

Court Services and Offender  
Supervision Agency

# Community Supervision Program



Congressional Budget Justification and  
Performance Plan/Report  
Fiscal Year 2010

May 7, 2009



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

## Fiscal Year 2010 Budget Request

### Community Supervision Program

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The Community Supervision Program (CSP) provides supervision in the community for adult offenders on probation, parole or supervised release, consistent with a crime prevention strategy that emphasizes public safety and successful re-entry into the community through an integrated system of close supervision, routine drug testing, treatment support services, and graduated sanctions. CSP also develops and provides the Courts and the U.S Parole Commission with critical information for probation and parole decisions.

### Community Supervision Program Summary of Change *fiscal year 2010*

	Perm Pos.	FTE	Amount \$(000)
<b>FY 2009 Enacted</b>	<b>924</b>	<b>920</b>	<b>148,652</b>
<b>Adjustments to Base:</b>			
Transitional (Re-entrant) Housing Reduction to Base	0	0	(500)
ReEntry & Sanctions Center Reprogramming	6	6	0
Annualization of FY 2009 New Positions	0	4	390
FY 2010 Pay Raise	0	0	2,693
General Price Increase	0	0	503
633 Indiana Ave, NW Rent Increase	0	0	1,118
<b>Total ATB</b>	<b>6</b>	<b>10</b>	<b>4,204</b>
<b>FY 2009 BASE</b>	<b>930</b>	<b>930</b>	<b>152,856</b>
<b>Program Changes:</b>			
Global Positioning System (GPS) Monitoring	1	1	1,000
<b>Total Program Changes</b>	<b>1</b>	<b>1</b>	<b>1,000</b>
<b>Total Changes</b>	<b>7</b>	<b>11</b>	<b>5,204</b>
<b>FY 2010 Request</b>	<b>931</b>	<b>931</b>	<b>153,856</b>
<b>Percent Increase over FY 2009 Enacted:</b>	<b>1%</b>	<b>1%</b>	<b>3.5%</b>

## Justification for FY 2010 Program Change

### Global Positioning System (GPS) Monitoring

		FY 2008	FY 2009	FY 2010	Change 2009/ 2010
Global Positioning System (GPS) Monitoring	(\$000)	\$578	\$596	\$1,596	+\$1,000
	Pos.	5	5	6	+1
	FTE	5	5	6	+1

### Background

CSP uses Global Positioning System (GPS) monitoring for the highest risk offenders as part of a series of graduated sanctions or as a special condition imposed by the releasing authority. GPS monitoring is used to enforce curfews, establish prohibited/restricted areas, and assess and monitor offender movement in the community. Depending on the type of GPS technology employed with a particular offender, monitoring can be performed on an almost real-time basis. GPS offers a high level of offender accountability to both the public and crime victims by monitoring whether an offender enters prescribed areas, such as an elementary school or victim's neighborhood, and notifying CSP immediately if such prohibited movement occurs. This effective tool allows CSP to provide heightened supervision of high risk offenders while allowing such offenders to productively rehabilitate in the community.

CSP Policy establishes that offenders may be placed on GPS tracking as part of graduated sanctioning under any of the following supervision circumstances/statuses:

- 1) Loss of Contact
- 2) Re-Arrest
- 3) Sex Offender
- 4) Mental Health Offender
- 5) Domestic Violence Offender
- 6) Recalcitrant/Unemployed Offender
- 7) PCP Positive Drug Testing Offender

As of September 30, 2008 CSP supervised 6,882 offenders at the highest assessed risk levels; of these offenders, 2,176 were supervised as part of a specialized Sex Offender, Mental Health or Domestic Violence caseload. As of September 30, 2008, enhanced its supervision and monitoring of these high risk offenders by placing 708 of these 2,176 offenders (or 33 percent) on GPS.

A CSP review of FY 2008 GPS placements identified the most common supervision violations leading up to GPS placement as positive drug testing followed by failure to report for a drug test or scheduled office visit (loss of contact). In addition, offenders who are unemployed and not actively searching for a job are sometimes placed on GPS until they find employment. Once a job is found and the offender maintains that employment for 30 days, the offender may be removed from GPS.

CSP uses contractor-provided GPS system/equipment, while CSP staff perform equipment installations/removals, track offender activity, and research violations. GPS equipment consists of a tracking device, which is a small bracelet transmitter with a strap that is placed on the offender's ankle. The ankle transmitter is not to be removed by the offender during the entire monitoring period. The GPS transmitter is designed to communicate with the contractor's GPS satellites. GPS placement typically lasts between 14 and 90 days.

CSP uses both 'active' and 'hybrid' GPS monitoring system technologies depending on the nature of the offender's non-compliance and the offender's prior behavior and offense history. For offenders tracked using active monitoring, GPS location coordinates are downloaded every ten minutes into the contractor's data center; immediate notification occurs for any recorded non-compliance. For those tracked via hybrid monitoring, GPS data is only transmitted to the satellites intermittently or when a high-level violation occurs. Once GPS data is downloaded from the satellite, the data is available to CSP GPS staff and supervising Community Service Officers (CSO) through GPS mapping, system-generated monitoring status reports and cell phone and/or email violation alerts. GPS staff and CSOs track offender activity primarily on business days during normal work hours. Once it is determined by GPS staff that a GPS violation has occurred, the CSO must immediately initiate action with the offender.

In addition to monitoring GPS compliance by high risk offenders, CSP staff work daily with the DC Metropolitan Police Department (MPD) and other law enforcement agencies to match offender GPS coordinates with crime locations. Mapping technology allows CSP to create extremely detailed maps of locations and offender movements to aid in suspect apprehension and identification of witnesses. CSP has trained and provided MPD staff with direct access to the GPS system for monitoring purposes. MPD's new Intelligence Fusion Division, responsible for the collection, analysis, and dissemination of information related to violent crimes occurring within the District, is expected to be a regular user of CSP GPS data. In addition to MPD, listed below are CSP's other criminal justice partners who use CSP GPS data:

- The Federal Bureau of Investigations (FBI)
- United States Attorney's Office (USAO)
- University of Maryland College Park Police
- United States Capitol Police
- United States Park Police
- Prince George's County Police Department
- Prince George's County Sheriff's Department
- Montgomery County Police Department
- United States Marshals Service (USMS)

CSP's GPS data has played a key role in several arrests. Recent high profile cases where CSP GPS information assisted our criminal justice partners include:

**February 13, 2008**      GPS placed an offender at the time and location of two sexual assaults on teenaged girls.

- June 16, 2008** GPS placed an offender at the time and location of the kidnapping of his former girlfriend who was forced to participate in sexual acts by members of the offender's crew.
- June 30, 2008** GPS placed offender at the time and location of several robberies of individuals at the Jefferson Memorial, after he tried to use a victim's credit card.
- September 1, 2008** GPS placed offender at the time and location of a sexual assault.
- September 17, 2008** GPS placed an offender at the time and location of the robbery and shooting of a retired MPD police officer.

***Justification of Request***

To determine the effectiveness of GPS monitoring on offender compliance/behavior, CSP performed a review of offenders placed on GPS for at least 60 successive days in FY 2008. CSP determined that these offenders committed an average of 5.7 supervision violations in the 60-day period prior to placement on GPS compared to only 3.5 supervision violations in the 60-day period after GPS. The CSP GPS program increases both offender compliance and the security of past and potential victims.

CSP requests \$1,000,000 in FY 2010 resources to fund GPS monitoring capacity of 550 offenders on active/hybrid surveillance. The requested resources include:

- \$873,000 to support daily contract GPS system monitoring costs; and
- 1 Lead GPS Electronic Monitoring Technician

CSP received limited appropriated funding to support a GPS pilot in the FY 2004 appropriation. Because of its effectiveness, CSP is currently operating the GPS program significantly beyond the levels of the pilot with use of appropriated funds from the Halfway Back residential sanctions program.

CSP currently has five (5) FTP positions dedicated to placing and tracking offenders on GPS:

- 1 Lead GPS Electronic Monitoring Technician (EMT)
- 3 GPS EMTs
- 1 Administrative EMT

CSP requests one (1) additional Lead GPS Electronic Monitoring Technician position to:

- Assist with additional violation research inquiries associated with 900 GPS offenders,
- Provide on-call weekend and after-hours research support for supervision CSOs, our criminal justice partners, and special projects (MPD's All Hands on Deck, Fugitive Safe Surrender, FBI Project Pinpoint, etc.) allowing more rapid interventions with offenders and increased public safety if GPS restrictions are violated, and
- Expand training, system access and information sharing to our criminal justice partners.

Currently, GPS staff install/remove GPS equipment from an average of 150 offenders per week, review GPS monitoring system status reports, track lost/stolen equipment and validate GPS violations for CSOs and criminal justice partner agencies. In FY 2008, an average of 1,317 GPS system violations were recorded per calendar day; these alleged violations must be reviewed and investigated by the supervision CSOs, and if deemed to be valid, confirmed by GPS EMTs prior to the CSO initiating action with an offender. EMTs currently receive over 30 inquiries per working day from supervision CSOs requiring additional, specialized research to verify system reported GPS violations. In addition, EMTs receive regular inquiries from MPD and other criminal justice partners; CSP expects additional inquiries from MPD's Intelligence Fusion Unit as well. Each inquiry requires research by GPS staff and many of these inquiries occur outside of regular business hours. The additional Lead GPS Electronic monitoring Technician would allow CSP to handle current and projected levels of workload.

## 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. 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. Some 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 the loss of liberty resulting from conviction for a new offense or revocation for violation of release conditions. Five intermediate performance measures support the long-term outcome: rearrest, technical violations, drug use, employment/job retention, and education.

CSOSA's Strategic Plan articulates the relationship of these measures to the agency's long-term goal:

In developing its supervision model, CSOSA recognized that the principles [of effective supervision] need not be viewed as conflicting with the provision of treatment and other support programming. On the contrary, the external control exercised through close supervision, meaningful sanctions, and surveillance drug testing can complement the offender's participation in support programs. If the principles of [close supervision] are aimed at establishing a system of external accountability—the offender is watched and is punished when non-compliance is detected—treatment and other programming is intended to establish a system of internal accountability. Through success in treatment, education, job training, and other experiences, the offender learns that change is possible and desirable. He or she develops the desire to behave differently. The success of sanctions-based treatment (that is, court-mandated drug treatment enforced through immediate, graduated sanctions for violations), funded on a regional basis through the HIDTA initiative, was important to developing CSOSA's program model.

The development of internal accountability and the desire to sustain behavioral change are long processes that usually entail lapses and mistakes. The offender's path to progress is not straight. Graduated sanctions provide the ideal vehicle to contain minor relapses before they develop into new criminal activity.

CSOSA's ability to affect the behavior of the offenders we supervise is therefore equally dependent upon two factors: 1) identifying and treating drug use and other social or individual problems among the defendant and offender population, and 2) establishing swift and certain consequences for individuals under supervision who fail to comply with the conditions of their release. Both of these principles are essential to CSOSA's success.<sup>1</sup>

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<sup>1</sup> CSOSA Strategic Plan 2005-2010, pp 8-9.

We believe that by focusing our case management strategies and interventions on these areas, more offenders will complete supervision successfully, resulting in improved public safety in the District.

The following sections discuss progress toward each outcome. Except for drug use data, which is supplied by the Pretrial Services Agency, performance data is not reported prior to FY 2003. Prior to implementation of the Supervision Management Automated Record Tracking (SMART) automated case management system and subsequent data clean-up efforts, most data was collected manually, either by population sampling or monthly statistics compiled during case audits. While these estimates were very useful, they cannot be considered as reliable as data obtained through SMART. Where relevant, prior year data has been summarized.

### **Progress Toward Intermediate Outcomes**

**Rearrest:** Rearrest is a commonly used indicator of criminal activity among offenders on probation, parole, and supervised release, though it does not in itself constitute recidivism.

CSP began studying parole rearrest in FY 1999. Between FY 1999 and FY 2000, parole rearrest appeared to decrease substantially as CSOSA put more aggressive case management strategies in place. Early data indicate that in two years the parole arrest rate dropped from 27 percent of the average monthly population to 20 percent. When this data is 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 first SMART data revealed that this decrease appeared to be holding. Initial probation data indicated a baseline rearrest rate of 21 percent of the supervised population in FY 2002.

In FY 2003, SMART data was more widely available, and rearrest data for all supervision types could be generated. Between FY 2003 and FY 2008, total rearrest has fluctuated between 15 and 20 percent of the supervised population. Supervised Release cases have the highest rate of rearrest, averaging about 9 percent higher than parole cases.

Rearrest statistics since FY 2003 are summarized in the following table:

**Percentage of Supervised Population Rearrested: FY 2003 – FY 2008**

	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>
Probation	13%	13%	17%	18%	16%	16%
Parole	17%	20%	22%	23%	19%	19%
Supervised Release	NA	NA	31%	30%	28%	29%
Total population*	15%	18%	19%	20%	18%	19%

\*Includes probation, parole, supervised release, civil protection orders, and deferred sentence agreement cases.

It is difficult to set targets or measure progress regarding rearrest for a number of reasons:

- It is difficult to determine the extent to which CSP activities can be expected to influence arrest.
- A significant percentage of arrests never result in charges being filed.
- Local police initiatives may affect the number and location of arrests.
- Many offenders are arrested for traffic or public order offenses (loitering, having an open container of alcohol, etc.) which are not necessarily indicative of criminal activity.

CSOSA began tracking arrest as one of several measures related to compliance with release conditions. We will continue to track arrest and are exploring ways to disaggregate these data to be more meaningful, such as tracking by type of charge and setting performance targets based on supervision level.

**Technical Violations:** Just as rearrest is an indicator of behavior that may ultimately result in incarceration, repeated non-compliance with release conditions also can lead to loss of liberty, or revocation, for “technical” violations. Similarly, the number of violations an offender accumulates can be viewed as indicative of the offender’s stability—the more violations the offender accumulates, the closer his or her behavior may be to the point where it can no longer be managed in the community. To capture the extent of this instability among the supervised population, CSP has adopted as its measure the percentage of offenders who accumulate three or more technical violations during a reporting period.

As CSP’s program has evolved, it has been difficult to determine what the rate of technical violations really means. CSP has implemented aggressive policies of closely monitoring behavior through office and field visits, greatly increased drug testing, and increased sanctions for non-compliance (such as placement in a day reporting program or on GPS tracking). The offender’s failure to cooperate with any of these conditions will result in a sanction. Since many of these strategies have not been in place for very long, it is difficult to know how their implementation affects the rate of non-compliance: Do violations increase because offenders are held to new and higher standards? Do lower caseloads mean that supervision officers have more time to monitor their cases, thus detecting and reporting more violations? When a new sanctions option becomes available, are staff more likely to under- or over-prescribe it? Several years of data must be accumulated on any given operational strategy before these questions can be answered, and the answers will influence any performance targets.

These questions are further complicated by SMART’s evolving ability to track violations and sanctions. Several significant changes/enhancements were added to SMART in FY 2002 and FY 2003 to improve the recording of violations. FY 2004 provides the first complete fiscal year’s worth of sanctions data obtained without reference to the narrative case notes, or “running record.” 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.

Between FY 2005 and FY 2008, the number of violations recorded in SMART rose 34 percent; however, the rate of offenders accumulating three or more technical violations peaked in 2005 and has not reached that level since (though it is rising). The mean violations per offender in that group is also rising. Further analysis of offender violation patterns is being conducted.

**Technical Violations Summary: FY 2004 – FY 2008**

	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>
Violations recorded in SMART	42,096	60,439	57,517	61,808	80,910
Percent of Supervised Population with 3 or More Violations	15%	34%	26%	27%	30%
Mean Violations Per Offender (w/3 or more)	4	6	5	6	7

**Drug use:** CSP has greatly increased the role of surveillance drug testing in community supervision. Testing both monitors the offender’s compliance with the releasing authority’s requirement to abstain from drug use (and usually alcohol use as well) and indicates the offender’s level of need for treatment placement. CSP implemented an agency-wide drug testing policy in September 2000. This policy 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 a history of drug use and have established a record of negative tests.

Drug testing data is provided by the Pretrial Services Agency, which processes tests for CSP in its laboratory. Test results are immediately available to Community Supervision Officers via an interface between the lab’s computer system and SMART. However, because SMART was used to determine which offenders were eligible for testing according to agency policy, only data since FY 2002 is considered fully reliable. Drug test results are summarized in the table below; since FY 2005, the results have been fairly stable, with about half of the tested population reporting at least one positive drug test in the period.

**Percentage of Tested Population Reporting at Least One Positive Drug Test: FY 2003 – FY 2008**

	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>
Tests including alcohol	64%	55%	52%	51%	51%	52%
Tests excluding alcohol	NA	51%	48%	46%	46%	47%

CSP is working to develop revised drug testing protocols that maximize testing effectiveness and reduce the number of tests conducted on groups of offenders who are very unlikely to test positive. These revised protocols may save significant resources without reducing the effectiveness of the overall testing program. The relatively constant rate of positives observed in FY 2005 – FY 2008 indicate that a baseline level has been established under the current policy and eligibility criteria. The challenge now is to use this knowledge to inform program operations and to determine the extent to which CSP’s program strategies can be expected to impact this rate.

**Employment:** Through its Vocational Opportunities, Training, Education, and Employment (VOTEE) program, CSP works with its partners in the community to develop employment opportunities for offenders. CSP’s strategic objective is to increase both the rate and the duration of employment. Continuous employment indicates that the offender is maintaining stability in the community and an income; employment longevity also leads to increased wages. These factors improve the offender’s ability to meet family obligations, such as child support, obtain independent housing, and maintain stable relationships. Long-term employment also provides useful community-based “collateral” contacts for the Community Supervision Officer.

While SMART included the ability to record an offender’s work history from its launch in 2002, both the VOTEE program and SMART enhancements to measure employment duration continue to evolve. As an interim measure, CSP has adopted the percentage of the population that is employed on the date that end-of-year statistics are run. This measure defines the extent of the problem much more precisely than it measures the effectiveness of CSP’s efforts to address it. Since FY 2003, the percentage of employed offenders has fallen 12 percent, as the table below indicates.

**Percentage of Supervised Population Reporting Employment  
(End of Fiscal Year): FY 2003 – FY 2008**

	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>
Employed Offenders	60%	55%	52%	53%	50%	48%

**Education:** CSP recognizes that an offender’s educational functioning affects his or her success on supervision in many ways. A functionally illiterate individual is much less likely to be able to maintain employment or meet his or her obligations in the community.

CSP’s objective is to refer all offenders who enter supervision without a high school diploma or GED to VOTEE staff for assessment and appropriate services. In addition, many offenders have release conditions that require participation in these services until the offender obtains a GED. The VOTEE module of SMART is currently under development and is partially deployed; when complete, it will track the 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 achievement test scores and post-tests.

Until this module is fully deployed and data become available, CSP has adopted as an interim measure the percentage of offenders who report less than a high school diploma or GED. As

with employment data, this measure is much more a statement of the problem than an attempt to measure the effectiveness of CSP's programs.

Education data could be extracted from SMART for a statistically significant proportion of the population beginning in FY 2004. For all supervision types, the trend indicates modest improvements in the percentage of offenders with a GED or high school diploma. This data is summarized in the table below.

**Percentage of Supervised Population Reporting  
No GED or High School Diploma: FY 2004 – FY 2008**

	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>
Probation	45%	45%	43%	40%	39%
Parole	52%	48%	39%	43%	42%
Supervised Release	58%	56%	51%	52%	51%

**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.

**CSOSA Recidivism Study:** CSOSA completed its first three-year cohort study of recidivism in FY 2008. The study tracks arrest, conviction, and revocation for a sample of 1,014 offenders who entered supervision in 2004 within 36 months after their supervision start date. The overall methodology mirrors that employed by the Bureau of Justice Statistics for a 1994 entry cohort across 15 states (BJS, 2004). In the CSOSA study, we track offenders either adjudicated in D.C. Superior Court or transferred to Washington, D.C. via an Interstate Compact agreement.

Of the offenders tracked, 63 percent were re-arrested within three years after their CSOSA supervision start date. This is slightly lower than the BJS cohort, 67.5 percent of whom were rearrested within three years.

Study findings are summarized in the table below:

## 2004 CSOSA Offender Recidivism Study: Three-Year Arrest, Conviction, and Reincarceration Rates<sup>1</sup>

	Probation (n = 559)	Parole	Supervised Release (n = 148)	Civil Protection Order/ Deferred Sentence Agreement	Total Sample <sup>2</sup> (n = 1,014)
<b>All Arrests<sup>2</sup></b>					
3 years	54%	81%	84%	45%	<b>63%</b>
<b>Selected Arrest Types:</b>					
Violent crime	9%	10%	10%	20%	
Drug Crime	20%	20%	30%	9%	
<b>Convictions</b>					
3 years	20%	40%	44%	7.8%	<b>27%</b>
<b>Reincarcerated</b>					
3 years	29%	51%	53%	3.9%	<b>36%</b>

Source: CSOSA Office of Research and Evaluation

<sup>1</sup>Data reflects both the CSOSA case management system and FBI data for events occurring outside the District of Columbia.

<sup>2</sup>The “Total Sample” column includes percentages of the entire cohort, while the other columns show the percentage for that supervision type (probation, parole, etc.); therefore, the rows do not add up to the “total sample” percentage.

Although CSOSA’s three-year recidivism rate is similar to BJS’s, it should be noted that since 2004, when this cohort was selected, CJP has made significant policy, technological, and operational changes that are transforming its supervision practices. When fully implemented, these changes should result in decreased recidivism in future years.

**Annual Revocation Rates:** In addition to the recidivism study, CSP tracks annual revocation rates through SMART. This data is useful both as a measure of compliance among supervised offenders and as a measure of releasing authority activity from year to year. The measure captures cases that have been assigned the status of “Closed/Revoked to Incarceration.” This is a percentage of all cases, regardless of supervision status, type, or duration, so the rates reported here are much lower than the rates in the recidivism study discussed above.

### Percent of Supervised Population Revoked to Incarceration<sup>2</sup>

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008
Probation	10%	10%	10%	9%	9%
Parole	10%	13%	15%	12%	9%
Total Population*	9%	11%	11%	10%	9%
Number of Revocations	1,943	2,501	2,603	2,239	2,102

\*Includes probation, parole, supervised release, civil protection order, and deferred sentence agreement cases.

<sup>2</sup> Data reported here differ slightly from what has been reported previously because the methodology has been revised to exclude cases that are designated in SMART as “closed unsatisfactorily.” A supervision period may be closed unsatisfactorily for reasons that do not result in revocation or loss of liberty.

## **Data Availability and Performance Measurement**

CSP has changed the way community supervision occurs in the District of Columbia. Prior to CSOSA's establishment, probation and parole functions were performed by separate agencies with 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 job category of Community Supervision Officer. In addition, CSOSA has decentralized CSP operations to 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) and the probation and parole information systems were merged. The resulting database, the Offender Automated Supervision Information System (OASIS), came online in January 2001. Although OASIS established an initial framework for inputting data on both probation and parole cases, 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.

Version 1.0 of the Supervision Management Automated Record Tracking System (SMART) was deployed on January 22, 2002. Development of the general supervision module 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. Community Supervision Officers, working closely with Information Technology staff and consultants, were the primary designers of SMART. Since deployment of the initial supervision module, the agency has added several additional modules and continues the process of transitioning all supervision recordkeeping to the system. The evolving design and deployment of the SMART system remains one of our highest priorities.

System functionality and efficiency were significantly improved with the introduction of SMART Version 3.0 in March 2006. The implementation of SMART 3.0, a major system redesign, necessitated that all line staff and managers be retrained. In addition, as with any new software application, problems that did not emerge in testing were revealed during deployment.

As SMART evolves, CSP's performance data has also improved, though much work remains to be done. For many performance measures, baselines cannot be established until the relevant SMART enhancements are fully functional. Results generated through SMART are subject to greater verification and statistical rigor than manually collected data. Therefore, CSP has refrained from establishing some baselines until these enhancements are in place and the data have been validated.

Enhancements and additional modules continued to be developed and deployed, and several remain to be completed. The Alleged Violation Report (AVR) module was deployed in March 2006 and significantly enhanced in FY 2008. The VOTEE module is undergoing substantial

redesign and enhancement. The Reentry and Sanctions Center module and enhancements to the Offender Processing Unit module are also scheduled to be developed in FY 2009. 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. Data from these outside sources are essential to capturing key variables—such as case dispositions and arrests—in a timely manner.

Each of these enhancements significantly improves both SMART's day-to-day functionality and its ability to capture specific data for research, program evaluation, and performance management. However, careful resource management and regular reassessment of priorities are essential to ensure that SMART enhancements are developed and deployed in a sequence that makes sense to all stakeholders in the process.

With the deployment of SMART, the CSP 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 "point and click" drop-down menus to improve data quality and uniformity. Although SMART is still evolving, CSP is committed to relying on the data it contains.

**SMARTStat:** CSP implemented the SMARTStat performance management initiative in FY 2007. Modeled after New York City's CompStat and Baltimore City's CitiStat, SMARTStat enables managers at all levels to gain a data-driven understanding of agency performance at the individual employee, team, branch, and organization levels. SMART Stat focuses on a series of critical case management practices, with the goal of improving the rate of offenders who successfully complete supervision and reintegrate into society. Executive staff and branch chiefs meet regularly to review SMARTStat results and plan operational strategies to improve results. CSP's enterprise data warehouse (EDW) is the source of SMARTStat data. The implementation of SMARTStat represents a major enhancement of the agency's ability to use current, accurate performance data as the basis for day-to-day management decisions.

#### **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 definition would yield 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 in FY 2005 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, Community Supervision Services (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

CSS is organized under an Associate Director and is comprised of nine branches providing offender investigations; diagnostics and evaluations; intake; supervision; interstate; and drug services:

### **CSS 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 pre and post sentence investigations. Three specialized teams also prepare transitional parole supervision plans for offenders placed in Federal Bureau of Prisons (BOP) residential reentry centers (also known as halfway houses) pending release to the community (one

team) or offenders who are transitioning from an institution to community-based supervision (two teams). These three teams also investigate home and employment plans and make recommendations to accept offenders who desire to relocate to the District of Columbia to complete their term of community supervision.

### **CSS Branches IIA, IIB and VII: General Supervision and Sex Offender Supervision**

The responsibility for supervision of the majority of probation, parole and supervised release offenders in the District of Columbia is assigned to the general supervision function, which is subdivided into three branches (IIA, IIB, and VII). Supervision and monitoring of probationers and parolees is conducted by officers assigned to 18 general supervision teams (seven teams in Branch IIA, eight 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. Branch IIA also has a Day Reporting Center (DRC) that provides services to unemployed offenders. The process of initiating and maintaining an appropriate level of supervision for offenders in the community is supported by a risk assessment screening that is administered at the beginning and at scheduled intervals through the offender's term of supervision.

Branch VII also contains three specialized sex offender supervision teams, which provide assessment, supervision and treatment monitoring services to offenders convicted of or with a history of sex offenses. These teams work closely with the Metropolitan Police Department.

Branch VII also provides Global Positioning System (GPS) Electronic Monitoring services to Court-ordered probationers, as well as high risk parole supervised release 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.

### **CSS 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 three specialized units for substance-abusing offenders, one for parolees (SAINT HIDTA) and two for probationers (STAR HIDTA). A second STAR HIDTA Team was created in 2007 to address an increased number of probationers meeting the HIDTA criteria. Offenders assigned to the specialized units have a history of severe drug dependency and high levels of prior criminal behavior. These offenders are assessed as being very high risk to re-offend in the community.

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

### **CSS 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. Three 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.

In addition, one 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.

### **CSS 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.

### **CSS 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

In addition, CSOSA collects samples at the Re-Entry and Sanctions Center. Collection of offender data using a drug testing management system is provided for community supervision case management. The Pretrial Services Agency's forensic toxicology drug testing laboratory performs all urinalysis studies and cooperates with CSS to maintain the drug testing database.

### **CSS Branch VIII: Offender Processing Unit (Intake)**

This branch processes the intake of offenders into supervision and performs assignment for pre-sentence, post-sentence, Transitional Intervention for Parole Supervision (TIPS) and interstate investigations (three teams). A File Management team processes requests for offender files and is responsible for the operation of a central filing system for the storage of current and archived offender records. Another team, the Special Projects Unit, tracks offender rearrests in the District of Columbia, prepares rearrest and compliance reports, and works with the Bureau of Prisons to make halfway house placements. The Sex Offender Registry team works closely with the Metropolitan Police Department in coordinating oversight responsibility for the registration process of all convicted sex offenders in the District of Columbia.

The following organizations provide treatment, vocational and education services for CSP:

**Treatment Management Team:**

The Treatment Management Team (TMT) provides screening and treatment referrals for substance abusing probationers, supervised releasees 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.

**Re-Entry and Sanctions Center:**

The Re-entry and Sanctions Center (RSC) at Karrick Hall provides high risk offenders and defendants with intensive assessment and reintegration programming in a residential setting. The RSC program is specifically tailored for offenders/defendants with long histories of crime and substance abuse coupled with long periods of incarceration and little outside support. These individuals are particularly vulnerable to both criminal and drug relapse.

**Vocational Opportunities Training, Education and Employment Team:**

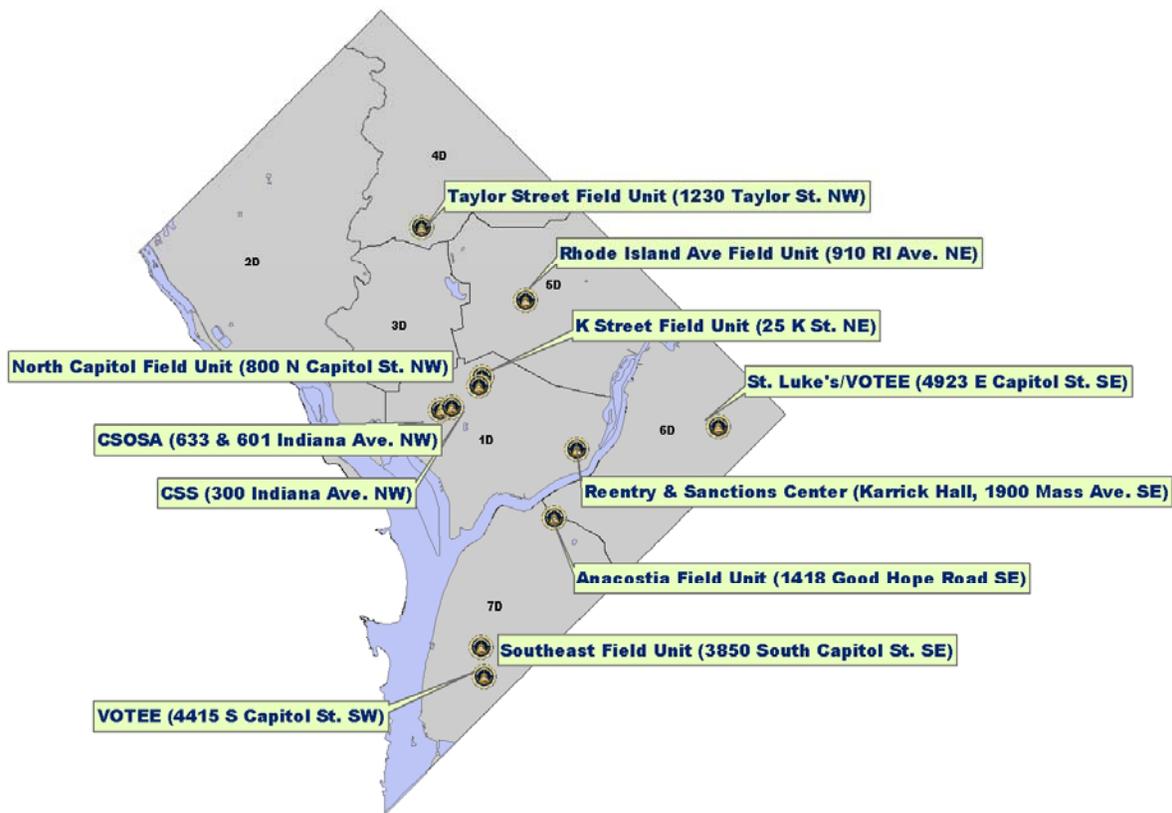
The Vocational Opportunities Training, Education and Employment (VOTEE) Team provides and coordinates vocational and education services for offenders. In addition, VOTEE works with District partners to train, educate and place offenders into jobs. VOTEE operates four Learning Labs:

- 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 (CSOSA headquarters also houses one supervision program) and various program locations throughout the city. In addition, CSP has specialized offender supervision operations co-located with the Metropolitan Police Department at 300 Indiana Avenue, NW, for highest risk offenders (sex offenders, mental health, etc.) who cannot be supervised at neighborhood field offices. CSP operates on a year-to-year lease at 300 Indiana Avenue, NW, which is owned and operated by the DC Government.

CSP's program model emphasizes decentralizing supervision from a single headquarters to the neighborhoods where offenders live and work. By doing so, Community Supervision Officers 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.

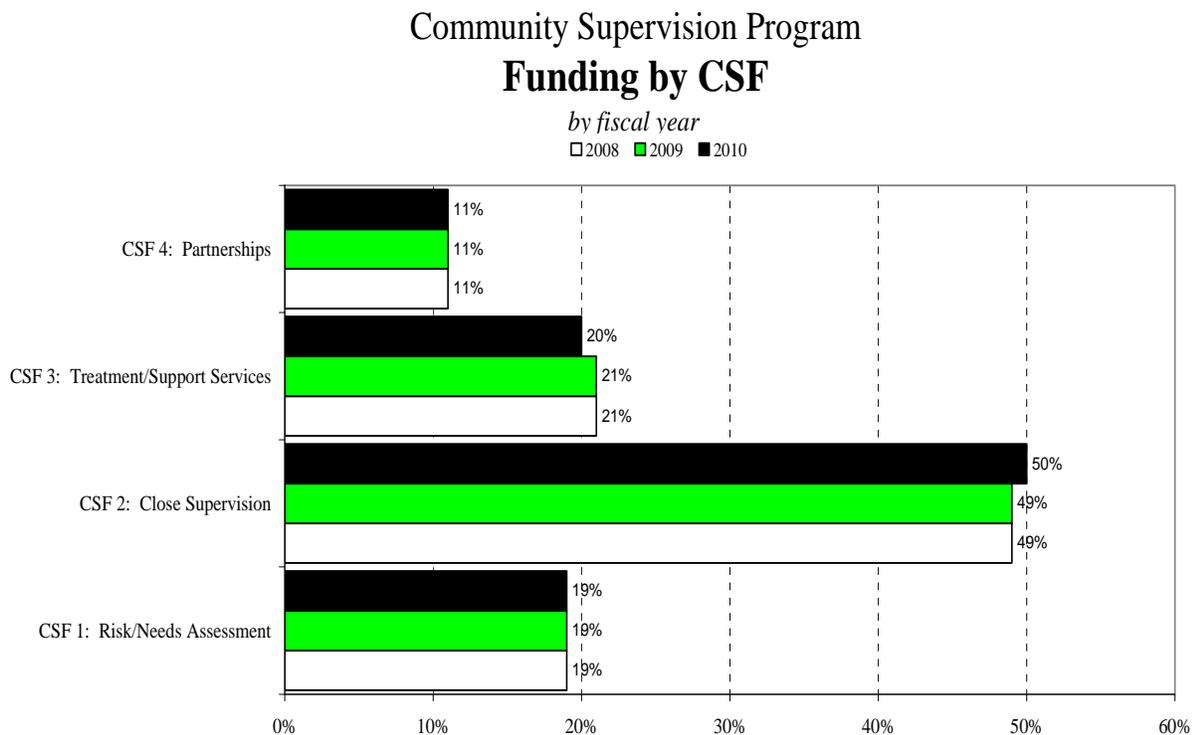


*CSOSA Offices and Learning Labs by Police District*

## Resource Requirements by Critical Success Factors (CSF)

The resource requirements for each CSF form the basis for the FY 2010 Budget Request. The total FY 2010 Budget Request for CSP is \$153,856,000, an increase of \$5,204,000 or 3.5 percent over CSP's FY 2009 Enacted Budget. CSOSA's FY 2010 increase includes \$4,204,000 in adjustments to base (pay raises and inflation adjustments necessary to continue existing programs) and \$1,000,000 for Global Positioning System (GPS) monitoring of high risk offenders.

The chart below reflects the funding allocation by CSF for FYs 2008, 2009, and 2010. CSF 2, Close Supervision, has consistently received the majority of CSP's budget.



The tables on the following pages 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 is discussed in the following sections.

**Funding by Strategic Plan Critical Success Factor (CSF)**

Community Supervision Program

	Critical Success Factor	Major Activity	FY 2008 Actual		FY 2009 Enacted		FY 2010 PB Request		Change FY 2009 - FY2010	
			\$0	FTE	\$0	FTE	\$0	FTE	\$0	FTE
<b>Goal 1</b> Establish strict Accountability and Prevent the population supervised by CSOSA from engaging in criminal activity	<b>CSF 1</b> Risk/Needs Assessment	Diagnostic Drug Testing	25,384	203	27,175	205	28,212	206	1,038	1
			177	3	185	3	190	3	5	0
			<b>25,561</b>	<b>206</b>	<b>27,360</b>	<b>207</b>	<b>28,402</b>	<b>208</b>	<b>1,042</b>	<b>1</b>
<b>Goal 2</b> Support the fair administration of justice by providing accurate information and meaningful recommendations to criminal justice decision makers	<b>CSF 2</b> Close Supervision	Drug Testing Supervision Sanctions	3,360	53	3,517	53	3,608	53	91	0
			50,908	348	54,102	351	56,602	353	2,500	2
			14,737	61	15,528	62	16,237	65	708	3
	<b>69,005</b>	<b>462</b>	<b>73,147</b>	<b>465</b>	<b>76,447</b>	<b>471</b>	<b>3,300</b>	<b>6</b>		
	<b>CSF 3</b> Treatment/Support Services	Supervision Treatment	7,957	53	8,513	54	8,835	54	322	0
			21,332	88	22,855	88	22,658	91	(197)	3
<b>29,289</b>	<b>141</b>	<b>31,368</b>	<b>142</b>	<b>31,493</b>	<b>145</b>	<b>125</b>	<b>3</b>			
<b>CSF 4</b> Partnerships	Supervision	15,678	105	16,777	106	17,514	107	737	1	
All Strategies and All Activities		<b>139,533</b>	<b>914</b>	<b>148,652</b>	<b>920</b>	<b>153,856</b>	<b>931</b>	<b>5,204</b>	<b>11</b>	

**Funding by Major Activity**

Community Supervision Program

Major Activity	Critical Success Factor	FY 2008 Actual		FY 2009 Enacted		FY 2010 PB Request		Change FY 2009 - FY 2010	
		\$0	FTE	\$0	FTE	\$0	FTE	\$0	FTE
<b>Diagnostic</b>	Risk/Needs Assessment	<b>25,384</b>	<b>203</b>	<b>27,175</b>	<b>205</b>	<b>28,212</b>	<b>206</b>	<b>1,038</b>	<b>1</b>
<b>Drug</b>	Risk & Needs Assessment	177	3	185	3	190	3	5	0
<b>Testing</b>	Close Supervision	3,360	53	3,517	53	3,608	53	91	0
		<b>3,537</b>	<b>55</b>	<b>3,702</b>	<b>56</b>	<b>3,798</b>	<b>56</b>	<b>96</b>	<b>0</b>
<b>Sanctions</b>	Close Supervision	<b>14,737</b>	<b>61</b>	<b>15,528</b>	<b>62</b>	<b>16,237</b>	<b>65</b>	<b>708</b>	<b>3</b>
<b>Supervision</b>	Close Supervision	50,908	348	54,102	351	56,602	353	2,500	2
	Treatment/Support Serv.	7,957	53	8,513	54	8,835	54	322	0
	Partnerships	15,678	105	16,777	106	17,514	107	737	1
		<b>74,542</b>	<b>506</b>	<b>79,391</b>	<b>510</b>	<b>82,951</b>	<b>514</b>	<b>3,560</b>	<b>4</b>
<b>Treatment</b>	Treatment/Support Services	<b>21,332</b>	<b>88</b>	<b>22,855</b>	<b>88</b>	<b>22,658</b>	<b>91</b>	<b>(197)</b>	<b>3</b>
	All Activities	<b>139,533</b>	<b>914</b>	<b>148,652</b>	<b>920</b>	<b>153,856</b>	<b>931</b>	<b>5,204</b>	<b>11</b>

## CSF 1: Risk and Needs Assessment

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<b>Analysis by Critical Success Factor</b>					
<i>dollars in thousands</i>					
<b>Activity</b>	<b>FY 2009 Enacted</b>	<b>ATB</b>	<b>Program Changes</b>	<b>FY 2010 PB Program Changes</b>	<b>Change From FY 2009</b>
Diagnostic	27,175	1,038	0	28,212	1,038
Drug Testing	185	5	0	190	5
<b>CSF 1:Risk and Needs Assessment</b>	<b>27,360</b>	<b>1,042</b>	<b>0</b>	<b>28,402</b>	<b>1,042</b>

**Approximately 19 percent of FY 2010 requested funding (\$28,402,000) and 208 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 and identification of the offender's specific needs. The assessment process provides an appropriate supervision level, which addresses the risk the offender is likely to pose to public safety and develops a prescriptive supervision plan detailing interventions specific to the offender, based on his or her unique profile or needs.

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 (e.g., 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, important in determining the offender's level of risk and needs. 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 a comprehensive risk and needs assessment that results in the development of an automated, individualized prescriptive supervision plan that identifies programs and services that will address the offender's identified needs. CSP's Office of Research and Evaluation and Office of Information Technology have completed 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 and generates a recommended level of supervision and prescriptive supervision plan tailored to the offender's risk and needs. 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 the automatic generation of a prescriptive supervision plan that identifies appropriate interventions,

based on the offender's risk and needs profile. The Auto Screener was implemented in March 2006. Staff are currently using the instrument, which was validated by an independent, external review in FY 2008.

Initial drug screening also is an important element of Risk and Needs Assessment. All offenders submit to drug testing during the intake process. Offenders transitioning to release in the community through Residential Re-entry 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.

**CSP Diagnostic and Investigative Activities  
Fiscal Year 2008**

(October 1, 2007 –September 30, 2008)

	Activity	CSOs	
<b>Diagnostic PSIs (Pre and Post)</b>	<b>3,074</b>	<b>29</b>	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.
		<b>29</b>	TOTAL Diagnostic CSOs (CSS Branch I)

	Activity	CSOs	
<b>TIPS Transition Plans</b>	<b>1,150</b>	<b>20</b>	The Transitional Intervention for Parole Supervision (TIPS) Program ensures that offenders transitioning directly to the community or through a Residential Reentry Center (RRC) 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 RRC under the jurisdiction of BOP.
<b>Release Plans</b>	<b>1,561</b>		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.

<b>Risk and Needs Assessments</b>	<b>16,787</b>		<p>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 past six months, who did not transition through an RRC 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.</p> <p>TIPS CSOs perform risk assessments for parolees and supervised released offenders who transition through a RRC.</p>
<b>20</b>			TOTAL TIPS CSOs (CSS Branch I)

One of CSP's key responsibilities is to produce accurate and timely information and to provide meaningful recommendations, consistent with the offender's risk and needs profile, to criminal justice decision-makers. 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 Investigations, Diagnostics, and Evaluations Branch 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 3,074 pre-sentence investigation reports (PSIs) electronically to the judges of the D.C. Superior Court and the United States Attorney's Office in FY 2008. These reports assist the judiciary in improving the efficiency and timeliness of sentencing hearings. CSOSA completes all pre-sentence investigation reports within a seven-week time frame and continues to improve the quality, investigation and analysis of these reports.
- Provided Sentencing Guidelines recommendations on all eligible criminal offenses as part of the PSI investigation report.
- Implemented evidence-based practices in the Transitional Intervention for Parole Supervision (TIPS) Teams' release planning and the Diagnostic Teams' pre-sentence investigation processes. TIPS staff employ motivational interviewing techniques as a method of encouraging offenders in Residential Reentry Centers (RRCs) to increase their participation in programs. In FY 2008, TIPS staff completed 1,561 release plans and 1,150 transition plans.

- Continued to collaborate with the Bureau of Prisons on release planning issues, via regularly scheduled teleconferencing and video conferencing.
- Incorporated vocational assessments into the pre-sentence investigation process so that offenders classified by BOP receive the appropriate, needed vocational opportunities.
- Completed validation of the Automated Risk and Needs Assessment (Auto Screener) instrument that was implemented in March 2006. The initial validation study resulted in significant enhancements to the instrument, which will be implemented in FY 2009.
- Since August 2008, Transitional Intervention for Parole Supervision (TIPS) Teams have conducted group mass orientations at the Fairview and Efforts for Ex Convicts (EFEC) Residential Reentry Centers (RRCs). Monthly mass orientations began monthly at the Hope Village RRC in December 2008.

## 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 2005	FY 2006	FY 2007	FY 2008 Target	FY 2008	FY 2009 Target
1.1. Pre-Sentence Investigation reports ordered by the Court are completed and submitted by the assigned due date.	90%	96%	97%	98%	97%	98%
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.	66%*	78*#	55%##	90%	50%##	90%
	<p>* 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), 76 percent (FY 2005), and 77% (through February 2006). The way in which this measure is calculated has therefore been changed to include that 180-day window. Future reporting will reflect this change in methodology.</p> <p>#Data reflects the period from April 4, 2005 (180 days prior to the start of FY 2006) to January 31, 2006. Both the Auto Screener and SMART 3.0 were implemented in the second quarter of 2006. This necessitated significant staff training. The Auto Screener also constituted a major change in how assessments are conducted; for example, the new instrument has over 200 questions, where the old one had 25. Data subsequent to February 1, 2006 are under review. FY 2007 data will reflect only SMART 3.0/Auto Screener results.</p> <p>##Implementation of the Auto Screener continues to impact results for this measure.</p>					
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.	51%	NA**	33%#	70%	25%#	70%
	<p>**Both SMART 3.0 and the Auto Screener were implemented in the second quarter of 2006. This necessitated significant staff training and constituted a major change in how re-assessments are conducted. Because of the timing of these enhancements, data reflecting a full 180-day period were not available either pre-implementation or post-implementation.</p> <p>#Implementation of the Auto Screener continues to impact results for this measure.</p>					

## CSF 2: Close Supervision

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<b>Analysis by Critical Success Factor</b>					
<i>dollars in thousands</i>					
<b>Activity</b>	<b>FY 2009 Enacted</b>	<b>ATB</b>	<b>Program Changes</b>	<b>FY 2010 PB Program Changes</b>	<b>Change From FY 2009</b>
Drug Testing	3,517	91	0	3,608	91
Supervision	54,102	1,850	650	56,602	2,500
Sanctions	15,528	458	250	16,237	708
<b>CSF 2: Close Supervision</b>	<b>73,147</b>	<b>2,400</b>	<b>900</b>	<b>76,447</b>	<b>3,300</b>

Approximately 50 percent of FY 2010 requested funding (\$76,447,000) and 471 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.

CSP's challenge in effectively reducing recidivism among its offender population is substantial. Nationally, the numbers are staggering. The United States Department of Justice Bureau of Justice Statistics, reports that at the end of 2007, more than 7.3 million adults were incarcerated (2.3 million in state or federal prisons or local jails) or on some form of community supervision (5.1 million on parole or probation) in the United States. 3.2 percent of the total adult population in the United States, or one in every 31 adults, was incarcerated or under community supervision at the end of 2007. Up from 1.8 million in 1980, the American adult correctional population has grown 300 percent in just over a quarter century.

As of September 30, 2008, CSP supervised 15,243 offenders, including 9,080 probationers and 6,163 on supervised release or parole. 6,882, or 45 percent, of these offenders were supervised at the highest risk levels. 4,593, or 30 percent, of these offenders were supervised as part of a specialized caseload.

In FY 2008, 9,778 offenders entered CSP supervision; 7,277 probationers and 2,501 individuals released from prison on parole or supervised release. Approximately 63 percent of prison releases transitioned directly to CSP supervision, bypassing a Residential Re-Entry Center (also known as halfway house). Thirty-eight percent of offenders entering CSP supervision had been under CSP supervision at some point in the five years (October 2002 - September 2007) prior to FY 2008.

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 extremely difficult for CSOs to acquire thorough knowledge of the offender's behavior and associations in the community and apply supervision interventions and swift sanctions, and hold offenders accountable through close monitoring. With resources received in prior fiscal years, the CSP has made great progress in reducing community supervision officer caseloads to more manageable levels.

**Community Supervision Program**  
**Supervision Caseloads**  
*as of September 30, 2008*

	Total Offenders	Authorized CSOs	Current Caseload
<b>Special Supervision</b>			
Sex Offender	531	24	22
Mental Health	1,613	40	40
Domestic Violence	1,145	23	50
Traffic Alcohol Program	477	12	40
STAR/SAINT/HIDTA	827	20	41
<b>Special Subtotal</b>	<b>4,593</b>	<b>119</b>	<b>39</b>
<b>General Supervision</b>	<b>5,531</b>	<b>133</b>	<b>42</b>
<b>Interstate Supervision</b>			
Active	1,241		
Monitored	1,598		
<b>Interstate Subtotal</b>	<b>2,839</b>	<b>35</b>	<b>81</b>
<b>Total</b> <i>(Special, General, &amp; Interstate)</i>	<b>12,963</b>	<b>287</b>	<b>45</b>
<b>Warrants</b>	<b>2,280</b>		
<b>Total Supervision</b>	<b>15,243</b>	<b>287</b>	<b>53</b>

**Status Definitions:**

**Special** - Sex offenders, mental health, domestic violence, traffic alcohol and substance abusing offenders (STAR/HIDTA and SAINT/HIDTA).

**General** - All other convicted felons and misdemeanants.

**Interstate - Active** – Offenders who are supervised in DC from another jurisdiction.

**Monitored** - Offenders who are supervised in another jurisdiction, but whose cases are monitored by CSP.

**Warrants** – Includes offenders for whom probation bench warrants or parole arrest warrants have been issued or parolees detained in local, state, and federal institutions awaiting further disposition by the U.S. Parole Commission.

**CSOs** - CSP had a total of **344** CSO positions as of September 30, 2008: 287 Supervision CSOs and an additional 57 CSP CSOs performing Diagnostic (29), TIPS (20) and Domestic Violence Treatment (8) functions.

The second focus of efforts falling under Close Supervision is CSOSA's commitment to implement a community-based approach to supervision, taking proven evidence-based practices and making them a reality in the District of Columbia. When CSOSA was first established, supervision officers supervised high caseloads of offenders from one centralized location and had minimal levels of contact with the offenders in the community (known as fortress parole and probation). The agency has since created a new role for its supervision staff, Community Supervision Officers (CSOs), instead of Probation and Parole Officers and located the CSOs in field sites throughout the community (known as geographic-based parole and probation). CSOs were assigned caseloads according to geographic locations, Police Service Area (PSAs), allowing CSOs to supervise groups of offenders in the same geographic location and get to know the community. This supervision practice also complements the Metropolitan Police Department's (MPD's) community-oriented policing strategy. Now, most officers now spend part of their workday in the community, making contact with the offenders, where they 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 with an MPD officer.

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 hours, tightening curfews and restricting offender movement in the community using Global Positioning System monitoring, placement in a residential sanctions or treatment facility, and assignment to the Day Reporting Center. These sanctions can be applied routinely and administratively, according to a set of published protocols, thus eliminating the necessity of taking every violation and proposed sanction before the releasing authority for approval. Sanctions also are clearly 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 the consequences will be 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 purpose of drug testing is to identify those offenders who are abusing substances and to allow for appropriate sanctions and/or treatment interventions for offenders under supervision, and treatment recommendations for those offenders under investigation. CSP has a zero tolerance drug use policy. All offenders are placed on a drug testing schedule, with frequency of testing dependent upon prior substance abuse history, supervision risk level, and length of time under CSP supervision. In addition, all offenders are subject to random spot testing at any time.

One of CSOSA's most important accomplishments was the implementation of the Re-entry and Sanctions Center (RSC) at Karrick Hall in February 2006. The RSC provides intensive assessment and reintegration programming for high risk offenders/defendants who violate conditions of their release. The RSC has the capacity to serve 102 male offenders/defendants in six units, or 1,200 offenders/defendants annually. Two of the six units are dedicated to meeting the needs of dually diagnosed (mental health and substance abuse) offenders/defendants.

In FY 2005, CSOSA implemented the Violence Reduction Program (VRP), a new programmatic intervention started with the goal of changing offender's criminal thinking patterns, and instilling social and problem-solving skills to reduce violent behavior. CSOSA's VRP blends best practices such as cognitive behavioral therapy and mentoring into a three-phase, approximately 24 week-long treatment program for male offenders, aged 18-34, who have histories of violent crime.

The VRP begins with Phase I, a Pre-Treatment and Assessment Phase, which prepares offenders for Phase II, cognitive behavioral therapy, and concludes with Phase III, a Community Restoration/Aftercare component. Phase III pairs participants with "Community Coaches" who volunteer to guide offenders as they navigate their neighborhoods, while reinforcing the cognitive skills acquired during therapy

## **Accomplishments**

- Fully implemented the Re-Entry and Sanctions Center at Karrick Hall in August 2008 with resources received in the FY 2008 appropriation. Since opening in February 2006, 1,936 high risk offenders/defendants have entered the program, with 1,633 (or 84%) successfully completing the 28-day program.
- Significantly increased the number and frequency of offender drug tests since FY 1999. The average number of offenders tested per month during FY 2008 was 8,512, compared to 2,317 in FY 1999. In addition to testing more offenders, CSOSA is testing the offenders more often. During FY 2008, the monthly average of samples per offender tested was 3.7 (offender tested 3.7 times per month) compared to only 1.86 per offender tested during FY 1999.
- In FY 2008, Community Supervision Officers (CSOs) conducted 7,698 accountability tours on 4,570 high risk offenders. Accountability tours are visits to the homes of high risk offenders and are conducted jointly by a CSO and a Metropolitan Police Department Officer. Accountability tours can be scheduled or unscheduled (unannounced) visits to ensure offenders are at home, working, or otherwise engaged in an appropriate activity. Accountability tours are a visible means to heighten the awareness of law enforcement presence to the offenders and to the citizens in the community.
- In FY 2008, Community Supervision Officers (CSOs) conducted 45,138 home verifications on 11,451 offenders. Home verifications are conducted by a CSO with the owner of the residence in which the offender resides to ensure that the offender lives at the address provided to CSP, and not in some other unapproved location. In addition, CSOs conducted 20,682 home visits on 8,688 offenders. Home visits are conducted by a CSO and an offender to assess the offender's living quarters, interact with other residents, determine how the offender is adjusting to his or her living situation, and to assess any potential problems/barriers that the offender may be experiencing in the home or community that may affect the offender's success under supervision.

- In FY 2008, CSP entered 80,910 supervision violations and 69,493 resulting sanctions in SMART. The average monthly sanctioning rate was 86 percent. 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 (GPS), placement in a residential sanctions or treatment facility (Halfway Back), and assignment to the Day Reporting Center. When graduated sanctions are exhausted, or the offender commits a new offense or is determined to pose a significant risk to public safety, an Alleged Violation Report (AVR) is submitted to the releasing authority.
- Significantly expanded Global Positioning System (GPS) electronic monitoring for high risk offenders. Since inception of CSP's GPS Electronic Monitoring pilot in FY 2004 through September 2008, 3,988 different offenders have been placed on the system. As of September 30, 2008, 708 high risk offenders were on GPS Electronic Monitoring.
- In FY 2008, CSP collected DNA samples from 1,547 offenders at its collection unit. As of September 30, 2008, CSP had documented the collection of DNA samples from 7,740 offenders who either are or were under CSP supervision or investigation since FY 2001.
- Placed 781 offenders in the CSP Day Reporting Center (DRC) program since program inception in June 2004 through September 2008. The DRC is an on-site cognitive restructuring program in CSS Branch IIA that is designed to change offenders' adverse thinking patterns, provide education and job training to enable long-term employment, and hold unemployed offenders accountable during the day.
- In FY 2008, CSP placed 213 offenders into a contract Halfway Back Residential Sanctions program.
- Community service placements are closely monitored work assignments in which offenders perform a service, without pay, for a prescribed number of hours. A judge or the United States Parole Commission may order an offender to complete a set number of community services hours. In addition, CSOSA may sanction offenders to complete a specified number of community service hours in response to non-compliant behavior. In FY 2008, the Community Service Program completed 3,765 community service placements. The program made 1,195 placements with local government agencies or non-profit organizations that have signed agreements to serve as a regular community service referral site. The program made 2,570 placements in 220 one-time special community service events arranged by CSP's Community Relations Specialists.
- In FY 2008, approximately 3,900 Alleged Violation Reports (AVRs) were filed in parole/supervised release cases; an additional 6,000 AVRs were filed in probation cases. About 45 percent of AVRs involve new arrests. The average AVR documents six violations and CSP sanctions preceding the incident that resulted in the AVR, and multiple AVRs are filed on some offenders.

- Expanded Geographical Information System (GIS) capabilities within SMART to include GIS verification of the addresses of an offender's employer, victims, and collateral contacts.
- Expanded implementation of the SMART Stat performance management initiative in FY 2008. Executive staff and operations branch chiefs meet quarterly to review and critique SMART Stat results and plan operational strategies to improve results. Modeled after New York City's CompStat and Baltimore City's CitiStat, SMART Stat enables managers at all levels to gain a data-driven understanding of agency performance at the individual employee, team, branch, and organization levels. SMART Stat focuses on a series of critical case management practices, with the goal of improving the rate of offenders who successfully complete supervision and reintegrate into society. CSP's enterprise data warehouse (EDW) is the source of SMART Stat data.
- Between April 2005 and September 30, 2008, CSP has completed 6 separate cohorts of the agency's Violence Reduction Program (VRP) in three District locations. Two cohorts have been completed in Marshall Heights, two cohorts in Congress Heights and two cohorts in Columbia Heights. Two additional cohorts were in process as of September 30, 2008: one in Congress Heights and one in Near Northeast. Since the first VRP group, 63 of 86 offenders (73%) who started the program have completed it.
- In May 2006, CSP, in conjunction with the United States Parole Commission (USPC), created an alternative sanction option called the USPC Reprimand Sanctions Hearings. This sanction is a graduated sanction that permits the USPC to address an offender's non-compliant behavior and to encourage the offender to comply with the conditions of his or her release as a last step before a formal parole revocation hearing. On a monthly basis, USPC reprimand hearings are conducted throughout the city at various CSOSA field sites with both CSP staff and a member of the USPC present. From May 2006 through September 30, 2008, CSP conducted 173 hearings.

## 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 2005	FY 2006	FY 2007	FY 2008 Target	FY 2008	FY 2009 Target
2.1. All eligible offenders on active supervision are drug tested at least once per month.	70%	77%	77%	80%	77%	80%
2.2 A warrant is requested within three calendar days of loss of contact with an offender, as defined by agency policy.	NA	NA	NA	NA	NA	NA
The SMART system does not currently 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.						
2.3 Community service is completed within one year of the offender completing orientation.	62%*	78%*	99%	99%	86%	99%
*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.						

### 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). In FY 2004, a SMART enhancement came on-line requiring staff to enter a sanction for each recorded violation. 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.

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. In the period from October through April, the sanctioning rate was 48 percent. From May through October, the rate increased dramatically, to 94 percent. In FY 2005 through FY 2008, the number of violations and sanctions recorded remained fairly stable, with an average of about 60,000 violations and 59,000 sanctions recorded each year, for an average sanctioning rate of 98 percent. In FY 2008, the number of recorded sanctions rose 35 percent, to 80,910, and the number of recorded violations rose 18 percent, to 69,493. The average monthly sanctioning rate decreased to 86 percent.

While the sanctioning rate can be adopted as a baseline, the relationship between each violation and the timely imposition of a corresponding sanction is still being explored. For example, if the offender absconded before a sanction could be imposed, SMART would reflect an indefinite interval but could not reflect that this interval resulted from a change in status. A requirements analysis has been completed to include this measure in a future version of SMART.

## CSF 3: Treatment and Support Services

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<b>Analysis by Critical Success Factor</b>					
<i>dollars in thousands</i>					
<b>Activity</b>	<b>FY 2009 Enacted</b>	<b>ATB</b>	<b>Program Changes</b>	<b>FY 2010 PB Program Changes</b>	<b>Change From FY 2009</b>
Supervision	8,513	322	0	8,835	322
Treatment	22,855	(197)	0	22,658	(197)
<b>CSF 3: Treatment &amp; Support Services</b>	<b>31,368</b>	<b>125</b>	<b>0</b>	<b>31,493</b>	<b>125</b>

**Approximately 20 percent of FY 2010 requested funding (\$31,493,000) and 145 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:

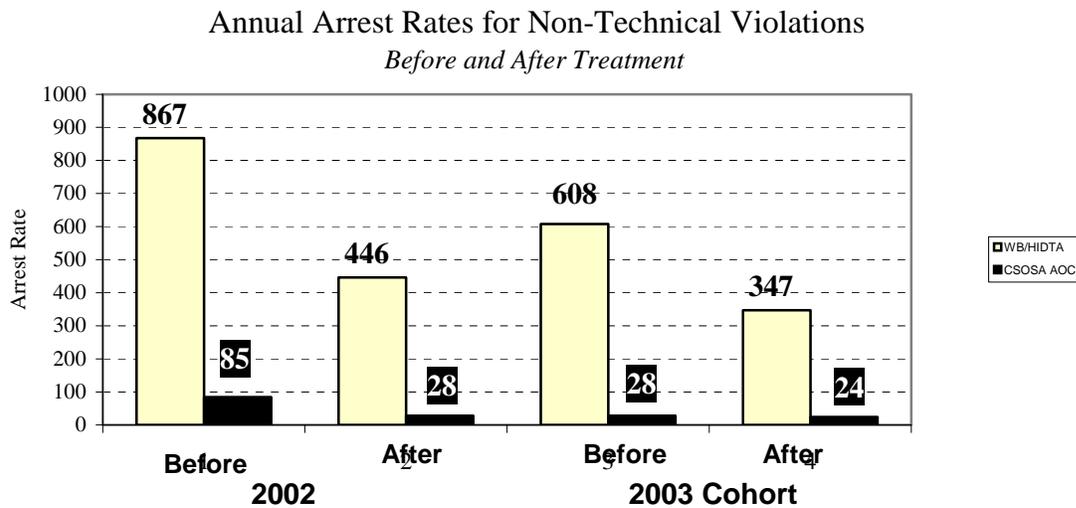
1. Identifying and treating drug use and other social problems among the defendant and offender population; and
2. Establishing swift and certain consequences for violations of release conditions.

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. A study by the Institute for Behavior and Health<sup>3</sup> found that CSOSA offenders and defendants 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.

In calendar year 2002, the overall arrest rate for participants in the *entire* Washington/Baltimore HIDTA drug treatment program dropped 48.6 percent from 867 arrests in the one year period before HIDTA treatment to 446 in the one year after treatment. Participants in CSOSA's Assessment and Orientation Center, a program within the Washington/Baltimore HIDTA, experienced a 67.1 percent decrease in rearrests, from 85 in the one year prior to treatment to 28 one year after treatment. In calendar year 2003, the overall arrest rate for participants in the *entire* Washington/Baltimore HIDTA drug treatment program dropped 42.9 percent from 608 arrests in the one year period before HIDTA treatment to 347 in the one year after treatment. CSOSA participants experienced a 14.3 percent decrease in rearrests, from 28 in the one year prior to treatment to 24 one year after treatment.



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

<sup>3</sup> The Effect of W/B HIDTA-Funded Substance Abuse Treatment on Arrest Rates of Criminals Entering Treatment in Calendar Years 2002 and 2003. Institute for Behavior and Health, Inc., October 18, 2007.

offenders who completed treatment and 64 percent for treatment drop-outs. Further analysis is required to determine if the closing of the persistent 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.

In 2006, the National Research Council of the National Academies recommended offender re-entry programs that focus on intensive and detailed pre-release and post-release counseling; immediate enrollment in drug treatment programs; intense parole supervision; assistance in finding work; short-term halfway houses; mentors who are available at the moment of release; and assistance in obtaining identification, clothes, and other immediate needs. The National Academy further recommended long term assistance that included cognitive-behavioral treatment approaches<sup>4</sup>.

## **Accomplishments**

- In 2008, CSP made 2,247 contract substance abuse treatment placements. In addition, at any given time, up to 1,200 offenders are participating in CSP in-house substance abuse treatment or treatment readiness programming. Typically, an offender who has serious substance abuse issues requires a treatment program continuum consisting of three separate substance abuse treatment placements (in-house or contract) to fully address his or her issues.
- In FY 2008, CSP made 402 contract transitional housing (including re-entrant housing) placements.
- The Vocational Opportunities, Training and Education (VOTEE) Team provides 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. In FY 2008 (October 1, 2007 – September 30, 2008), VOTEE received:
  - 2,835 employment referrals;
  - 1,420 education referrals;
  - 1,009 vocational referrals;
  - 168 computer training referrals; and
  - 300 Life Skill referrals.
- Traffic and Alcohol (TAP) CSOs supervised and coordinated the Victim Impact Panel for court-ordered or sanctioned offenders.

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<sup>4</sup> *Parole, Desistance from Crime, and Community Intergration*. Executive Summary from the Committee on Community Supervision and Desistance from Crime, National Research Council of the National Academies (2007).

- The CSP Victim Services Program (VSP) serves residents within the District of Columbia who have been victims of domestic violence, sexual offenses, traffic/alcohol-related crimes, or property crimes. VSP works diligently with Community Supervision Officers (CSO's) and other federal and community-based victim service agencies in identifying victims of crime, providing education on victim rights, delivering orientations, and arranging technical assistance to victims and the community. During Fiscal Year 2008, the Victim Services Program:
  - Completed 64 Victim Need Assessments.
  - Conducted 569 advocacy activities, which include home visits, court appearances, office visits, etc.
  - Completed 181 CSO requests for victim contact and other services.

### 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 2005	FY 2006	FY 2007	FY 2008 Target	FY 2008	FY 2009 Target
3.1 Substance abuse treatment referrals are made according to the recommendations of the assigned treatment specialist within 7 working days.	67%	61%	66%	70%	68%	70%
The mean referral time is 43 days. Further analysis is needed to determine whether this can be reduced given the resources available to process referrals, and whether particular types of cases are greatly lengthening the mean referral time.						
3.2 Offenders referred to substance abuse treatment are placed in treatment within an acceptable timeframe (30 calendar days).	93%*	70%*	70%#	90%	74%#	90%
*Before FY 2006, CSP was unable to accurately measure the amount of time between the CSO referral for treatment and the actual placement with a treatment vendor. An interim measure was therefore adopted to reflect 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.						
#The mean referral time has stabilized at approximately 32 days, with a median of 14 days. A relatively small number of complex placements can significantly decrease compliance with this performance measure.						

MEASURE	FY 2005	FY 2006	FY 2007	FY 2008 Target	FY 2008	FY 2009 Target
3.3 Offenders placed in contractual treatment satisfactorily complete the programs.	72%	68%	63%	NA	60%	TBD*
	<p>*In FY 2007, CSP's treatment placement criteria were revised to reflect an increased emphasis on providing treatment for offenders at the highest supervision levels. This has impacted program completion rates. The performance target is under review to determine its appropriateness given that the population placed in treatment is changing.</p>					

## CSF 4: Partnerships

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<b>Analysis by Critical Success Factor</b>					
<i>dollars in thousands</i>					
<b>Activity</b>	<b>FY 2009 Enacted</b>	<b>ATB</b>	<b>Program Changes</b>	<b>FY 2010 PB Program Changes</b>	<b>Change From FY 2009</b>
Supervision	16,777	637	100	17,514	737
<b>CSF 4: Partnerships</b>	<b>16,777</b>	<b>637</b>	<b>100</b>	<b>17,514</b>	<b>737</b>

**Approximately 11 percent of FY 2010 requested funding (\$17,514,000) and 107 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**

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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 the Faith Based Initiative began in 2002 through September 2008, approximately 137 faith institutions have been certified as mentor centers, over 824 community members have been recruited and trained as volunteer mentors and approximately 888 offenders have been referred to the Faith Based Initiative program. As of September 2008, 36 faith institutions and 88 mentors remained actively engaged with the program; 358 offenders have been matched with a mentor. Approximately 199 mentees have successfully completed the program since the Faith Based Initiative began in 2002.



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 re-arrests 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 closely 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; and 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.

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 the 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.

The Washington DC Weed and Seed Initiative continues its quest of identifying and supporting communities, which are severely impacted by high incidents of crime. The collaborations and partnerships were established to infuse social service programming which are key factors to improving the quality of life of the resident residing within the Washington Weed and Seed communities.

**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 US Department of Justice's Bureau of Justice Assistance (BJA) administers PSN. BJA awards grants to local United States Attorney's Offices, who in turn establish PSN task forces to name a fiscal agent and to issue sub-awards to local partners with the capacity to support investigators, provide training, deter juvenile gun crime, develop and promote community outreach efforts, and support other gun violence reduction strategies.

In FY 2004, CSP became the fiscal agent for PSN awards to the United States Attorney's Office in the District of Columbia. In that role, CSOSA has overseen reimbursement of PSN funds to local sub-awardees for approved program activities.

## **Accomplishments**

- In FY 2008, CSP received daily arrest data electronically from the DC Metropolitan Police Department and the states of Maryland and Virginia. The data is loaded into the offender case management system (SMART) on a daily basis to determine if CSP offenders were re-arrested in the District or a neighboring state. If an offender was re-arrested, SMART provides the supervising community supervision officer (CSO) with an immediate automatic notification of the arrest.
- Conducted 54 offender Mass Orientations in FY 2008. Mass Orientations are a component of CSOSA's law enforcement partnership with the Metropolitan Police Department. Started in 1999, CSOSA and MPD began conducting Mass Orientations to inform offenders new to supervision that supervision and law enforcement shared information and worked together in the community. In addition, CSOSA and MPD partners invited community-based service providers, such as job training programs, to join Mass Orientation presentations. In FY 2008, CSP revised and implemented the Mass Orientation process given current operational goals.
- In FY 2008, CSP revised its Mass Orientation program to align it with its evidence-based practices supervision philosophy. The mission of the revised Mass Orientation program is to provide individuals newly assigned to supervision with the knowledge and resources offenders need to successfully complete their term of supervision in collaboration with CSOSA and its community partners. Along with revising the program, CSP staff developed a Mass Orientation brochure and a Mass Orientation Program video for offenders and their families. The program now is conducted monthly or more frequently, at the offender's field site, based on the number of offenders coming onto supervision during the month, instead of

being conducted quarterly, when the offender may have been in the community for up to three months. These sessions also now are conducted at the team level, which allows for smaller session sizes, so staff can provide more attention to individual offender needs. In addition to Community Supervision Officers and Supervisors present for the meetings, they may be joined by law enforcement personnel.

- In June 2003, CSP expanded its 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. CSOSA activities with Rivers include Community Resource Day presentations on DC programs and services available to returning offenders.
- In FY 2008 CSP began participating in MPD's newly created Intelligence Fusion Division (IFD), where information on offenders can be quickly developed in connection with any given incident or person. CSP's current participation in the IFD is comprised of assigning a CSO full-time to the Fusion Intelligence Unit to query CSP's offender case management information system (SMART), CSP's global positioning system (GPS) offender monitoring system, Pretrial Services Agency's defendant case management system (PRISM), and other criminal justice record systems to compile relevant intelligence on CSP offenders determined to be at risk of being a victim or perpetrator of a violent crime. This CSO serves as a liaison between MPD and CSP. CSP's participation in the IFD will result in improved public safety through more comprehensive data analysis and more efficient allocation of key resources. An MOU between CSP and MPD went into effect on November 4, 2008.
- In June 2007, CSP entered into an agreement with the Metropolitan Police Department (MPD) called the Homicide Initiative. The purpose of this collaboration is to assist MPD in investigating homicides by conducting accountability tours within 48 hours of a homicide on offenders who live within close proximity to where a recent homicide occurred. From June 2007 through September 30, 2008, CSP conducted 196 homicide accountability tours.
- Acted as fiscal agent for the Weed and Seed and Project Safe Neighborhoods initiatives.
- Developed partnerships with BOP and community groups to improve offender re-entry.
- CSP and the DC Department of Health, Addiction Prevention and Recovery Administration (APRA) completed an MOU in FY 2008 in which APRA agreed to accept clinical substance abuse assessment recommendations for treatment placement. This MOU is intended to help streamline the placement of lower risk offenders who present substance abuse treatment needs into District-funded treatment programs. CSP currently prioritizes its treatment resources for high risk offenders.
- CSP and the DC Department of Employment Services (DOES) completed an MOU in which DOES agreed to provide job training and placement services for up to 300 CSP offenders per year.

- Continued to improve information gathering by developing relationships and collaborations with CSP's law enforcement partners, the D.C. Metropolitan Police Department, U.S. Attorney's Office and the Pretrial Services Agency.
- Continued to collaborate and enhance the Cross Borders Initiative with community supervision staff in Maryland and Virginia and law enforcement. Beginning in October 2008, CSP and Maryland began joint accountability tours on CSP non-transferrable interstate offenders residing in Maryland, and Maryland offenders residing in the District of Columbia.
- On June 1, 2008, CSP began referring eligible offenders to the DC Superior Court Fathering Court Initiative. Between June 1 and September 30, 2008, CSP placed 17 offenders into the Fathering Court, which provides employment, training and wrap around services to participating offenders with outstanding child support obligations.
- During FY 2008, CSP staff participated in five joint warrant initiatives: Fugitive Safe Surrender (US Marshals Service and Metropolitan Police Department); Operation Project Falcon (US Marshals Service); Project Pinpoint (Federal Bureau of Investigation and Metropolitan Police Department); 3D Warrant Squad (US Marshals Service); and Operation Safer Streets (US Marshals Service).
- CSP staff coordinated a number of community-based activities including, several employment/resource job fairs, throughout the year.
- CSP's Faith-based Program is a partnership with District of Columbia faith institutions to provide individual mentoring and other support services for offenders. During FY 2008, CSP matched 158 offenders with volunteer mentors. In conjunction with participating organizations; 11 offenders in the program completed family reunification classes; five female offenders completed a pilot relapse prevention program; five offenders completed a pilot gang intervention and prevention program; and 76 offenders attended cultural events or financial planning workshops to build pro-social skills.

## Performance Measures

Throughout the first six 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 CSP policy.**

*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. From FY 2004 through FY 2007, the number of recorded accountability tours rose 71 percent, to a high of 8,140 in FY 2007. In FY 2008, the number declined slightly, to 7,698.

The methodology to track accountability tour implementation in accordance with policy is still under development.

**Community Supervision Program**  
**Summary of Change**  
*fiscal year 2010*

	<b>Perm Pos.</b>	<b>FTE</b>	<b>Amount \$(000)</b>
<b>FY 2009 Enacted</b>	<b>924</b>	<b>920</b>	<b>148,652</b>
<b>Adjustments to Base:</b>			
Transitional (Re-entrant) Housing Reduction to Base	0	0	(500)
ReEntry & Sanctions Center Reprogramming	6	6	0
Annualization of FY 2009 New Positions	0	4	390
FY 2010 Pay Raise	0	0	2,693
General Price Increase	0	0	503
633 Indiana Ave, NW Rent Increase	0	0	1,118
<b>Total ATB</b>	<b>6</b>	<b>10</b>	<b>4,204</b>
<b>FY 2009 BASE</b>	<b>930</b>	<b>930</b>	<b>152,856</b>
<b>Program Changes:</b>			
Global Positioning System (GPS) Monitoring	1	1	1,000
<b>Total Program Changes</b>	<b>1</b>	<b>1</b>	<b>1,000</b>
<b>Total Changes</b>	<b>7</b>	<b>11</b>	<b>5,204</b>
<b>FY 2010 Request</b>	<b>931</b>	<b>931</b>	<b>153,856</b>
<b>Percent Increase over FY 2009 Enacted:</b>	<b>1%</b>	<b>1%</b>	<b>3.5%</b>

Community Supervision Program  
**New Initiatives**  
**Salaries and Expenses**  
**Financial Analysis - Program Increases**

	<b>Positions</b>	<b>Amount (\$000)</b>
GS-15	0	0
GS-14	0	0
GS-13	0	0
GS-12	1	41
GS-11	0	0
GS-10	0	0
GS-9	0	0
GS-8	0	0
GS-7	0	0
GS-6	0	0
GS-5	0	0
<b>Total Positions</b>	<b>1</b>	<b>41</b>
<b>Total FTE</b>	<b>1</b>	
11.1 Full Time Permanent		41
11.3 Other Than Full Time Permanent		0
11.5 Other Personnel Cost		1
11.8 Special Personnel Services		1
12.1 Benefits		16
<b>Total Personnel Cost</b>		<b>59</b>
21.0 Travel and Training		1
22.0 Transportation of Things		0
23.1 Rental Payments to GSA		9
23.2 Rental Payments to Others		1
23.3 Communications, Utilities, and Misc.		2
25.0 Contract Services		873
25.2 Other Services		3
25.3 Purchases from Government Accounts		1
25.6 Medical Care		0
26.0 Supplies and Materials		1
31.0 Furniture and Equipment		17
32.0 Buildout		33
<b>Total Non-Personnel Cost</b>		<b>941</b>
<b>Total Cost</b>		<b>1,000</b>

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

	FY 2008 Actual		FY 2009 Enacted		FY 2010 PB Request		Variance	
	FTP Pos	Amt	FTP Pos	Amt	FTP Pos	Amt	FTP Pos	Amt
EX	1	124	1	159	1	167	-	8
SES	8	1,260	8	1,279	8	1,342	-	63
GS-15	19	2,419	19	2,441	19	2,561	-	120
GS-14	49	6,139	52	6,148	52	6,451	-	303
GS-13	105	9,291	112	9,996	114	11,059	2	1,063
GS-12	203	22,300	228	22,403	231	23,679	3	1,276
GS-11	78	5,126	82	4,992	84	5,338	2	346
GS-10	-	-	-	-	-	-	-	-
GS-09	61	3,057	133	5,024	133	5,272	-	248
GS-08	73	1,620	73	1,705	73	1,789	-	84
GS-07	235	4,977	141	3,389	141	3,556	-	167
GS-06	40	658	40	822	40	863	-	41
GS-05	35	563	28	539	28	566	-	27
GS-04	7	391	7	403	7	423	-	20
GS-03	-	99	-	-	-	-	-	-
GS-02	-	-	-	-	-	-	-	-
GS-01	-	-	-	-	-	-	-	-
<b>Total Appropriated FTP Positions</b>	<b>914</b>	<b>58,025</b>	<b>924</b>	<b>59,300</b>	<b>931</b>	<b>63,065</b>	<b>7</b>	<b>3,765</b>
<b>Object Class</b>								
11.1 Full Time Permanent	914	58,025	924	59,300	931	63,065	7	3,765
11.3 Other Than Full-Time Permanent		405		1,979		1,979	-	-
11.5 Other Personal Compensation		1,233		866		867	-	1
11.8 Special Personal Services		-		10		10	-	-
12.0 Personnel Benefits		20,450		20,263		21,949	-	1,686
13.0 Unemployment Compensation		33		32		32	-	-
<b>Total Personnel Obligations</b>	<b>914</b>	<b>80,146</b>	<b>924</b>	<b>82,450</b>	<b>931</b>	<b>87,902</b>	<b>7</b>	<b>5,452</b>
21.0 Travel & Training		1,005		1,027		1,033	-	6
22.0 Transportation of Things		342		281		282	-	1
23.1 Rental Payments to GSA		1,487		1,713		5,801	-	4,088
23.2 Rental Payments to Others		8,799		8,599		5,876	-	(2,723)
23.3 Comm, Utilities & Misc.		2,276		2,778		2,794	-	16
24.0 Printing and Reproduction		54		55		56	-	1
25.1 Consulting Services		5,463		7,685		6,597	-	(1,088)
25.2 Other Services		26,935		33,331		32,893	-	(438)
25.3 Purchases from Gov't Accts		1,108		1,063		1,069	-	6
25.4 Maintenance of Facilities		531		1,031		1,036	-	5
25.6 Medical Care		657		701		707	-	6
25.7 Maintenance of Equipment		386		762		766	-	4
26.0 Supplies and Materials		4,447		2,608		2,614	-	6
31.0 Furniture and Equipment		5,460		4,187		4,224	-	37
32.0 Buildout		437		381		206	-	(175)
<b>Total Non-Personnel Obligations</b>	<b>-</b>	<b>59,387</b>	<b>-</b>	<b>66,202</b>	<b>-</b>	<b>65,954</b>	<b>-</b>	<b>(248)</b>
<b>TOTAL</b>	<b>914</b>	<b>139,533</b>	<b>924</b>	<b>148,652</b>	<b>931</b>	<b>153,856</b>	<b>7</b>	<b>5,204</b>
<b>OUTLAYS</b>		<b>132,622</b>		<b>146,968</b>		<b>152,815</b>		<b>5,848</b>