

Court Services and Offender
Supervision Agency

Community Supervision Program



Congressional Budget Justification and
Performance Plan/Report
Fiscal Year 2011

February 1, 2010

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COURT SERVICES AND OFFENDER SUPERVISION AGENCY FOR THE DISTRICT OF COLUMBIA

Fiscal Year 2011 Budget Request

Community Supervision Program

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 2011*

	Perm Pos.	FTE	Amount \$(000)
FY 2010 Enacted	931	931	153,856
Adjustments to Base:			
Transitional (Re-entrant) Housing Reduction to Base	0	0	(261)
Annualization of FY 2010 New Positions (GPS)	0	0	62
FY 2011 Pay Raise	0	0	1,926
FY 2011 Non-Pay Inflation Increase	0	0	889
Total ATB	0	0	2,616
FY 2011 BASE	931	931	156,472
Program Changes:			
NA	0	0	0
Total Program Changes	0	0	0
Total Changes	0	0	2,616
FY 2011 PB Request	931	931	156,472
Percent Increase over FY 2010 Enacted:	0%	0%	1.7%

CSP 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:

- 1) Rearrest,
- 2) Technical violations,
- 3) Drug use,
- 4) Employment/job retention, and
- 5) Education.

We believe that, by focusing our case management strategies and interventions on these five 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 provided 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 offender case management system in 2002 and subsequent data enhancements, most data were 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 have been summarized.

In FY 2009, CSP's Total Supervised Population from October 1, 2008 through September 30, 2009 was 24,147 offender cases.

CSP FY 2009 Total Supervised Population by Supervision Type (October 1, 2008 – September 30, 2009)

Supervision Type	Number of Supervision Cases	Percentage of Total Supervision Cases
Probation*	15,832	65.5%
Parole	3,743	15.6%
Supervised Release	4,572	18.9%
Total Supervised Population**	24,147	100%

* Probation includes offenders with Civil Protection Orders and those with Deferred Sentence Agreements.

** **Total Supervised Population** includes all Probation, Parole, Supervised Release, Civil Protection Orders, and Deferred Sentence Agreement cases supervised for at least one day and who were assigned to a Community Supervision Officer over the period October 1, 2008 through September 30, 2009.

Progress Toward Intermediate Outcomes

1. 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 (or return to incarceration).

Since the deployment of SMART, the capture and reporting of rearrest data for all supervision types can be generated more reliably. Between FY 2004 and FY 2008, the rearrest rates for CSP's Total Supervised Population fluctuated between 18 and 20 percent (DC rearrests only). The FY 2009 rearrest rate of the CSP Total Supervised Population was 22 percent, an increase of 3 percent over the FY 2008 rate.

Percentage of Supervised Population Rearrested, FY 2004– FY 2009*

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009**
Probation	13%	17%	18%	16%	16%	21% (26%)
Parole	20%	22%	23%	19%	19%	18% (21%)
Supervised Release	NA	31%	30%	28%	29%	31% (36%)
Total Supervised Population	18%	19%	20%	18%	19%	22% (26%)

* Computed as the number of unique offenders arrested in reporting period as a function of total number of unique offenders supervised (active, monitored and warrant supervision status) in the reporting period.

For FY 2004 – FY 2008, CSP reports arrest data obtained from MPD for Washington, DC arrests. Beginning in FY 2009, CSOSA was able to obtain access to daily MD and VA state-wide arrest records. **The FY 2009 percentages in parentheses represent the expanded set of arrest data (DC/MD/VA). CSP will continue to report DC-only and expanded (DC/MD/VA) rearrest data separately for comparison purposes.

While the rearrest rate of the total supervised population in FY 2009 increased over the FY 2008 rate, this is in line with the overall District of Columbia arrest trends reported by the Metropolitan Police Department (MPD). During the time period of January 1, 2009 – September 12, 2009, MPD reported a 3.2 percent increase in the total number of adult (aged 18+) arrests throughout the city over the same period in 2008.

Additional analyses demonstrated that the number of charges filed against offenders rearrested within the District of Columbia increased from 8,493 in FY 2008 to 9,135 in FY 2009. The largest percentage increase in arrest charge category from FY 2008 to FY 2009 occurred with arrested offenders being charged for public order offenses (20.1 percent increase).

**Arrest Charges For Re-arrested Offenders Under CSP Supervision
[FY 2008 vs. FY 2009 (DC Arrests Only)]**

Charge Category*	FY 2008	FY 2009	Percent Change
Public Order Offenses	2,091	2,512	20.1%
Violent Offenses	892	981	10.0%
Property Offenses	1,466	1,583	8.0%
Drug Offenses	498	524	5.2%
Other Offenses	3,546	3,535	-0.3%
TOTAL ARREST CHARGES**	8,493	9,135	7.6%

*Each Charge Category includes the following charges:

Public Order Offenses: Weapons - Carrying/Possessing, DUI/DWI, Disorderly Conduct, Gambling, Prostitution, Traffic, Liquor Laws

Violent Offenses: Murder/Manslaughter, Forcible Rape, Sex Offenses, Robbery, Aggravated Assault, Other Assaults, Offenses Against Family & Children

Property Offenses: Arson, Burglary, Larceny-theft, Fraud, Forgery, Motor Vehicle Theft, Stolen Property, Vandalism

Drug Offenses: Drug Abuse

Other Offenses: Solicitation, Other Offenses

**Arrested offenders may be charged with more than one offense.

Finally, it is important to note that improved data collection and reporting techniques may also account for some of the increase in CSP-reported offender rearrests within the District between FY 2008 and FY 2009. MPD arrest information provided to CSP includes an MPD identification number (PDID). If the CSP offender case management system (SMART) does not contain a PDID for an arrested offender, then CSP is unable to link the MPD-reported arrest to the supervised offender. During the past year, CSP has made significant improvements in obtaining and recording PDIDs in its SMART database for supervised offenders, and matching those PDIDs with CSP offender IDs. In FY 2008, PDIDs were present in SMART for approximately 75 percent of supervised offenders and in FY 2009 PDIDs were captured in SMART for 96 percent of supervised offenders. As a result of the enhanced PDID capacity in SMART, CSP likely captured higher number of arrests in FY 2009 because it was able to more effectively link MPD arrest data with offenders under our supervision.

2. 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. Technical violations include testing positive for drugs, failing to report for drug testing, failing to report to the community supervision officer, etc. 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.

The recording of technical violations has improved significantly since the implementation of the SMART system in FY 2002. FY 2004 provided 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 four violations per offender.

Between FY 2005 and FY 2008, the number of violations recorded in SMART rose 34 percent. Violation activity increased significantly in FY 2009. In FY 2009, the number of violations recorded was 175,395 with 47 percent of the Total Supervised Population accumulating three or more violations. Population changes and database enhancements, as discussed in more detail below, are largely responsible for this increase in technical violations.

Technical Violations Summary, FY 2004 – FY 2009

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009*
Violations recorded in SMART	42,096	60,439	57,517	61,808	80,910	175,395
Percent of Total Supervised Population with 3 or More Violations	15%	34%	26%	27%	30%	47%
Mean Violations Per Offender (w/3 or more violations)	4	6	5	6	7	15

*CSOSA policy changes and database enhancements led to an increase in the number of violations recorded in SMART.

While it is likely that the increase in the number of recorded violations in earlier years may be attributed to general improvements in data recording in the SMART system, more specific improvements account for the significant increase seen in FY 2009.

At the start of FY 2009, enhancements were made to the SMART system which resulted in violations being automatically created in the system for offender drug testing violations. This enhancement eliminated the possibility of these violations being overlooked because they were not manually entered into the system. This enhancement, along with the overall increase in CSP's Total Supervised Population, increases in positive drug test results (see section below) and increases in re-arrests (see section above), has resulted in a substantial increase in the total number of violations, as well as an increase in the percent of the supervised population with three or more violations.

3. Drug use: CSP implemented an agency-wide drug testing policy in September 2000 to both monitor the offender's compliance with the releasing authority's requirement to abstain from drug use (and usually alcohol use as well) and assess the offender's level of need for substance abuse treatment. This policy also 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 substance abuse treatment (at which point testing is done by the treatment provider). The policy was revised in August 2005 to include implementation of spot testing for offenders who do not have histories of drug use and who establish a record of negative tests. It was further revised in 2008 to extend the spot testing schedule to all offenders who are on minimum supervision status.

Drug testing data are provided by the Pretrial Services Agency (PSA), which processes tests for CSP offender samples in its laboratory. Test results are available to CSP via an electronic interface between the PSA lab's computer system and SMART. In FY 2009, CSP tested for drug use an average of 9,037 unique offenders each month. This represents a 6.2 percent increase over the average number of offenders tested per month in FY 2008 (8,512). In addition, CSP tested an average of 33,458 offender samples per month in FY 2009 versus 31,130 in FY 2008, an increase of 7.5 percent.

From FY 2005 – FY 2008, positive drug testing results were fairly stable, with about half of the active status supervision population reporting at least one positive drug test in the reporting period (fiscal year). In FY 2009, the methodology for computing this statistic was modified (see discussion below the table) and data in future years will be calculated and reported using both new methodologies. However, for comparative purposes, the current discussion on positive drug testing results in FY 2009 will focus on statistics obtained using the older methodology.

Percentage of Tested Population Reporting at Least One Positive Drug Test, FY 2004 – FY 2009

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008*	FY 2009**
Tests including alcohol	55%	52%	51%	51%	52%	59% (49%)
Tests excluding alcohol	51%	48%	46%	46%	47%	53% (43%)

*Computed as the number of unique offenders testing positive at least once in reporting period as a function of total number of unique offenders on active supervision status at some point in the reporting period.

For FY 2004 – FY 2008, CSP reported drug test data on all offenders who had an active supervision status at some point during the year (even if they were not necessarily on active supervision for the entire year). Beginning in FY 2009, the methodology for this measure was changed to include only offenders who were on active status throughout the entire year. This change in methodology will provide a more comparable sample (and, thus, more reliable comparison) from year to year. **The FY 2009 data in parentheses represent the percentages derived using the new methodology. CSP will continue to report data using both methodologies in future years.

In FY 2009, 59 percent of the active status supervision population reported at least one positive drug test (including alcohol). There are a number of possible explanations for the increase in the rate of positive offender drug tests in FY 2009:

- As mentioned above, CSP was able to match roughly 96 percent of CSP offenders (in FY 2009) and 75 percent of CSP offenders (in FY 2008) based on identification numbers (PDID) issued by the Metropolitan Police Department. The PDID is also the primary link to the drug testing data maintained by PSA. Due to our increased capacity to capture these data, we are now able to report a more complete and accurate picture of drug usage via toxicology reports.
- CSP tested more offenders more often in FY 2009 versus FY 2008 and prior fiscal years. This increases the possibility of more offenders testing positive in FY 2009 versus prior fiscal years.
- An increasing number of offenders are testing positive for both marijuana and PCP in FY 2009. When compared to FY 2008, there was a 13.5 percent increase in the number of offenders who tested positive for marijuana and an 11.5 percent increase in the number of offenders who tested positive for PCP in FY 2009 (see table below).
- Protocol was changed in 2008 so that offenders on minimum supervision status are primarily tested only when there is reasonable suspicion that they have been using an illegal substance; these spot tests are more likely to yield positive drug test results.

**Number of Offenders Testing Positive At Least Once, By Drug (Excluding Alcohol),
FY 2008 vs. FY 2009***

Drug	FY 2008	FY 2009	Percent Change
Marijuana	3,937	4,467	13.5%
PCP	1,255	1,399	11.5%
Opiates	2,730	2,835	3.8%
Methadone	468	481	2.8%
Cocaine	4,310	4,194	-2.7%
Amphetamines	859	233	-72.9%

*The column data are not mutually exclusive. Examples: One offender testing positive for Marijuana and PCP during FY 2008 will appear in the FY 2008 data row/count for both Marijuana and PCP. One offender who tests positive for only Marijuana on multiple occasions throughout FY 2008 will count as a value of one in the FY 2008 data row/count for Marijuana.

CSP continues to hone its operational procedures to ensure that drug testing is only performed on offenders who are likely to test positive on a regular basis and has improved the process to match offender drug testing results provided by PSA to specific offender information in SMART. It is CSP's belief that FY 2009 drug testing data accurately represents substance abuse activity among the tested active offender population. Therefore, the drug testing results from FY 2009 can be used as a baseline level and activity moving forward can be measured against this baseline.

4. Employment: Through its Vocational Opportunities, Training, Education, and Employment (VOTEE) program, CSP works with its partners in the community to develop comprehensive, multi-service employment and training programs to equip offenders with the skills needed for self-sufficiency. CSP's strategic objective is to increase both the rate and the duration of employment. Continuous employment indicates that the offender is maintaining both stability in the community, as well as an income; employment longevity often leads to increased wages. These factors improve the offender's ability to meet family obligations, such as paying child support, obtain independent housing, and maintain stable relationships.

In November 2009, the VOTEE module was launched in SMART and will enhance CSP's ability to better track offender's progress in the VOTEE program and enhance CSP's ability to report outcomes on offender's education, employment attainment, and vocational training. CSP continues to use the percentage of the population that is employed on the date that end-of-year statistics are run to measure the duration of employment. The VOTEE module will provide data to develop improved measures to assess the rate and duration employment. The employment rates for the supervised population has remained relatively stable from FY 2004 – FY 2009, with roughly half of the supervised population employed. The table below shows the employment rates for supervised offenders, as reported at the end of each fiscal year.

**Percentage of Supervised Population Reporting Employment (End of Fiscal Year),
FY 2004 – FY 2009**

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009*
Employed Offenders	55%	52%	53%	50%	48%	50% (72%)

*For FY 2004 – FY 2008, statistics were computed based on employed offenders as a percentage of the total daily Supervised Offender Population. Beginning in FY 2009, the methodology for this measure was changed, and percentages were calculated based on active, employable offenders only. It is believed that the new methodology will provide a more accurate representation of employment. **The FY 2009 data in parentheses represent the percentages derived using the new methodology.** CSP will continue to report data using both methodologies in future years.

5. Education: CSP is committed to working with offenders to develop life skills to increase productivity and support successful community integration. The VOTEE program staff partner with community based organization to provide literacy, computer training, and vocational development programs to improve the offenders' opportunity for gainful employment. 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. The VOTEE module of SMART launched in November 2009 provides CSO and VOTEE staff capabilities to track the offender's educational status upon entering supervision, participation in learning lab programs (such as GED preparation, adult literacy training, and English as a Second Language classes), and educational improvement progress as measured by achievement test scores and post-tests.

In FY 2009, 38 percent of the Total Supervised Population reported having no GED or high school diploma. While the table below indicates that offenders on probation are more likely than persons on parole or supervised release to have achieved a GED or high school diploma, many offenders who were on supervision in FY 2009 had not achieved these degrees. In FY 2009, over one-third of the probation population, and one-half of the supervised release population reported not having received either a GED or a high school diploma. Although these percentages have been largely decreasing since FY 2004 (i.e. more offenders are obtaining GEDs and/or high school diplomas), it is clear that there is a need for continued resource development and community partnerships to improve offenders' educational achievement.

Percentage of Supervised Population Reporting No GED or High School Diploma, FY 2004 – FY 2009

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Probation	45%	45%	43%	40%	39%	34%
Parole	52%	48%	39%	43%	42%	41%
Supervised Release	58%	56%	51%	52%	51%	50%

Long-Term Outcome: Recidivism

CSP defines recidivism as the loss of liberty resulting from conviction for a new offense or revocation for violation of release conditions. Most offenders return to prison after a series of events demonstrate their inability to maintain compliant behavior on supervision. Non-compliance may involve one or more arrests, conviction for a new offense, repeated technical violations of release conditions (such as positive drug tests or missed office appointments), or a combination of arrest and technical violations.

Recidivism: The National Picture

The U.S. Department of Justice's Bureau of Justice Statistics (BJS) conducted a study that tracked a cohort of offenders for three years following release from prison.¹ The study of nearly 300,000 inmates released in 15 states found that by the end of 36 months:

- 68 percent of the sample had been arrested for a new crime;
- 47 percent had been convicted of a new crime; and,
- 52 percent returned to prison as a result of either conviction or revocation of release due to technical violations.

Recidivism in the District of Columbia

In measuring recidivism, CSP adopted a similar approach to the BJS study, tracking a cohort of offenders over time and examining the cumulative incidence of arrest, conviction, and return to prison. Completed in FY 2008, the CSP study tracked arrests, convictions, and revocations of a sample of offenders for 36 months. All 1,014 offenders in the sample started supervision under CSP in 2004 and were randomly selected by supervision type to mirror the total supervision population.

The CSP study found that 63 percent of offenders were re-arrested within three years after their CSP supervision start date, compared to 68 percent of offenders in the BJS cohort. CSP examined arrests by type and found that 10 percent of the sample was arrested for a violent crime and 21 percent for a drug-related crime. When examining convictions, the study found that 27 percent of offenders were convicted of a new crime, compared with 47 percent in the BJS study.

For offenders who entered community supervision following incarceration – the number most directly comparable to the BJS reincarceration of 52 percent – recidivism is 51 percent for parole cases and 53 percent for supervised release cases. CSP's three-year offender recidivism rate is 36 percent for all supervision types.

¹ Langan, Patrick A., and David J. Levin. 2002. *Recidivism of Released Prisoners in 1994*. U.S. Department of Justice, Bureau of Justice Statistics.

CSP Offender Recidivism Study: Three-Year Arrest, Conviction, and Reincarceration Rates by Supervision Type

	Probation (n = 559)	Parole (n = 230)	Supervised Release (n = 148)	Civil Protection Order/ Deferred Sentence Agreement (n = 77)	Total Sample** (n = 1,014)
All Arrests*					
3 years	54%	81%	84%	45%	63%
Selected Arrest					
Violent crime	9%	10%	10%	20%	10%
Drug Crime	20%	20%	30%	9%	21%
Convictions					
3 years	20%	40%	44%	8%	27%
Reincarcerated					
3 years	29%	51%	53%	4%	36%

*Data reflects both the CSP case management system and FBI data for events occurring outside the District of Columbia.

**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 CSP’s three-year recidivism rate is comparable to the rate found by BJS, it should be noted that since 2004, when the CSP cohort was selected, CSP 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 Revocations: The corresponding annual measure for our long-term recidivism is revocations of supervision. The measure represents cases where supervision was closed and an offender was revoked to incarceration during the reporting fiscal year. The table below shows that 9 percent of offenders under CSP supervision in FY 2009 were revoked to incarceration. Given that annual revocations continue to hold below 10 percent since FY 2005, we expect our longer term measure for recidivism to decline in our next cohort recidivism study.

Percent of Supervised Population Revoked to Incarceration, FY 2004 – FY 2009*

	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Probation	10%	10%	10%	9%	9%	10%
Parole / Supervised Release	10%	13%	15%	12%	9%	9%
Total Supervised Population	9%	11%	11%	10%	9%	9%
Number of Revocations	1,943	2,501	2,603	2,239	2,102	2,170

*Data reported here differ slightly from what has been reported previously because the methodology has been revised to exclude a small number of cases that were closed and revoked but the offender was not incarcerated.

Data and Performance Measurement

CSP has continuously sought to improve the quality and availability of data for measuring and reporting on performance. Beginning with integrating separate information systems from old legacy systems in effect prior to CSOSA's formulation, and deploying the Supervision Management Automated Record Tracking System (SMART), CSOSA has now successfully developed SMARTStat. Modeled after New York City's CompStat and Baltimore City's CitiStat, SMARTStat provides managers with a tool to analyze and access decision-support and performance data 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 data as the basis for making and monitoring day-to-day operations.

Refining Measures and Enhancing Information Systems

As part of its commitment to continuous improvement, CSP is examining its current performance measures to ensure their alignment with strategic goals and objectives and is assessing the construction of the measures. As a result of the review, CSOSA will validate that its measures are the best indicators of progress. Moreover, with ongoing enhancements and evolution of SMART, SMARTStat, and CSOSA's Enterprise Data Warehouse, data integrity, quality, and analysis are becoming more important aspects of data management. While CSOSA continues to refine and re-evaluate its measures, it also is strictly and closely managing and protecting its data and information systems to enhance performance measurement across all domains of activity at CSOSA.

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 testing 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, interstate investigations, and reentry planning for offenders returning to the community. Six teams prepare and perform pre and post sentence investigations. In addition, three specialized teams 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 V: General Supervision and Interstate Compact

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 comprises all teams in Branches IIA and IIB and two teams in Branch V. Supervision and monitoring of probationers and parolees is conducted by officers assigned to 18 general supervision teams (eight teams in Branch IIA, eight teams in Branch IIB, and two teams in Branch V) 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 who are not eligible to participate in the VOTEE program due to substance abuse issues. 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.

CSS Branch III: Mental Health

This branch supervises offenders with mental health issues. Six dedicated mental health supervision teams provide intensive case management services to special needs offenders with medically diagnosed mental health conditions requiring close monitoring, including requirements for offender compliance with the administration of certain medications as directed by order of the Court or the United States Parole Commission (USPC). A sixth mental health team was created in 2009 to address the increasing mental health population in Branch III.

CSS Branch IV: Special Supervision (Domestic Violence, Traffic and Alcohol Program (TAP) & STAR/HIDTA)

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, the branch also has two specialized teams (TAP & STAR/HIDTA) for offenders convicted of traffic and alcohol crimes and offenders with chronic substance-abuse issues. Offenders assigned to the specialized teams have a history of severe drug dependency and high levels of prior criminal behavior, or have been convicted of traffic and alcohol crimes. These offenders are assessed as being very high risk to re-offend in the community.

CSS Branch V: Interstate Compact

In addition to providing general supervision services, Branch V also 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

This 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 VII: Special Supervision (Sex Offender & SAINT/HIDTA)

This branch 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.

The branch also has two specialized teams (SAINT/HIDTA) for substance-abusing offenders/parolees. Offenders assigned to these specialized teams 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.

In addition, 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 VIII: Offender Processing Unit (Intake)

This branch processes the intake of offenders into supervision and assigns offenders for pre-sentence, post-sentence, Transitional Intervention for Parole Supervision (TIPS) and interstate investigations (three teams). In addition, a File Management Unit (FMU) 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 (SPU), 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. This branch also includes the Sex Offender Registry team, which 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.

Under direction of the Office of Community Justice Programs, the following organizations provide treatment, vocational, education and employment 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 a 28-day intensive assessment and treatment readiness program 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 Unit:

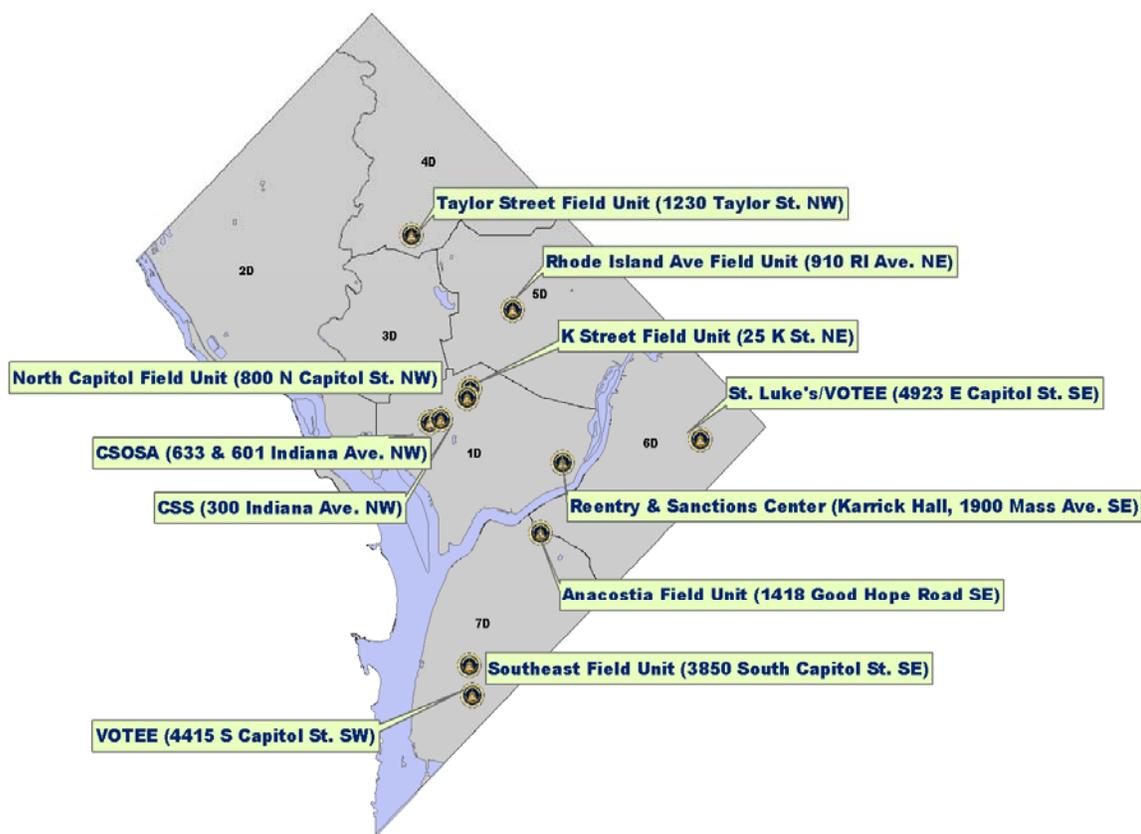
The Vocational Opportunities, Training, Education and Employment (VOTEE) unit provides and coordinates vocational and education services for offenders. In addition, VOTEE works with District partners to train, educate and place offenders into jobs. VOTEE operates four Learning Labs:

- 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.

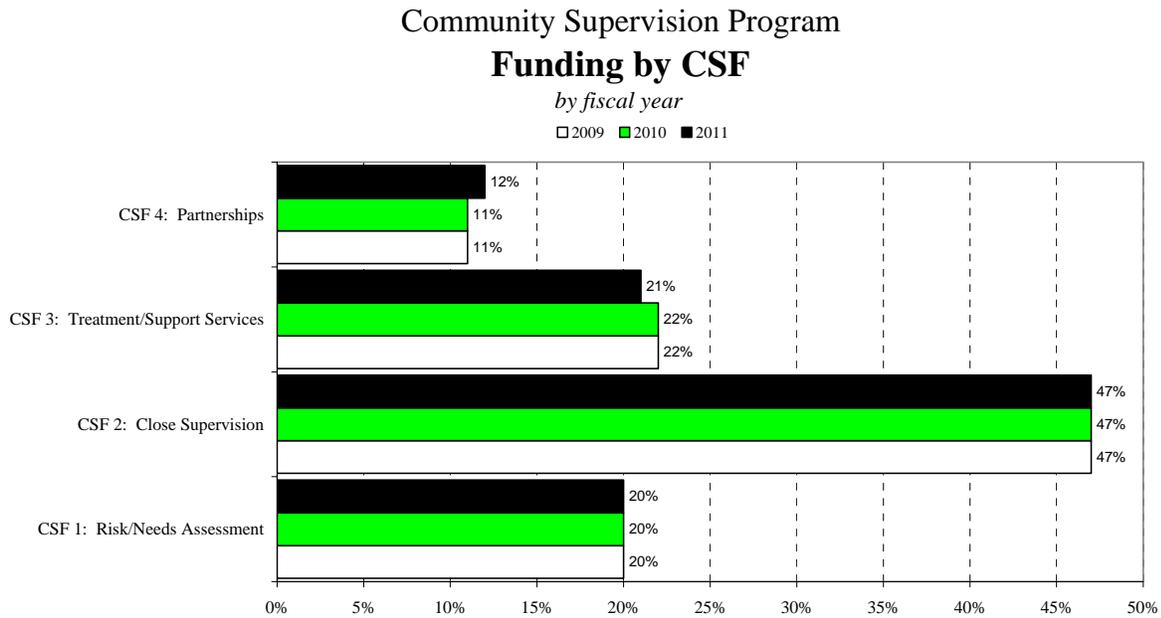


CSOSA Offices and Learning Labs by Police District

Resource Requirements by Critical Success Factors (CSF)

The resource requirements for each CSF form the basis for the FY 2011 Budget Request. The FY 2011 Budget Request for CSP is \$156,472,000, an increase of \$2,616,000 or 1.7 percent over CSP's FY 2010 Enacted Budget. CSOSA's FY 2011 increase includes \$2,616,000 in net adjustments to base (pay raises and inflation adjustments necessary to continue existing programs).

The chart below reflects the funding allocation by CSF for FYs 2009, 2010, and 2011. 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 2009 Actual		FY 2010 Enacted		FY 2011 PB Request		Change FY 2010 - FY2011	
			\$0	FTE	\$0	FTE	\$0	FTE	\$0	FTE
Goal 1 Establish strict Accountability and Prevent the population supervised by CSOSA from engaging in criminal activity	CSF 1 Risk/Needs Assessment	Diagnostic Drug Testing	29,265	206	30,588	206	31,272	206	685	0
			299	3	310	3	315	3	6	0
			29,564	209	30,897	209	31,587	209	690	0
Goal 2 Support the fair administration of justice by providing accurate information and meaningful recommendations to criminal justice decision makers	CSF 2 Close Supervision	Drug Testing Supervision Sanctions	5,681	53	5,883	53	5,988	53	105	0
			46,573	339	49,021	340	49,993	340	971	0
			16,490	66	17,332	69	17,654	69	322	0
	68,744	458	72,237	462	73,635	462	1,398	0		
	CSF 3 Treatment/ Support Services	Supervision Treatment	7,208	53	7,525	53	7,690	53	164	0
			25,693	97	25,681	100	25,672	100	(8)	0
32,901			150	33,206	153	33,362	153	156	0	
CSF 4 Partnerships	Supervision	16,710	107	17,516	107	17,888	107	372	0	
All Strategies and All Activities		147,919	924	153,856	931	156,472	931	2,616	0	

Funding by Major Activity

Community Supervision Program

Major Activity	Critical Success Factor	FY 2009 Actual		FY 2010 Enacted		FY 2011 PB Request		Change FY 2010 - FY 2011	
		\$0	FTE	\$0	FTE	\$0	FTE	\$0	FTE
Diagnostic	Risk/Needs Assessment	29,265	206	30,588	206	31,272	206	685	-
Drug	Risk & Needs Assessment	299	3	310	3	315	3	6	-
Testing	Close Supervision	5,681	53	5,883	53	5,988	53	105	-
		5,980	55	6,193	55	6,303	55	110	-
Sanctions	Close Supervision	16,490	66	17,332	69	17,654	69	322	-
Supervision	Close Supervision	46,573	339	49,021	340	49,993	340	971	-
	Treatment/Support Serv.	7,208	53	7,525	53	7,690	53	164	-
	Partnerships	16,710	107	17,516	107	17,888	107	372	-
		70,491	499	74,063	500	75,570	500	1,507	-
Treatment	Treatment/ Support Services	25,693	97	25,681	100	25,672	100	(8)	-
	All Activities	147,919	924	153,856	931	156,472	931	2,616	-

CSF 1: Risk and Needs Assessment

Analysis by Critical Success Factor					
<i>dollars in thousands</i>					
Activity	FY 2010 Enacted	ATB	Program Changes	FY 2011 PB	Change From FY 2010
Diagnostic	30,588	685	0	31,272	685
Drug Testing	310	6	0	315	6
CSF 1:Risk and Needs Assessment	30,897	690	0	31,587	690

Approximately 20 percent of FY 2011 requested funding (\$31,587,000) and 209 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. In addition, the Auto Screener results in 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 and was validated by an independent, external review in FY 2009. Staff will begin using the validated Auto Screener in FY 2010.

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 BOP 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 Functions
Fiscal Year 2009**

(October 1, 2008 –September 30, 2009)

Function	FY 2009 Activity	CSOs	
Diagnostic PSIs (Pre and Post)	3,303	28	In FY 2009, 28 Diagnostic CSO positions completed 3,303 Pre-Sentence Investigation (PSI) reports . 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. Note: In FY 2008, 3,074 PSI reports were completed.
		28	TOTAL Diagnostic CSOs (CSS Branch I)

Function	FY 2009 Activity	CSOs	
TIPS Transition Plans	1,148	20	In FY 2009, 20 Transitional Intervention for Parole Supervision (TIPS) CSO positions completed 1,148 Transition Plans for offenders transitioning from prison to the community through a BOP Residential Reentry Center (RRC) and 1,468 Release Plans for offenders transitioning directly to the community from prison. Note: In FY 2008, 1,150 Transition Plans and 1,561 Release Plans were completed. The TIPS Program ensures that offenders transitioning directly to the community or through a 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.
Release Plans	1,468		
		20	TOTAL TIPS CSOs (CSS Branch I)

Function	FY 2009 Activity	
Offender Risk and Needs Assessments	17,981	In FY 2009, Diagnostic, Transitional Intervention for Parole Supervision (TIPS), and Supervision CSO positions performed 17,981 Risk and Needs Assessments using the CSP Auto-Screener Instrument in SMART. An initial risk assessment 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 Pre-Sentence Investigation (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 a Residential Reentry Center (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. TIPS CSOs perform risk assessments for parolees and supervised released offenders who transition through a RRC. Note: In FY 2008, CSP completed 16,787 Risk and Needs Assessments

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 3,303 pre and post-sentence investigation reports (PSIs) electronically to the judges of the D.C. Superior Court and the United States Attorney's Office in FY 2009. 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 BOP Residential Reentry Centers (RRCs) to increase their participation in programs. In FY 2009, TIPS staff completed 1,468 release plans and 1,148 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. The initial validation study resulted in significant enhancements to the instrument, which will be implemented in FY 2010.
- 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 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	FY 2009 Target	FY 2009
1.1. Pre-Sentence Investigation reports ordered by the Court are completed and submitted by the assigned due date.	90%	96%	97%	97%	98%	96%
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% ^{##}	50% ^{##}	90%	39%
<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% [#]	25% [#]	70%	51%
<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

Analysis by Critical Success Factor					
<i>dollars in thousands</i>					
Activity	FY 2010 Enacted	ATB	Program Changes	FY 2011 PB	Change From FY 2010
Drug Testing	5,883	105	0	5,988	105
Supervision	49,021	971	0	49,993	971
Sanctions	17,332	322	0	17,654	322
CSF 2: Close Supervision	72,237	1,398	0	73,635	1,398

Approximately 47 percent of FY 2011 requested funding (\$73,635,000) and 462 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 as of December 31, 2008, more than 7.4 million adults were incarcerated (2.3 million held in custody in state, federal or local prisons) or on some form of community supervision (5.1 million on parole or probation) in the United States. The 5.1 million adults on community supervision as of December 31, 2008 is the equivalent of one in every 45 adults in the United States. The number of offenders supervised in the community in the United States increased from 4.6 million (2000) to 5.1 million (2008); an increase of approximately 11 percent.

As of September 30, 2009, CSP supervised 16,101 total adult offenders, including 9,725 probationers and 6,376 on supervised release or parole. The total number of offenders supervised by CSP increased by 858, or 5.6 percent, above September 30, 2008 levels (15,243). 7,108, or 44 percent, of these total offenders were supervised at the highest risk levels. 5,048, or 31 percent, of these total offenders were supervised as part of a specialized caseload (e.g., sex offenders, mental health offenders). The 16,101 total offenders under supervision is the equivalent of approximately one in every 30 adults in the District of Columbia¹.

In FY 2009, 10,086 offenders entered CSP supervision; 7,675 probationers and 2,411 individuals released from prison on parole or supervised release. Approximately 52 percent of prison releases

¹ U.S. Census Bureau, 2008 Population Estimates, District of Columbia Adults 18 and Over (479,817)

transitioned directly to CSP supervision, bypassing a Bureau of Prisons' Residential Reentry Center (also known as halfway house). 42 percent of offenders entering CSP supervision had been under CSP supervision at some point in the six years (October 2002 - September 2008) prior to FY 2009.

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 made great progress in reducing community supervision officer caseloads to more manageable levels.

Community Supervision Program Supervision Caseloads

as of September 30, 2009

	Total Offenders	Authorized CSOs	Current Caseload
Special Supervision			
Sex Offender	616	21	29
Mental Health	1,901	44	43
Domestic Violence	1,127	21	54
Traffic Alcohol Program	298	8	37
STAR/SAINT/HIDTA	1,106	25	44
Special Subtotal	5,048	119	42
General Supervision	5,699	131	44
Interstate Supervision			
Active	1,617		
Monitored	1,557		
Interstate Subtotal	3,174	36	88
Total <i>(Special, General, & Interstate)</i>	13,921	286	49
Warrants	2,180		
Total Supervision	16,101	286	56

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 **342** CSO positions as of September 30, 2009: **286** Supervision CSOs and an additional 56 CSP CSOs performing Diagnostic (**28**), TIPS (**20**) and Domestic Violence Treatment (**8**) functions.

CSP Supervised Offenders by Supervision Type (As of September 30, 2009)

Supervision Type	Number of Supervised Offenders	Percentage of Total Supervision Cases
Probation*	9,725	60.4%
Parole	2,879	17.9%
Supervised Release	3,497	21.7%
Total Supervised Offenders	16,101	100%

* Probation includes offenders with Civil Protection Orders (339) and those with Deferred Sentence Agreements (560).

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. Graduated sanctions are a critical element of CSP’s offender supervision model. From its inception, the agency has worked closely with both DC Superior Court and the U.S. Parole Commission to develop a range of sanctioning options that CSOs can implement immediately, in response to non-compliant behavior, without returning offenders to the releasing authority. Research emphasizes the need to impose sanctions quickly and uniformly for maximum effectiveness. A swift response to non-compliant behavior can restore compliance before the offender’s behavior escalates to include new crimes. Offender sanctions are defined in an Accountability Contract established with the offender at the start of supervision. Sanctions take into account both the severity of the non-compliance and the offender’s supervision level. Sanction options include increasing the frequency of drug testing or supervision contacts, assignment to community service or the CSP Day Reporting Center, placement in a residential sanctions program (including the Re-Entry and Sanctions Center and the Halfway Back program), placement on Global Positioning System (GPS) monitoring, or placement into the new Secure Residential Treatment Program (SRTP) Pilot. If sanctions do not restore compliance, or the non-compliant behavior escalates, the CSO will inform the releasing authority by filing an Alleged Violation Report (AVR). An AVR is automatically filed in response to any new arrest.

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

- Implemented the new Secure Residential Treatment Program (SRTP) Pilot, collaboration with the DC Government, the United States Parole Commission, and the Bureau of Prisons (BOP), in September 2009. The SRTP Pilot provides a secure, residential substance abuse treatment intervention/sanction to high risk, chronic substance abusing, and criminally-involved DC Code offenders in lieu of revoking them to BOP custody.
- Since the Re-entry and Sanctions Center (RSC) became operational in February 2006, 3,033 high risk offenders/defendants have entered the RSC through September 30, 2009, and 2,443 (or 81 percent) successfully completed the 28-day treatment readiness program.
- Significantly increased the number and frequency of offender drug tests since FY 1999. The average number of offenders tested per month during FY 2009 was 9,037, compared to 2,317 in FY 1999. In addition to testing more offenders, CSOSA is testing the offenders more often. During FY 2009, 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 2009, Community Supervision Officers (CSOs) conducted 11,068 accountability tours on 5,821 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 2009, Community Supervision Officers (CSOs) conducted 16,922 home verifications on 3,386 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 37,266 home visits on 5,051 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.
- 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. In FY 2009 (12-months), 3,101 different offenders were placed on the system. As of September 30, 2008, 815 high risk offenders were on GPS Electronic Monitoring.
- In FY 2009, CSP collected DNA samples from 858 offenders at its collection unit. As of September 30, 2009, CSP had documented the collection of DNA samples from 7,939 offenders who either are or were under CSP supervision or investigation since FY 2001.
- Placed 887 offenders in the CSP Day Reporting Center (DRC) program since program inception in June 2004 through September 2009. 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 2009, CSP placed 313 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 2009, the Community Service Program completed 3,292 community service placements. These placements were made possible through collaborations with local government agencies or non-profit organizations that have signed agreements to serve as a regular community service referral site.
- In FY 2009, approximately 3,724 Alleged Violation Reports (AVRs) were filed in parole/supervised release cases; an additional 6,171 AVRs were filed in probation cases. About 52 percent of AVRs involved new arrests. For probation cases, 65 percent of the AVRs were associated with drug use and 35 percent with supervision-related violations. The AVRs resulted in the reincarceration of 1,409 probationers. In parole/supervised release cases, 67 percent of the AVRs were associated with drug use, and 33 percent with supervision-related violations. A total of 662 parolees/supervised releasees were revoked and returned to prison.
- 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. Executive staff and operations branch chiefs meet regularly 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 2009, CSP completed 11 separate cohorts of the agency's Violence reduction Program (VRP) in five District locations. Two cohorts were completed in Marshall Heights, four cohorts in Congress Heights, two cohorts in Columbia Heights, two cohorts in Near Northeast DC, and one in Upper Northeast DC. Among the 11 completed VRP cohorts, 103 of the 162 (65%) 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, 2009, CSP conducted 279 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	FY 2009 Target	FY 2009**
2.1. All eligible offenders on active supervision are drug tested at least once per month.	70%	77%	77%	77%	80%	74%
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%	96% (40%)
*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.						

**In fiscal years prior to the implementation of CSOSA's enterprise data warehouse, this measure identified community service completions and of those, selected those who had completed community service orientation within the past year. The methodology beginning in FY 2009 has changed to identify the number of community service orientations completed and of those, selects the number of persons who went on to complete community service within a year following orientation. For the reporting year FY 2009, the measure relying on the new methodology is shown in parentheses.

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 community supervision officer in identifying offenders requiring sanctions, and prevented the officer from closing the case with an outstanding, or unsanctioned, violation recorded in the record.

However, our review of the data recorded since the enhancement shows that it may have compromised our ability to count the number of times each offender was sanctioned. In cases where an offender accrues multiple violations in a short time, the second violation may occur before a sanction is applied to the first. In such cases, SMART requires that a separate sanction be recorded for each violation even if the sanctions are effectively combined (e.g., a single reprimand is delivered in response to two recent violations). One remedy would be to allow multiple violations to be associated with a single sanction under some circumstances (e.g., when an offender accrues two or more violations within five business days). While the precise specifications of the appropriate remedy are being debated, we can report that, in FY 2009, a total of 175,395 violations were recorded, but the number of corresponding sanctions requires further review and resolution.

CSF 3: Treatment and Support Services

Analysis by Critical Success Factor					
<i>dollars in thousands</i>					
Activity	FY 2010 Enacted	ATB	Program Changes	FY 2011 PB	Change From FY 2010
Supervision	7,525	164	0	7,690	164
Treatment	25,681	(8)	0	25,672	(8)
CSF 3: Treatment & Support Services	33,206	156	0	33,362	156

Approximately 21 percent of FY 2011 requested funding (\$33,362,000) and 153 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.

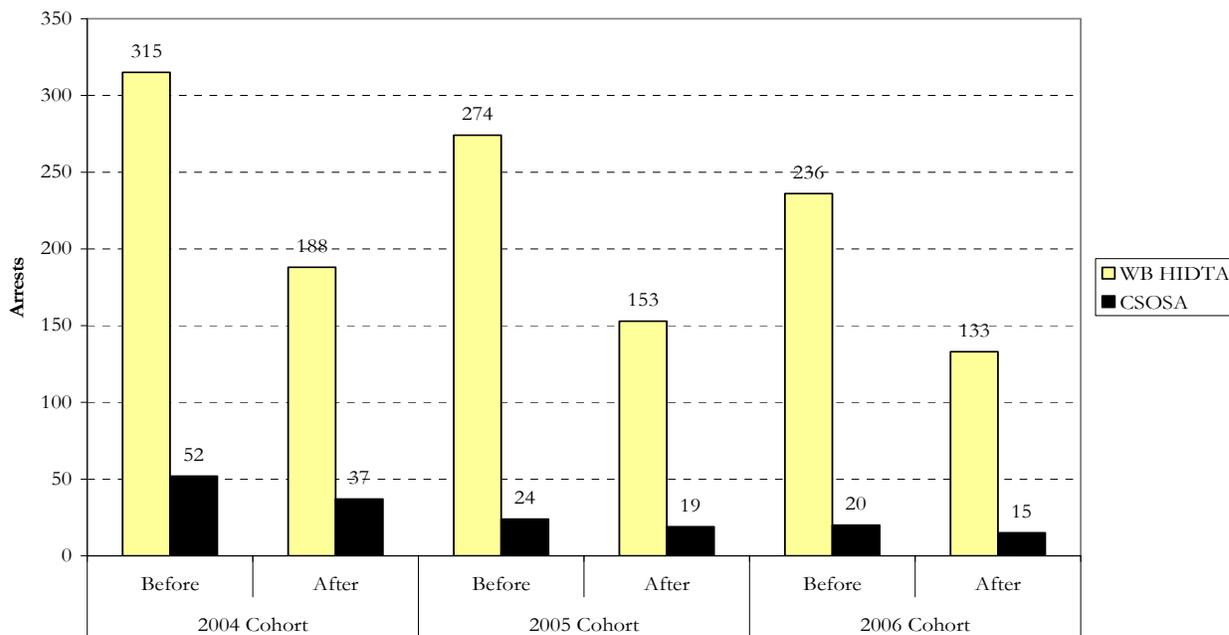
CSP is committed to providing a range of treatment options to offenders under supervision. Addressing each individual's substance abuse problem through drug testing and appropriate sanction-based treatment will provide him or her with the support necessary to establish a productive, crime-free life. 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 Health¹ found that CSOSA offenders and defendants who participated in the Washington/Baltimore HIDTA drug treatment program in 2004, 2005 and 2006 were less likely to be arrested after completing the program.

In calendar year 2004, the overall number of participants arrested in the *entire* Washington/Baltimore (WB) HIDTA drug treatment program dropped 40.3 percent from 315 arrested in the one year period before HIDTA treatment to 188 in the one year after treatment. Participants in CSOSA's Assessment and Orientation Center (AOC), a predecessor to CSOSA's Re-entry and Sanctions Center (RSC) program, within the Washington/Baltimore HIDTA, experienced a 28.8 percent decrease in rearrests, from 52 in the one year prior to treatment to 37 one year after treatment. Similar results were found in 2005 and 2006 for the entire WB HIDTA and CSOSA's AOC/RSC program.

Individuals Arrested One-Year Before and One-Year After Completing Washington/Baltimore HIDTA Treatment Programs



In addition, CSP performed a limited review examining the extent to which full substance abuse treatment services reduced offender drug use. CSP reviewed offenders who successfully completed the full treatment program continuum in FY 2007, and determined the following:

- In the 90 days before participating in full treatment services, offenders tested positive 42.9 percent of the time;

¹ The Effect of W/B HIDTA-Funded Substance Abuse Treatment on Arrest Rates of Criminals Entering Treatment in Calendar Years 2004, 2005 and 2006. Institute for Behavior and Health, Inc., August 28, 2008.

- In the 90 days after completing the residential treatment component of treatment services, and during the time they were still attending the outpatient component, offenders tested positive 7.8 percent of the time;
- In the 180 days after completing the residential treatment component, after most offenders had completed the full substance abuse treatment services, offenders sustained their lower drug use, testing positive just 8.9 percent of the time.

In summary, CSP's review showed that offenders who completed full substance abuse treatment services decreased their drug use and this decrease was sustained over time.

Accomplishments

- In 2009, CSP made 3,104 contract substance abuse treatment placements using appropriated funds. 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 2009, CSP made 657 contract transitional housing (including re-entrant housing) placements using appropriated funds.
- The Vocational Opportunities, Training, Employment 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 2009 (October 1, 2008 – September 30, 2009), VOTEE received:
 - 4,247 employment referrals;
 - 1,628 education referrals;
 - 1,205 vocational referrals;
 - 103 PSI Skill Assessments; and
 - 156 Pre Vocation Assessments.
- The CSP Victim Services Program (VSP) serves residents in 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 2009, the Victim Services Program:
 - Completed 94 Victim Need Assessments.
 - Conducted 2,254 advocacy activities, which include home visits, court appearances, office visits, etc.
 - Completed 204 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	FY 2009 Target	FY 2009
3.1 Substance abuse treatment referrals are made according to the recommendations of the assigned treatment specialist within 7 working days.	67%	61%	66%	68%	70%	79%
	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%#	74%#	90%	72%
	<p>*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.</p> <p>#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.</p>					
3.3 Offenders placed in contractual treatment satisfactorily complete the programs.	72%	68%	63%	60%	NA*	66%
*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 for FY 2009 was not established given that the population placed in treatment is changing.						

CSF 4: Partnerships

Analysis by Critical Success Factor					
<i>dollars in thousands</i>					
Activity	FY 2010 Enacted	ATB	Program Changes	FY 2011 PB	Change From FY 2010
Supervision	17,516	372	0	17,888	372
CSF 4: Partnerships	17,516	372	0	17,888	372

Approximately 12 percent of FY 2011 requested funding (\$17,888,000) 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

CSOSA/Faith Community Partnership

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

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

The philosophy of mentoring is to build strong moral values and provide positive role models for ex-offenders returning to our communities through coaching and spiritual guidance. Mentors

also help identify linkages to faith-based resources that assist in the growth and development of mentees.

Since the Faith Based Initiative began in 2002 through September 2009, approximately 211 faith institutions have been certified as mentor centers, and over 1,018 community members have been recruited and trained as volunteer mentors. As of September 30, 2009, approximately 1,498 offenders have been referred to the Faith Based Initiative since program inception. As of September 30, 2009, 74 faith institutions and 143 mentors remained actively engaged with the program, resulting in 583 offenders being matched with a mentor. Approximately 346 offender 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 grant programs, 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, funded by the Department of Justice, administered by The Office of Justice Programs (OJP); The Community Capacity Development Office (CCDO) 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 of Columbia.

As required within the strategic plans of all Weed and Seed Initiatives throughout the country, each site is required to have the following four components:

- Law Enforcement: focuses on suppression, apprehension, prosecution and supervision in targeted communities.
- Community Policing: fosters collaboration between law enforcement officers and residents to mobilize community support and involvement. Its aims to raise the level of citizen and community involvement in crime prevention and intervention activities to solve drug-related problems in neighborhoods and enhance the level of community security.

- Prevention, Intervention and Treatment: focuses on comprehensive delivery of social and other supportive services (such as youth mentoring, truancy reduction, ex-offender reentry programming, substance abuse counseling, etc.). The Coordinated efforts of law enforcement, social service agencies, private sector businesses and residents all provide a comprehensive approach to improving the provision of service.
- Neighborhood Restoration: fosters improved quality of life in distressed, low-income areas through economic development, enhanced social services, public works, job opportunities, and better access to affordable housing.

There are currently three officially recognized and funded Weed and Seed sites in the District of Columbia: (1) the Northwest Site, which overlaps Wards 1 and 4, and encompasses communities in the 3rd and 4th Police Districts; (2) the Frederick Douglass Memorial Site, which is located in Ward 8, and encompasses communities in the 7th Police District; and (3) the Far Northeast Corridor Site, which is located in Ward 7, and encompasses communities in the 6th Police District.

CSOSA as a Service Provider: Beginning in late 2009, CSOSA became a service provider as a part of the “Weed” strategy. This new initiative targets high risk offenders who are reentering the community after incarceration, or who are under community supervision, and reside in a Weed and Seed sites. In addition to regular supervision monitoring, drug testing, and referrals for services, CSOSA will provide cognitive-behavioral restructuring therapy, family support groups, and aftercare groups for these offenders to support their successful reintegration in the community.

In addition to the programming listed, CSOSA and the US Attorney’s Office in partnership with the Washington DC National Guard host an annual Drug Education For Youth (DEFY) program. This year-long, multi-phased drug and violence prevention initiative engages the youth between the ages of nine and twelve years old who reside within the boundaries of the Weed and Seed sites.

The invested Weed and Seed partners include:

- The East of the River Community Police Partnership,
- The Columbia Heights Family Shaw Collaborative,
- The Temple of Praise,
- The District of Columbia Housing Authority,
- Family Support Community Association,
- The Gang Intelligent Unit of The Metropolitan Police Department,
- Superior Court Social Services,
- Various safe havens, and
- A host of other partners who have a vested interest in community building.

Project Safe Neighborhoods Grant: Project Safe Neighborhoods (PSN) is a nationwide commitment by the Department of Justice 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 Project Safe Neighborhoods program is designed to create safe neighborhoods by reducing gang and gun violence and crime, and sustaining that reduction. All efforts are led by the local PSN Task Force and governed by the U.S. Attorney Office.

The Washington DC partnership includes the following:

- Court Services and Offenders Supervision Agency (CSOSA),
- United States Attorney’s Office (USAO),
- DC Metropolitan Police Department (MPD),
- Office of the Attorney General for the District of Columbia,
- East of the River Clergy Police Community Partnership,
- Columbia Heights Family Shaw Support Collaborative,
- Benning Learning Communities,
- Mentoring Today,
- Latin American Youth Center,
- Jobs Partnership Greater Washington, and
- Higher Achievement.

Accomplishments

- CSP receives 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.
- 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.
- 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 that was in effect from September 18, 2008 through September 18, 2009. The agreement agreed to provide job training and placement services for up to 300 CSP offenders during the period it was in effect. During that time period, CSP referred 577 offenders to DOES.
- 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 May 21, 2009 and September 30, 2009, CSP made 10 referrals to the Fathering Court Program, which provides employment, training and wrap around services to participating offenders with outstanding child support obligations.
- During FY 2009, CSP staff participated in five joint warrant initiatives: Operation Project Falcon (US Marshals and Prince George's County Police); March Madness Weeklong (US Marshals Service and DC District Court Probation); 5D Warrant Squad (US Marshals Service); and two Cross Borders initiatives (conducted in Mt. Ranier and Suitland, Maryland).
- In FY 2009, CSP staff participated in 13 accountability tour initiatives, including All Hands On Deck with the Metropolitan Police Department, Cross Borders accountability tours with Maryland Division of Parole and Probation staff, and Project Pinpoint with the Federal Bureau of Investigation.
- CSP staff assigned to the Agency's VOTEE Unit organized and hosted two employment/resource job fairs on March 13, 2009 and July 15, 2009. The March 13, 2009 event was attended by 61 offenders and 105 offenders attended the July 15, 2009 event.
- CSP's Faith-Based Initiative (FBI) is a partnership with District of Columbia faith institutions to provide individual mentoring and other support services for offenders. During FY 2009, FBI matched 243 offenders with volunteer mentors. In conjunction with participating organizations; 22 offenders in the program completed family reunification classes; 36 completed the job clubs (resume writing, internet job searches and interviewing skills); 45 offenders completed the parenting class; five female offenders completed a relapse prevention program; 15 offenders received housing assistance; and 185 offenders attended cultural events 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. Enhancements in the SMART system provide more accurate tracking of accountability tour data. The frequency of accountability tours is now tracked through the

housing verification module; the officer selects “accountability tour” as the verification type. 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. In FY 2009 the percentage of accountability tours conducted increased over FY 2008 by 44 percent to 11,068. The increase can be attributed in part to CSP’s increased collaboration with its law enforcement partners

Community Supervision Program
Summary of Change
fiscal year 2011

	Perm Pos.	FTE	Amount \$(000)
FY 2010 Enacted	931	931	153,856
Adjustments to Base:			
Transitional (Re-entrant) Housing Reduction to Base	0	0	(261)
Annualization of FY 2010 New Positions (GPS)	0	0	62
FY 2011 Pay Raise	0	0	1,926
FY 2011 Non-Pay Inflation Increase	0	0	889
Total ATB	0	0	2,616
FY 2011 BASE	931	931	156,472
Program Changes:			
NA	0	0	0
Total Program Changes	0	0	0
Total Changes	0	0	2,616
FY 2011 PB Request	931	931	156,472
Percent Increase over FY 2010 Enacted:	0%	0%	1.7%

Community Supervision Program
FY 2011 New Initiatives
Salaries and Expenses
Financial Analysis - Program Increases

	Positions	Amount (\$000)
GS-15	0	0
GS-14	0	0
GS-13	0	0
GS-12	0	0
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
Total Positions	0	0
Total FTE	0	
11.1 Full Time Permanent		0
11.3 Other Than Full Time Permanent		0
11.5 Other Personnel Cost		0
11.8 Special Personnel Services		0
12.1 Benefits		0
Total Personnel Cost		0
21.0 Travel and Training		0
22.0 Transportation of Things		0
23.1 Rental Payments to GSA		0
23.2 Rental Payments to Others		0
23.3 Communications, Utilities, and Misc.		0
25.0 Contract Services		0
25.2 Other Services		0
25.3 Purchases from Government Accounts		0
25.6 Medical Care		0
26.0 Supplies and Materials		0
31.0 Furniture and Equipment		0
32.0 Buildout		0
Total Non-Personnel Cost		0
Total Cost		0

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

	FY 2009 Actual		FY 2010 Enacted		FY 2011 PB Request		Variance	
	FTP Pos	Amt	FTP Pos	Amt	FTP Pos	Amt	FTP Pos	Amt
EX	1	-	1	153	1	156	-	3
SES	8	1,194	8	1,250	8	1,277	-	27
GS-15	22	2,654	22	2,778	22	2,838	-	60
GS-14	63	6,452	63	6,754	63	6,899	-	145
GS-13	117	10,080	119	11,121	119	11,420	-	299
GS-12	311	23,897	314	25,185	314	25,726	-	541
GS-11	90	5,866	92	6,240	92	6,374	-	134
GS-10	-	-	-	-	-	-	-	-
GS-09	65	3,416	65	3,576	65	3,652	-	77
GS-08	30	1,538	30	1,610	30	1,644	-	35
GS-07	142	5,829	142	6,102	142	6,233	-	131
GS-06	40	557	40	583	40	596	-	13
GS-05	28	707	28	740	28	756	-	16
GS-04	7	353	7	370	7	377	-	8
GS-03	-	-	-	-	-	-	-	-
GS-02	-	-	-	-	-	-	-	-
GS-01	-	-	-	-	-	-	-	-
Total Appropriated FTP Positions	924	62,543	931	66,461	931	67,948	-	1,487
Object Class								
11.1 Full Time Permanent	924	62,543	931	66,461	931	67,948	-	1,487
11.3 Other Than Full-Time Permanent		405		405		405		-
11.5 Other Personal Compensation		1,585		1,586		1,586		-
11.8 Special Personal Services		-		-		-		-
12.0 Personnel Benefits		22,352		24,038		24,560		522
13.0 Unemployment Compensation		65		65		65		-
Total Personnel Obligations	924	86,950	931	92,555	931	94,564		2,009
21.0 Travel & Training		868		874		885		11
22.0 Transportation of Things		351		352		355		3
23.1 Rental Payments to GSA		1,699		4,935		5,004		69
23.2 Rental Payments to Others		9,311		6,350		6,439		89
23.3 Comm, Utilities & Misc.		2,414		2,430		2,461		31
24.0 Printing and Reproduction		90		91		92		1
25.1 Consulting Services		5,823		6,194		6,267		73
25.2 Other Services		30,175		29,737		29,972		235
25.3 Purchases from Gov't Accts		1,085		1,091		1,103		12
25.4 Maintenance of Facilities		382		387		398		11
25.6 Medical Care		1,850		1,856		1,864		8
25.7 Maintenance of Equipment		667		671		679		8
26.0 Supplies and Materials		2,248		2,254		2,283		29
31.0 Furniture and Equipment		3,954		3,991		4,037		46
32.0 Buildout		52		88		69		(19)
Total Non-Personnel Obligations	-	60,969	-	61,301	-	61,908	-	607
TOTAL	924	147,919	931	153,856	931	156,472	-	2,616
OUTLAYS		147,925		147,324		155,949		8,625