088	99	8,372	99	8,839	-	467
GS-12	287	18,978	305	21,020	305	22,164	-	1,144
GS-11	74	2,921	82	4,761	82	5,084	-	323
GS-10	1	45	1	63	1	66	-	3
GS-09	81	3,790	91	3,954	91	4,161	-	207
GS-08	37	1,637	44	2,097	44	2,258	-	161
GS-07	129	4,990	157	7,807	157	8,569	-	762
GS-06	29	669	29	1,063	29	1,119	-	56
GS-05	18	376	19	564	19	601	-	37
GS-04	5	273	5	280	5	295	-	15
GS-03	1	14	1	21	1	22	-	1
GS-02	-	-	-	-	-	-	-	-
GS-01	-	-	-	-	-	-	-	-
Total Appropriated Positions	837	48,696	914	59,017	914	62,671	-	3,654
Object Class								
11.1 Full Time Permanent	837	46,194	914	55,517	914	62,671	-	7,154
11.3 Other Than Full-Time Permanent		2,502		2,500		2,500	-	-
11.5 Other Personal Compensation		635		739		745	-	6
11.8 Special Personal Services		454		592		592	-	-
12.0 Personnel Benefits		16,040		19,241		19,928	-	687
13.0 Unemployment Compensation		25		28		28	-	-
Total Personnel Costs	837	65,850	914	78,617	914	86,464	-	7,847
21.0 Travel & Training		826		943		980	-	37
22.0 Transportation of Things		220		248		254	-	6
23.1 Rental Payments to GSA		1,577		1,608		1,657	-	49
23.2 Rental Payments to Others		5,973		7,540		6,556	-	(984)
23.3 Comm, Utilities & Misc.		1,963		2,539		2,600	-	61
24.0 Printing and Reproduction		39		35		36	-	1
25.1 Consulting Services		1,980		7,141		5,885	-	(1,256)
25.2 Other Services		24,458		21,837		23,288	-	1,451
25.3 Purchases from Gov't Accts		859		926		948	-	22
25.4 Maintenance of Facilities		944		944		967	-	23
25.6 Medical Care		3		5		5	-	-
25.7 Maintenance of Equipment		692		700		717	-	17
26.0 Supplies and Materials		955		1,028		1,053	-	25
31.0 Furniture and Equipment		3,614		3,920		4,011	-	91
32.0 Buildout		13		35		36	-	1
Non-Personnel Costs		44,116	-	49,449	-	48,993	-	(456)
TOTAL	837	109,966	914	128,066	914	135,457	-	7,391
OUTLAYS		115,911		126,398		133,979		7,581

