

STRATEGIC PLAN

FISCAL YEARS 2014 - 2018



COURT SERVICES AND OFFENDER
SUPERVISION AGENCY FOR THE
DISTRICT OF COLUMBIA



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MESSAGE FROM THE DIRECTOR

On any given day, approximately 14,000 adults are under community supervision in the District of Columbia, serving terms of probation, parole, or supervised release. While many are a low risk to public safety, others pose a greater risk, and have complex and overlapping issues. Substance abuse, mental illness, and unemployment are particularly common risk factors for individuals under supervision. These and other challenges require the Court Services and Offender Supervision Agency (CSOSA) for the District of Columbia to employ a comprehensive strategy for preventing crime and reducing recidivism among those under community supervision.



To this end, we developed CSOSA's Strategic Plan for Fiscal Years (FY) 2014-2018. Development of this Plan followed extensive dialogue with community stakeholders and our local and federal criminal justice partners, as well as thoughtful contributions of CSOSA employees. In this Plan, CSOSA sets forth our strategic goals for the next five years:

1. **Public Safety:** decrease criminal activity among the supervised population by increasing the number of offenders who successfully complete supervision.
2. **Reintegration:** promote successful reintegration into society by linking offenders with preventive interventions to address identified behavioral health, employment, and/or housing needs.
3. **Fair Administration of Justice:** support the fair administration of justice by providing timely and accurate information to criminal justice decision-makers.

Together, these three strategic goals form our vision for how our Agency can contribute to a safer District of Columbia. We recognize the enormity of the Agency's responsibility, the complexity of the challenge and the level of expected accountability. Not only must we regularly and accurately assess the risk individuals on supervision pose to the community, we must monitor them based on this risk, as well as provide appropriate interventions that mitigate factors associated with criminal behaviors. Working closely with law enforcement and community-based partners and providing accurate and timely information to decision makers will also help us to prevent crime and reduce recidivism among those under community supervision in the District of Columbia.

At the same time, these challenges present opportunities. Because of our history of collaboration and partnerships, CSOSA is well-positioned to help achieve goals shared with other federal and local public safety agencies and with faith- and community-based organizations. We also have an opportunity to bolster performance by adopting key management objectives, focusing on human capital; information technology; financial management; procurement, facilities, security, and continuity of operations; open and accountable government, and performance improvement.

Achieving these objectives will not be easy, but with this Strategic Plan we have a clear direction and we look forward to meeting the challenges that lie ahead. I have tremendous confidence in the talent and spirit of our workforce, and I know we will meet our challenges head on, together as one Agency with one mission: improving public safety through effective community supervision.

Nancy M. Ware

A handwritten signature in cursive script that reads "Nancy M. Ware". The ink is dark and the signature is fluid and legible.

Director



MISSION

To enhance public safety, prevent crime and reduce recidivism among those supervised and to support the fair administration of justice in close collaboration with the community.

VISION

A model community supervision agency that is recognized for positively impacting public safety.

GUIDING PRINCIPLES

Community: We believe in the value of partnerships with community organizations, local and federal criminal justice agencies, city government, the faith community and individual citizens in promoting both successful reintegration and public safety.

Accountability: We believe in the capacity of men and women to change. Offenders will be held accountable through a system of close supervision which includes swift interventions, sanctions, incentives, and support services. CSOSA will strive to enable an environment that is conducive to offenders' success.

Justice: We support the fair administration of justice through the provision of timely and accurate information and recommendations to criminal justice decision makers. We believe in the efficacy and fairness of our supervision interventions and the implementation of evidence-based practices.

OVERVIEW

Prepared pursuant to the Government Performance and Results Modernization Act of 2010 (GPRAMA) Public Law 111-352, this Strategic Plan describes for the President and Congress, as well as the District of Columbia's citizens and criminal justice agencies, the comprehensive strategic goals and objectives CSOSA will employ over the next five years to actualize its vision, execute its mission, and meet its critical public safety responsibilities.

The National Capital Revitalization and Self-Government Improvement Act of 1997 (Revitalization Act) established CSOSA to provide community supervision for adult offenders on probation, parole and supervised release in the District of Columbia. CSOSA supervises approximately 14,000 offenders on any given day. The Agency fulfills this responsibility by regularly assessing offender risk to public safety, responding swiftly to non-compliance, rewarding positive behavior and personal successes, and partnering with the community to provide support services to assist offenders in maintaining law abiding citizenship.

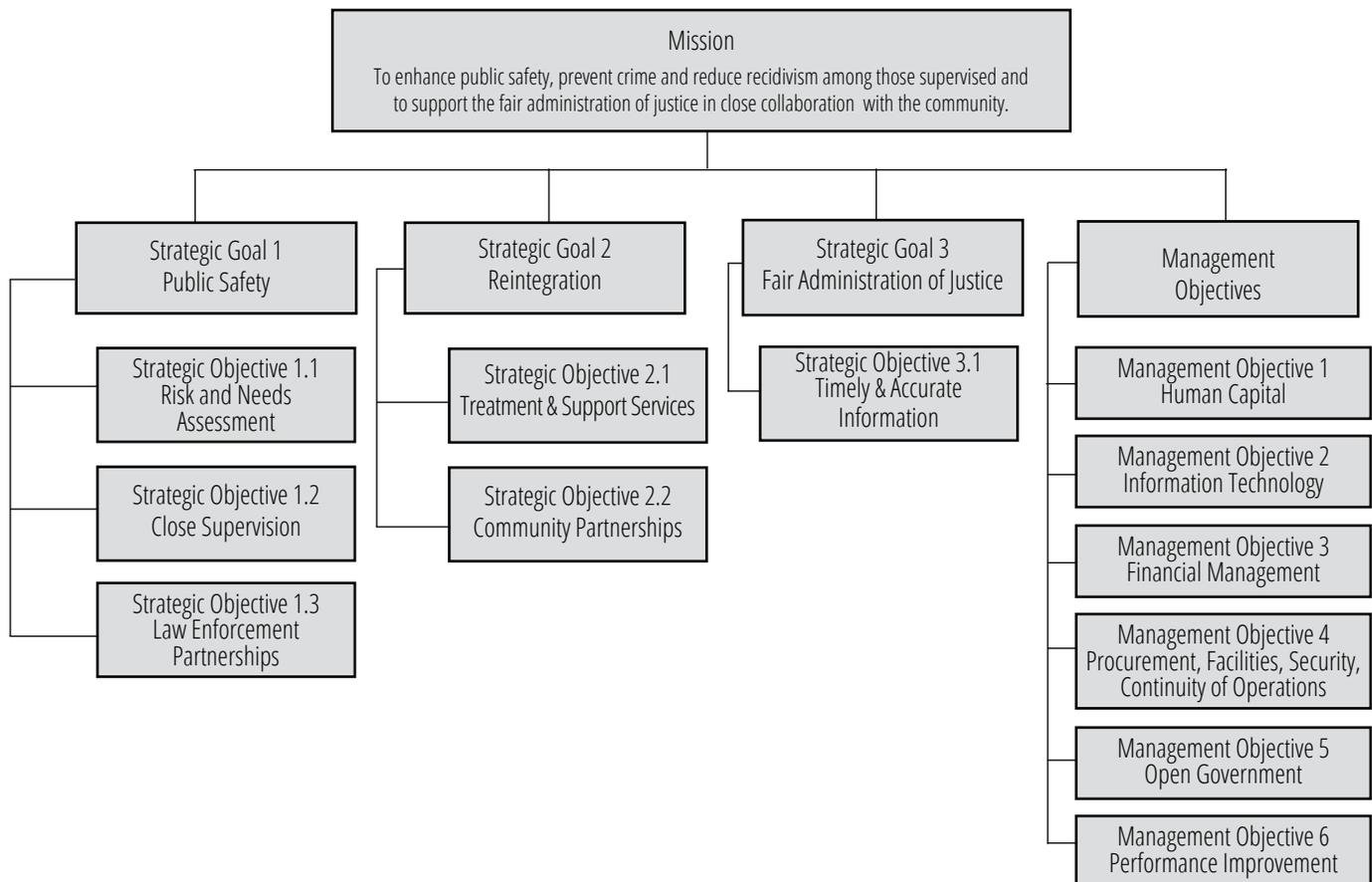
Our Strategic Plan Overview is illustrated in Figure 1. CSOSA has established three strategic goals:

1. **Public Safety:** decrease criminal activity among the supervised population by increasing the number of offenders who successfully complete supervision.
2. **Reintegration:** promote successful reintegration into society by linking offenders with preventive interventions to address identified behavioral health, employment and/or housing needs.
3. **Fair Administration of Justice:** support the fair administration of justice by providing timely and accurate information to criminal justice decision-makers.

These three strategic goals articulate the Agency's priorities over the next five years. They will be accomplished through six strategic objectives for the programs and services most critical to CSOSA's mission. Performance goals will track progress in attaining each objective and its overarching strategic goal. CSOSA also identified agency priority goals from these performance goals. CSOSA's agency priority goals will support improvements in near-term outcomes and efficiencies, and advance progress toward our longer term outcome-focused strategic goals and objectives in this Strategic Plan.

Demonstrating our strong commitment to sound management and accountability, CSOSA has identified management objectives in the areas of human capital; information technology; financial management; procurement, facilities, security, and continuity of operations; open and accountable government; and, performance improvement. Meeting these objectives will result in an Agency that is more effective, efficient, innovative, and responsive. Whether the objective is driving progress on top priorities or enhancing program efficiencies, CSOSA will hold itself accountable for achieving results.

Figure 1: Strategic Plan Overview



ORGANIZATION

As of September 30, 2013, CSOSA had 865 employees organized into two divisions – the Community Supervision Services Division and the Office of the Director, comprising the Office of Community Justice Programs and the Agency’s eight management offices.

Community Supervision Services (CSS) is CSOSA’s largest division with approximately 531 Community Supervision Officers (CSO) and other employees organized into eight branches. These branches perform investigations, intake, drug testing, and offender supervision. Supervision activities are specialized to meet the needs of women offenders, sex offenders and young adult offenders as well as offenders with behavioral health, domestic violence, or substance abuse issues. CSS also supervises offenders who were sentenced in other jurisdictions and relocated to the District of Columbia and monitors offenders whose cases were transferred from the District of Columbia to other jurisdictions. The Agency locates CSOs in several neighborhood field offices that promote frequent contact with the offender and the offender’s social network; encourage active community engagement; foster partnership with local social service organizations, religious institutions and employers; and, support collaboration with neighborhood law enforcement officers.

Comprised of 151 employees, the Office of Community Justice Programs (CJP) ensures that offenders have access to programs and services to address their social and behavioral health needs as determined by CSOSA's risk and needs assessment instruments. CJP provides a broad range of assessment and treatment referral services as well as education, employment, community service, and victim services. CJP employees are organized by program area:

- Treatment Management Team,
- Re-entry and Sanctions Center,
- Vocational Opportunities, Training, Education/Employment Unit (VOTEE),
- Victim Services Program,
- Community Service, and
- Faith and Community Partnerships.

In addition to CJP, the Office of the Director includes 183 employees who provide management and administrative support of our mission. The Agency's management offices include the Offices of the Director; Human Resources; Information Technology; General Counsel; Legislative, Intergovernmental and Public Affairs; Research and Evaluation; Financial Management; and, Administration, which is responsible for procurement, security, and facilities.

WHO WE SERVE

Over the course of FY2013, CSOSA supervised approximately 23,000 different offenders. On any given day, CSOSA supervises approximately 14,000 adult offenders. In addition to supervising offenders in the community, CSOSA also conducts investigations for sentencing and releasing authorities.

About two-thirds of CSOSA's offenders are on probation. The remaining third are serving terms of parole or supervised release sentences in the community following release from prison. Parole was abolished in the District of Columbia on August 5, 2000. Offenders sentenced to incarceration before that date are still eligible for parole; those sentenced to incarceration on or after that date are sentenced to supervised release. Parolees are released at the discretion of the United States Parole Commission (USPC) while persons on supervised release must serve a minimum of 85 percent of their sentence in prison and the balance under CSOSA supervision in the community. Probation involves a sentence of supervision in the community as do Civil Protection Orders (restraining orders) and Deferred Sentence Agreements (DSAs). With a DSA, a first-time offender may have the charge dismissed and the criminal record removed if the DSA sentence is completed successfully.

The average age of offenders on supervision is 38; however, the population of offenders aged 25 and under is increasing. These younger offenders accounted for 16 percent of the supervision population in FY2010 and by FY2013 they represented 18 percent. Compared to older offenders, the younger population faces various issues and has different needs. Employment and education are primary needs of younger offenders. Older offenders more often experience physical health-related issues due to long-term substance abuse. They are also more likely than younger offenders to successfully complete supervision.

On any given day CSOSA supervises about 2,200 women, accounting for approximately 16 percent of the offenders on supervision. Female offenders differ from male offenders in important ways. Females under supervision are more likely than males to have experienced childhood physical or sexual abuse, and while abuse of males declines sharply in adulthood, the risk of abuse continues into adulthood for female offenders. More female offenders suffer from mental illnesses than male offenders; and the types of mental illnesses are different.

Depression and post-traumatic stress disorder are more common in female offenders, while male offenders with mental illnesses are more likely to meet criteria for antisocial personality disorder. Also, women become criminally-involved for different reasons. Many women are driven to the drug trade by poverty, or become involved in prostitution – often following a history of sexual abuse – that then leads to substance abuse. These differences are important when considering how to keep women from returning to criminal behavior.

Behavioral health issues, which include mental health and substance use diagnoses, among offenders under supervision are not uncommon. About one in three offenders under CSOSA supervision has a behavioral health issue that has been shown to interfere with the successful completion of their supervision. Compared to those without behavioral health issues, offenders with behavioral health diagnoses are more likely to have their supervision term revoked with a follow-on term of incarceration. Because recovery from behavioral health issues is a lifelong process, many offenders cycle back and forth between relapse and recovery and often in and out of the criminal justice system due to unmet behavioral health needs.

In FY2013, 57 percent of offenders tested for illicit substances had at least one positive result. Most offenders who self-report drug use indicate that they first used drugs as a teenager, predominately marijuana. Patterns of use for cocaine, opiates, phencyclidine (PCP), and amphetamines emerge in adulthood, and recently we are seeing the growing, detrimental impact of synthetic drugs. If left untreated, drug-abusing offenders may continue using drugs and engage in criminal behavior. This jeopardizes public health and safety, leads to re-arrest and re-incarceration, and taxes an already over-burdened criminal justice system.

About one-third of the supervised population lacks a high school diploma (or equivalent). Of the roughly two-thirds of the population that is employable, only half are employed on any given day. Without a high school diploma or the equivalent, offenders face greater difficulty obtaining gainful employment, a factor strongly associated with successful completion of community supervision. In addition to educational deficits, many offenders also have limited work experience. These factors, combined with the stigma associated with criminal justice involvement, create significant challenges to securing employment.

On a typical day, roughly ten percent of offenders under supervision live in unstable housing situations, such as homeless shelters, halfway houses, transitional housing, hotels or motels, or without a fixed address. Finding suitable housing can be particularly difficult for offenders who return to the community on parole or supervised release after a period of incarceration. In many cases, their pre-incarceration housing options are no longer viable and, without employment or other financial support, they face a significant challenge in securing a place to live.

MEASURING RECIDIVISM

Given these diverse challenges and needs, CSOSA must pursue a comprehensive strategy to reduce recidivism. One measure we use to gauge our progress is the percentage of offenders that are revoked and returned to incarceration within three years. We found that 36 percent of our FY2004 offenders were revoked to incarceration. This reincarceration rate declined to 28, 29, and 26 percent, respectively, for FY2005, FY2006, and FY2007 offenders.

What matters the most to me are the positive outcomes we are able to achieve for the men and women we supervise.

- CSOSA Director Nancy M. Ware

CSOSA is considering improvements to its recidivism measures. Historically, the Agency has reported the cumulative percentage of offenders recidivating at 6-, 12-, 24-, and 36-month intervals. This approach has two major drawbacks. The first is the lack of adjustment for time at risk. Because of this, for example, given two offenders that do not recidivate, the first supervised for one year and the second supervised for one day, both make equal contributions to the recidivism estimate. The second and more subtle

drawback is failure to accommodate competing events. In other words, an offender experiencing one category of recidivism, such as arrest, is prevented from subsequently experiencing another, such as revocation to incarceration. CSOSA is exploring methods to address both drawbacks including, namely, adopting a time-to-event, or survival, analysis framework commonly used to estimate recidivism (e.g., Rhodes, Dyou, Kling, Hunt, & Luallen, 2013).

OPPORTUNITIES

With this Strategic Plan, we place a renewed emphasis on reducing recidivism among and targeting resources toward offenders at the highest risk of committing a violent, weapons or sex offense. Research has shown that offenders who present low risk for involvement in criminal activity, but are more likely to fail under supervision if supervised at a level more intense than prescribed by a validated risk assessment tool (Lowenkamp & Latessa, 2004). In line with this research, CSOSA employs a validated risk and needs assessment instrument, the Auto Screener, to empirically determine each offender's likelihood of future criminal behavior. The Auto Screener results allow CSOSA to segment offenders by risk level and direct more supervision resources toward those offenders at higher risk to public safety, and fewer supervision resources to those offenders at lower risk to public safety.

CSOSA further distinguishes between offenders that can be supervised under our general supervision practices from those who have specialized needs that present significant barriers to successfully completing supervision. These specialized needs can include an undiagnosed mental health disorder or a long history of substance abuse. By assigning these offenders to specialized supervision teams specifically trained to address their unique needs and by linking them with the local government resources and our faith- and community-based partners, we are able to assist these offenders in addressing their needs, thereby decreasing the likelihood that they will commit new crimes.

CSOSA also uses the Auto Screener and other assessment instruments to make decisions about who should receive treatment and support services. Our assessment instruments allow us to balance the offender's unique needs with their risk to public safety. While some offenders may have a low risk of reoffending, they may have significant treatment and support service needs (i.e., substance abuse treatment or mental health treatment, housing or education) that compromise their ability to remain crime-free. CSOSA's risk and needs assessment instruments help ensure that treatment and support services are available, appropriately prioritized according to risk and need, and provided timely.

STRATEGIC GOAL 1

Decrease Criminal Activity among the Supervised Population by Increasing the Number of Offenders Who Successfully Complete Supervision

CSOSA must effectively supervise offenders who pose varying levels of risk to public safety and who present with diverse histories and needs. Decreasing criminal activity among all offenders requires identifying each offender's risk to public safety, supervising offenders based on their assessed risk, applying proven supervision case management plans and interventions based on their differential risk, and collaborating with our law enforcement partners to achieve our mutual public safety goals.

STRATEGIC OBJECTIVE 1.1

Assess an Offender's Risk and Needs in a Timely and Effective Manner to Determine Appropriate Levels of Supervision and the Need for Treatment and Support Services

Because of the complexity of factors associated with the risk of re-offending, predicting which offenders pose the greatest risk to public safety can be challenging. Some factors (such as a lengthy criminal history or substance abuse issues) may increase an offender's risk of reoffending, while other factors (such as stable housing or employment) may decrease an offender's risk of offending. Using risk and needs assessment tools, CSOSA can empirically determine the likelihood of future criminal behavior and identify the types of services that address offender needs. This assessment process allows CSOSA to prioritize resources for those offenders at higher risk of reoffending.

RISK AND NEEDS ASSESSMENT

CSOSA has developed an assessment instrument for accurately identifying offender risk and needs. The Auto Screener contains a comprehensive set of questions that guide face-to-face interviews of the offender by the CSO. The Auto Screener focuses on known risk factors, such as antisocial personality patterns, pro-criminal attitudes, social supports, substance abuse, family and marital relationships, school and work failures, and lack of pro-social networking activities. Responses are confirmed and supplemented by official records, including prior arrests and incarcerations. Responses are also statistically weighted based on how strongly each item correlates with three different measures of recidivism: testing positive for a controlled substance, re-arrest, and re-arrest for a Violent, Weapons, or Sex (VWS) offense. The Auto Screener then calculates the offender's risk for each recidivism measure, with the risk of VWS re-arrest used to recommend an appropriate level of supervision.

Because the Auto Screener requires extensive investigation it may not be initially completed until the offender's fifth week of supervision. For offenders whose supervision begins before the Auto Screener can be completed, a group composed primarily of probationers, CSOSA plans to implement the Triage Screener, which will assign an appropriate supervision level on the first day of supervision. The Triage Screener will be based on a smaller set of risk factors derived exclusively from existing electronic offender records and will not require an offender interview. The supervision level based on the Triage Screener will be used until the Auto Screener is completed. With both the initial Auto Screener and the Triage Screener in place, CSOSA will have timely risk assessments for the entire supervision population, allowing CSOSA to focus resources on the highest risk offenders. In order to maintain the reliability of both the Auto Screener and the Triage Screener tools, CSOSA intends to conduct ongoing and rigorous statistical validation of both instruments.¹

CSOSA assesses offender risk and needs throughout supervision. Offenders are initially assessed at the start of supervision and re-assessed every 6 months, or upon re-arrest or a life-changing event. Initial assessments allow CSOSA to determine the appropriate level of supervision based on risk and identify the offender's needs at the beginning of the supervision term. Re-assessment ensures appropriate responses to changes in the offender's risk level and/or need for treatment or support services. With timely risk and

¹ CSOSA continuously monitors the validity of the risk assessments returned by the screeners to ensure they do not fall below benchmark levels. We measure screener validity by examining the 120-day moving average of the area under the receiver-operator characteristic curve (AUC). The screeners are designed to assess the risk that an offender will be rearrested for a violent, weapon, or sex offense within one year. Consider, For example, a hypothetical offender "A" is selected at random from a pool of offenders who were rearrested within one year following assessment, and offender "B" is selected at random from a pool of offenders who were not rearrested. The AUC statistic reflects the probability that the screeners would have assessed offender A as a greater risk than offender B. The AUC statistic can range in value from .5 to 1.0, with a value of .5 suggesting the ability of the screeners to discriminate between the higher risk offender and the lower risk offender is no better than a random method of classifying offenders as high or low risk. A value of 1.0 suggests the screeners are perfectly discriminating between high and low risk offenders. CSOSA intends to maintain an AUC statistic of at least .65 for both the Triage Screener and the Auto Screener.

needs assessments, CSOSA can ensure appropriate supervision, treatment, and support services are directed to offenders, so they are in a better position to successfully complete supervision.

PRESCRIPTIVE SUPERVISION PLAN

In addition to identifying offender risk to public safety, information from the Auto Screener and other sources is used to generate a Prescriptive Supervision Plan (PSP). The PSP is used to identify, prioritize, and track completion of an offender’s supervision conditions set by the releasing authority, risks, needs, and goals. Updated continually throughout an offender’s supervision, the PSP provides a guide for the CSO and offender to follow during the course of supervision. The CSO can add and prioritize items in the PSP in response to changing events. For example, an offender identified as having both substance abuse treatment and employment needs might be instructed by the CSO to obtain substance abuse treatment before obtaining employment or vocational training. With the PSP, CSOSA is in a better position to monitor offenders’ progress towards successful completion of supervision.

PERFORMANCE GOALS	
1.1.1	Triage Screener assessments are continuously monitored against observed offender behavior (e.g., actual arrests) to ensure the instruments remain valid. Target: .65
1.1.2	Auto Screener assessments are continuously monitored against observed offender behavior (e.g., actual arrests) to ensure the instruments remain valid. Target: .65
1.1.3	Offenders are assessed for risk and needs using the Auto Screener within 37 days of supervision start. Target: 85%
1.1.4	Offenders are reassessed using the Auto Screener at intervals no greater than 180 days throughout the period of supervision. Target: 85%

STRATEGIC OBJECTIVE 1.2

Provide Close Supervision of Assessed Offenders through Effective Case Management Practices Including Incentives for Compliance, Immediate Graduated Sanctions for Violations of Release Conditions and Ongoing Drug Testing and Monitoring

CSOSA’s supervision model employs proven case management practices targeted to the specific risk and needs of each offender. Supervision practices include early offender orientation to supervision, motivational interviewing, referrals to treatment and support services, regular home and work site visits, kiosk reporting and GPS monitoring.

ORIENTATION

CSOSA conducts orientations to ensure that offenders receive a single, clear and consistent message about their responsibilities while under community supervision. The standard message includes detailed discussions of the court and release processes, the community supervision process, as well as services or programs available to support their successful supervision. During orientation, offenders are encouraged to ask questions and reminded that successful completion of supervision is more likely when they follow guidelines and work cooperatively with their CSO.

MOTIVATIONAL INTERVIEWING

Motivational interviewing (MI) is an evidenced-based clinical method for helping offenders engage in and maintain behavioral change. MI can prepare offenders to change through meaningful open-ended questions designed to elicit information from the offender about himself or herself, a situation or event. MI helps to establish trust and rapport and encourages the offender to disclose pertinent information and participate in problem-solving and ongoing interventions. The goal of this approach is to help offenders increase their motivation for change, resolve ambivalence about engaging in treatment, improve confidence and strengthen commitment to behavioral change.

I recently did a radio interview and a call came in from one of our supervisees. What really impressed me upon speaking with this individual following the interview was the rapport and trust he had with his CSO. This relationship serves as one example of what often helps our clients do the right thing and have confidence that they will receive positive support as they try to change their circumstances.

- CSOSA Director Nancy M. Ware

REFERRALS

Community supervision officers use referrals to Agency-provided services and public and private resources to ensure that the supervision conditions set by the releasing authority and the needs identified in the PSP are addressed. The types of referrals include drug testing, drug treatment, medical evaluations, mental health assessments, mental health treatment, community service placements, and education and employment assistance.

CONTACTS

Contacts are intended to help assess the offender's progress on supervision. There are different types of contacts, including office visits by the offender, home visits by the CSO to the offender's residence, and employment verification visits by the CSO to the offender's place of work. CSOSA also maintains collateral contact with the offender's family members and associates. Supervision contacts also include field contacts, where a CSO conducts a range of supervision activities, such as investigating complaints or allegations regarding an offender's behavior, verifying an offender's change of address, or meeting with an offender's family to gain cooperation and understanding. The frequency of contacts varies, with highest risk offenders receiving up to eight contacts a month, to just one supervision contact per month for the lowest risk offenders.

DRUG TESTING

CSOSA intends to quickly detect illicit substance use by drug testing all offenders at the beginning of and throughout their period of supervision with CSOSA. At the start of supervision, all offenders are required to report to CSOSA's Illegal Substance Collection Unit (ISCU), which collects urine samples and tests them for a range of illegal substances, prescription drugs, as well as alcohol. After initial testing, offenders are placed on a regular drug testing schedule, which varies from offender to offender based on a number of factors including substance abuse history and risk level.

CSOSA is committed to maintaining the integrity of its drug testing program. Drug sample chain of custody is strictly enforced with a complete recording of each test, from collection to results documentation. CSOSA partners with the Pretrial Services Agency for the District of Columbia (PSA) to test the samples. The PSA lab is certified and regulated by the U.S. Department of Health and Human Services (HHS) and staffed by professionals with credentials in forensic toxicology, forensic science, medical technology, chemistry and biology. With its strict chain of custody and reliance on laboratory experts, CSOSA anticipates its drug testing program will continue to serve as a model for other community supervision agencies.

SANCTIONS AND INCENTIVES

Offender accountability is an essential strategy of community supervision in the District of Columbia. Accountability requires offenders to face the consequences of their decisions and take measures to rectify the harm they have inflicted. Accountability also requires CSOSA to swiftly address problem behavioral patterns that are often entrenched. Enforcing offender accountability is accomplished through the Accountability Contract.

By signing the Accountability Contract, offenders acknowledge their responsibilities under probation, parole or supervised release as granted by the District of Columbia Superior Court (DCSC) or the United States Parole Commission (USPC) (the releasing authorities). The offender is responsible for complying with a range of supervision conditions ordered by the releasing authority, such as reporting for drug testing and supervision appointments, permitting the CSO to visit the home, abstaining from illicit substance use, appearing for treatment if ordered by the releasing authority or the CSO, or completing community service as ordered by the releasing authority. Offenders must abide by these conditions to successfully complete supervision.

Offenders who violate supervision conditions are subject to swift sanctions. Sanctions are graduated, depending on the severity and number of violations. Sanctions can range from a verbal reprimand by the CSO for less severe or first time violations to revocation of supervision for consistent and serious violations. Conversely, offenders who maintain compliance with supervision conditions are rewarded through incentives. These incentives might include certificates of achievement, recommendations for removal of certain conditions, or a recommendation for early termination of supervision. With the Accountability Contract, CSOSA expects offenders to be fully aware of their supervision responsibilities, the consequences for violations of those responsibilities, and the rewards for sustained compliance with supervision conditions.

ACCURATE DOCUMENTATION

The Supervision, Management, and Automated Record Tracking (SMART) system is the Agency's information database used to document all case management activities related to the offender's supervision including interactions with CSOs and other Agency employees, referrals, participation in interventions, and contact information for the offender's family members and associates. The SMART system also maintains records of investigations, violations and sanctions. An offender's SMART record provides complete and accurate documentation of the entire period of supervision and facilitates the supervision process.

SEX OFFENDER REGISTRY

CSOSA has official responsibility in the District of Columbia for the registration of convicted sex offenders. CSOSA informs sex offenders of their duty to register and the penalties for noncompliance. Registered sex offenders must notify CSOSA within 72 hours of any changes to their registry profile to ensure that the information is current, accurate and complete. CSOSA maintains the sex offender registry information and shares oversight responsibility with the District of Columbia Metropolitan Police Department (MPD). The sex offender registry (SOR) can be accessed and searched at <http://sexoffender.dc.gov>.

GPS OFFENDER MONITORING

CSOSA uses GPS satellite technology to monitor its highest risk offenders, as a sanction for non-compliance, and when imposed by the releasing authorities as a special condition. GPS monitoring is used to enforce curfews, establish prohibited/restricted areas, and assess and monitor offender movement in the community. GPS technology allows monitoring on a near real-time basis when appropriate. With GPS monitoring, CSOSA is capable of determining whether an offender enters prohibited areas, such as an

elementary school or victim’s neighborhood. The CSO is notified immediately if such prohibited movement occurs. GPS monitoring is an important part of our high risk offender supervision strategy because it allows CSOSA to provide heightened supervision of high-risk offenders without preventing their productive rehabilitation in the community.

DNA COLLECTION

CSOSA collects DNA samples from offenders convicted of a [qualifying District of Columbia offense](#), such as any felony or conviction where the sentence is more than a year of imprisonment. DNA samples are sent to the Federal Bureau of Investigation (FBI) for analysis and then recorded in the FBI’s Combined DNA Index System (CODIS). CSOSA can also access a Bureau of Prisons (BOP) database to verify DNA collection for offenders who were previously incarcerated to avoid duplication of testing. CSOSA’s DNA Collection Program assists our federal law enforcement and criminal justice partners in crime-solving efforts.

KIOSK SUPERVISION

CSOSA utilizes kiosk supervision for select low-risk offenders in lieu of face to face office visits with a CSO. To be assigned to kiosk supervision, offenders must be fully compliant with their supervision conditions and meet several other eligibility criteria. Supervision kiosks rely on biometric technology and a unique password to confirm the offender’s identify. Offenders report to the kiosk and answer a series of questions related to their supervision conditions. While at the kiosk, they receive notice of upcoming appointment dates and random selection for drug testing. The Kiosk Supervision Program supports close supervision by reducing the time CSOs spend conducting face-to-face contacts with compliant low-risk offenders, thereby increasing the time available for closely supervising higher risk offenders.

PERFORMANCE GOALS

- 1.2.1 Supervision periods end successfully. Target: 65%
- 1.2.2 Eligible offenders are drug tested once per month. Target: 85%
- 1.2.3 Offenders sign an Accountability Contract within 35 days of the start of supervision. Target: 85%
- 1.2.4 Documented violations of the Accountability Contract are sanctioned in a timely manner. Target: 75%
- 1.2.5 Documented violations of the Accountability Contract are sanctioned in an appropriate manner. Target: 75%

STRATEGIC OBJECTIVE 1.3

Collaborate with Public Safety Agencies to Facilitate Close Supervision of Offenders in the Community

Effective partnerships are critical for reducing crime and preventing recidivism. Without information sharing and collaboration among law enforcement partners, CSOSA is less likely to fulfill its mission of reducing recidivism or to contribute to the law enforcement goals we share with partner agencies. By working closely with law enforcement partners, CSOSA will continue to enhance public safety and prevent crime.

In the District of Columbia, CSOSA, MPD, the District of Columbia Housing Authority Police Department (DCHAPD) and other District of Columbia agencies work together through the Community Justice Partnership to increase offender accountability, enhance rehabilitative programming, provide assistance to offenders, and increase public awareness of CSOSA's public safety mission and activities. To accomplish these objectives, CSOSA and the law enforcement officers in the Partnership collaborate to exchange information about high risk offenders, and to conduct accountability tours, which are joint face-to-face field contacts with offenders.

CSOSA also partners with federal and state law enforcement agencies. CSOSA partners with the U.S. Attorney's Office for the District of Columbia (USAO), the U.S. Marshals Service (USMS), and the states of Maryland and Virginia. The USAO and MPD participate in supervision orientation sessions to share information with offenders about their respective organizations' responsibilities and law enforcement priorities and CSOSA works closely with the USMS to apprehend offenders with outstanding arrest warrants. CSOSA also works closely with Maryland and Virginia on cross border crime issues. CSOSA's Community Justice Partnership with local law enforcement agencies and our partnerships with federal and state agencies together help the Agency to effectively facilitate close supervision of offenders in the District of Columbia.

CSOSA is also a member of the Criminal Justice Coordinating Council (CJCC), a District of Columbia agency formed to facilitate inter-agency cooperation on public safety, criminal and juvenile justice system issues in Washington, DC. Participation in the CJCC involves extensive collaboration. In addition to CSOSA, the CJCC is comprised of the BOP, USMS, MPD, USAO, USPC, DCSC, D.C. Department of Corrections (DOC), D.C. Public Defender Service (PDS), Office of the Attorney General for the District of Columbia (OAG) and the D.C. Department of Youth Rehabilitation Services (DYRS). Among other activities, as an active member of the CJCC, CSOSA plays a major role in coordinating policies that shape the District of Columbia's systematic approach to offender reentry and public safety collaboration.

PERFORMANCE GOALS

- 1.3.1 Offenders classified at either the Intensive or Maximum supervision level have their case presented at MPD partnership meetings within 60 days of initial risk classification. Target: 75%
- 1.3.2 Offenders classified at either the Intensive or Maximum supervision level have a Joint MPD Accountability Tour conducted within 90 days of initial risk classification. Target: 75%

STRATEGIC GOAL 2

Promote Successful Reintegration by Linking Offenders with Preventive Interventions to Address Behavioral Health, Employment, and/or Housing Needs

Offenders under community supervision can face considerable challenges. Substance abuse, mental health issues, unstable housing and unemployment as well as poor conflict resolution, anger management, problem-solving and emotional regulation skills can combine to reduce the likelihood of a successful supervision experience.

STRATEGIC OBJECTIVE 2.1

Provide Appropriate Treatment and Support Services as Determined by the Risk and Needs Assessment, to Assist Offenders in Maintaining Compliance and Reintegrating into the Community

CSOSA will meet these challenges by linking offenders to preventive interventions to address identified needs. The offenders' ongoing application of the knowledge and skills gained through the needed interventions along with the close case supervision by the CSO are expected to reduce recidivism and increase public safety. These interventions include, but are not limited to, substance abuse treatment, behavioral health assessments and referrals, education and vocational training, violence prevention training, transitional housing, and victim support.

SUBSTANCE ABUSE TREATMENT

CSOSA strives to ensure that the most high-risk and high-need offenders receive a continuum of detox, residential, and outpatient drug treatment services. CSOSA's Treatment Management Team (TMT) assesses offenders, recommends treatment programs, arranges placement in contracted treatment programs, and conducts in-house interventions. CSOSA uses a rigorous assessment and prioritization process for placing offenders in substance abuse treatment.

REENTRY AND SANCTIONS CENTER

CSOSA opened its Reentry and Sanctions Center (RSC) in February 2006. The RSC provides a 28-day residential treatment readiness program for offenders, prior to their placement in contract residential or outpatient substance abuse treatment. The RSC also provides interventions for offenders with co-occurring mental health and substance abuse disorders. At the RSC, offenders undergo a comprehensive battery of psychological, substance abuse, educational and other assessments conducted by trained clinicians. The assessments are designed to support determination of the appropriate course of treatment following the offender's participation in the RSC. Clinicians at the RSC develop individualized plans that address the offender's primary needs as indicated in the PSP. These plans are intended to increase likelihood of success during the offender's participation in subsequent substance abuse treatment programs.

SECURE RESIDENTIAL TREATMENT PROGRAM

The Secure Residential Treatment Program (SRTP) provides an alternative to incarceration for offenders who face a revocation hearing as a result of illegal drug use, criminal arrest or other violation(s) of their release conditions. SRTP is a collaborative intervention operated with the BOP, DOC, and the USPC. The program provides up to 180 days of substance abuse treatment and criminal conduct intervention at the DC Jail/Correctional Treatment Facility. Individuals who successfully complete the SRTP are reinstated to community supervision, thus improving their likelihood of successful completion of supervision.

BEHAVIORAL HEALTH

Offenders with behavioral health diagnoses are supervised by specialized supervision teams and participate in a highly structured program that considers their individual intervention needs. Offenders supervised by CSOSA's behavioral health teams also receive integrated treatment coordination services, of both their mental health and substance use treatment needs, and referrals for behavioral health assessments. Additionally, CSOSA's Behavioral Health Branch contracts with behavioral health professionals to assess offenders for emergency and long-term treatment needs. In the event of supervision violation, the specialized supervision team collaborates with the behavioral health team and community behavioral health partners to ensure that needed services are delivered

prior to sanctions. Combined with the specialized services offered by the RSC, these unique interventions by CSOSA's Behavioral Health Branch reduce the impact of unmet behavioral health needs, which are a significant contributor to supervision failure for this offender group.

EDUCATION AND EMPLOYMENT

The Vocational Opportunities for Training, Education, and Employment (VOTEE) Unit assesses and responds to the individual educational and vocational needs of offenders. The Unit provides adult basic education, GED preparation, and Pre-Vocational Skills training at three learning labs staffed by CSOSA Learning Lab Specialists. CSOSA Vocational Development Specialists conduct comprehensive assessments and detailed interviews in order to prepare offenders for training and/or employment. The progress of offenders is tracked and documented throughout their enrollment in VOTEE.

Steady employment is one of the most reliable predictors of supervision success. The realities of the job market and the particular difficulties individuals with criminal histories face require that we find innovative ways to create employment opportunities and to support offenders in remaining employed, once hired. Increasing employment is both our highest priority and our greatest challenge.

- CSOSA Director Nancy M. Ware

VIOLENCE REDUCTION

CSOSA established the Violence Reduction Program (VRP) to address street level violence in specific neighborhoods. VRP targets male offenders between the ages of 18 and 35 who have histories of violence, weapons, and/or drug distribution offenses. The 24-week program uses group sessions to teach participants to develop non-violent approaches to conflict resolution, increase their problem solving and communications skills, establish positive peer networks, and to apply violence reduction techniques when faced with stressful situations.

DOMESTIC VIOLENCE INTERVENTION

CSOSA also provides specialized supervision and a domestic violence treatment program for offenders with domestic violence convictions. Offenders may be court-ordered to participate in a 22-week Family Violence Intervention Program, a 22-week Domestic Violence Intervention Program (DVIP), or a 12-week Domestic Violence Anger Management Program. The domestic violence treatment team provides treatment for batterers referred with a Court-ordered condition to complete domestic violence treatment but who are unable to pay for treatment. The team also monitors treatment services provided by private sector vendors on a sliding fee scale to batterers with financial resources who are mandated into treatment by the Court.

HOUSING

CSOSA provides short-term housing, through contract providers, to a limited number of offenders who are homeless or living in acutely unstable housing situations. To address this need, CSOSA dedicates specific contract dollars to place offenders who do not have a current substance abuse treatment need or behavioral health issue in transitional housing for up to 90 days. While most of the offenders in transitional housing are placed directly from incarceration, offenders already in the community may be referred if they demonstrate a housing need. CSOSA also works with case managers at the BOP and USPC to place offenders released from BOP custody and demonstrating a housing need into halfway houses. Like transitional housing, these placements may last for up to 90 days.

VICTIM SERVICES

CSOSA's Victim Services Program (VSP) serves residents of the District of Columbia who have been victims of domestic violence, sexual offenses,

traffic/alcohol-related crimes, or property crimes. Offenders who have been victimized are eligible for VSP as well. VSP is committed to responding to victims of crime with compassion, understanding, and respect. VSP works with CSOs to decrease the incidence of recidivism and re-victimization and partners with victim service agencies to identify crime victims, provide education on victim rights, and deliver orientation and technical assistance to victims and the community. VSP also connects victims with resources to address the effects of victimization.

DAY REPORTING CENTER

CSOSA's Day Reporting Center (DRC) is an intervention that assists offenders in successfully transitioning into society by changing offenders' adverse thinking patterns and entrenched distorted beliefs. The DRC incorporates programming that is embedded in cognitive-behavioral modification infused with other complementary, empirically tested practices that provide offenders with a comprehensive approach to successful re-entry and rehabilitation. The goals of the DRC are to help the offender address distractions, interruptions, and obstacles to successful supervision, and to get the offender to prepare for educational and vocational opportunities and other pathways to success. Offenders are held accountable by reporting to the DRC to engage in an array of group interventions focused on cognitive restructuring.

THINKING FOR A CHANGE

Cognitive behavioral interventions (CBI) are designed to expose offenders to new ways of thinking and decision-making, build positive and healthy relationships, encourage abstinence from substance use, and prepare them for educational and vocational opportunities. Thinking for a Change (T4C) is one such CBI developed by the National Institute of Corrections, and adapted by the DRC. During this 8-week program, offenders learn processes for self-reflection aimed at uncovering antisocial thoughts, feelings, attitudes, and beliefs. They also engage in pro-social interactions including consideration of the impact of their actions on others. This is done by encouraging offenders to define feelings and ask questions as well as teaching each offender to understand the feelings of others, respond appropriately to anger, and negotiate. Offenders also learn a step-by-step process for addressing challenging and stressful real-life situations. Offenders are provided techniques for effective problem solving, which can be used in conjunction with social skills and the skills learned in the cognitive self-change component of the program.

YOUNG ADULT INITIATIVE

CSOSA's Young Adult Initiative (YAI) represents a new approach to supervision and intervention for offenders age 25 and under. Research shows this population, which makes up about 18 percent of CSOSA's supervised population, has unique needs and challenges relative to motivation for treatment participation and compliance with supervision conditions. YAI emphasizes early engagement and interventions, specialized programming, and team-based supervision. Using this approach CSOSA expects to increase the rate of successful supervision completion among the young adult population.

SEX OFFENDER TREATMENT PROGRAM

Offenders assigned to the Sex Offender Unit (SOU) are assessed for participation in Sex Offender Treatment programming, comprised of weekly group and individual treatment sessions and polygraph screening. The Sex Offender Treatment Program therapists work collaboratively with the supervision officers to ensure offenders are meeting their treatment and supervision obligations. The Sex Offender Treatment Program uses the containment model, which teaches the offender risk avoidance strategies, while also ensuring the offender has sufficiently learned how to be successful on supervision.

FEMALE SUPERVISION AND SUPPORT SERVICES

Moving forward, CSOSA will continue its commitment to gender-specific interventions focusing on the unique issues faced by female

offenders. One floor of the RSC is dedicated to female offenders with co-occurring mental health and substance abuse disorders. CSOSA continues to provide comprehensive case management and supervision services to female offenders on women-only supervision teams. Female offenders participate in the Women in Control again (WICA) program, a three-phase intervention that provides intensive case management services, focused monitoring to ensure compliance, and support to recognize alternative choices while making positive behavioral changes. The Lifetime Make Over (LTMO) program is an eight-week cognitive thinking intervention that assists female offenders in improving their social, decision-making, and self-motivation skills so that they can become employed, productive members of the community. CSOSA provides gender-specific participation in T4C and offers the Females Reaching Expectations for Self-Healing (FRESH) program as a continuous open T4C readiness group with the purpose of addressing non-compliance with supervision conditions.

PERFORMANCE GOALS

- 2.1.1 Offenders referred for treatment or transitional housing receive a clinical evaluation of need within 14 days of referral. Target: 50%
- 2.1.2 Treatment and support services are directed to those offenders who pose a substantial threat to public safety. Target: 75%
- 2.1.3 Offenders evaluated as being in need of a specific type of treatment or support services are placed within 21 days. Target: 50%
- 2.1.4 Offenders who start treatment or support services successfully complete the intervention. Target: 65%

STRATEGIC OBJECTIVE 2.2

Collaborate with Faith Institutions and Community Organizations to Facilitate the Delivery of Reintegration Services in the Community

Offenders are more likely to succeed when they have strong, positive connections to the communities where they live. CSOSA's partnerships with community organizations, social service agencies, local and federal government agencies, the business and faith community and individual citizens facilitate these connections. Through these partnerships, we educate and mobilize the community to support offenders by identifying and leveraging resources to support their successful reintegration. Forging these partnerships is a cornerstone of CSOSA's community supervision strategy.

COMMUNITY JUSTICE ADVISORY NETWORKS

CSOSA's Community Relations Program (CRP) coordinates and maintains Community Justice Advisory Networks (CJAN) throughout the District of Columbia. CJANs are comprised of residents and key stakeholders, such as Advisory Neighborhood Commissions, faith based institutions, schools, non-profit and civic organizations, businesses, government agencies and local law enforcement entities. CJANs mobilize community resources to identify and address public safety issues in specific communities, to share information about offender needs, and to educate the community on public safety initiatives and CSOSA activities. The CJANs allow CSOSA to resolve issues at the community level and leverage community resources to enhance and expand services to support offender reintegration.

COMMUNITY SERVICE PROGRAM

CSOSA partners with government and community-based organizations to provide a wide range of services to District of Columbia residents through our Community Service Program (CSP). Offenders with court-ordered or sanctioned community service obligations are referred to public and community-based organizations, where they complete required hours over a period of time. CSOSA's community service partnerships are formalized through letters of agreement. Offenders can also serve community service hours at one-time community improvement events, such as park clean-ups and other special events. Through this program CSOSA offers offenders an opportunity to meet a supervision condition while contributing to their communities.

EDUCATION AND EMPLOYMENT PARTNERSHIPS

CSOSA initiates and maintains important partnerships with government, community-based and private organizations to link offenders with job training and employment opportunities. CSOSA employees work with these organizations to place offenders in educational programs, job skills training programs, and employment opportunities. CSOSA's commitment is to match partners with strong candidates who meet their eligibility criteria and need. Together these partnerships enhance reintegration services by broadening the education and employment opportunities available to offenders under supervision.

FAITH- AND COMMUNITY-BASED REINTEGRATION SERVICES

CSOSA collaborates with faith- and community-based organizations to provide reintegration services for offenders supervised by CSOSA. These activities include training faith-based groups and community organizations on how they can help support offender reintegration. Participating faith-based groups and community organizations provide a variety of mentoring, transitional housing, employment, and substance abuse recovery support services to assist returning citizens. These partnerships bridge the gap between prison and community by welcoming the offender home and helping them get started with a new life.

IDENTIFICATION

Under an agreement with the District of Columbia Department of Motor Vehicles (DMV), CSOSA verifies the identity and home address of recently incarcerated offenders and prepares identification letters to allow certain offenders with no other means of verifiable identification to obtain official government-issued identification. The offenders present the identification letters to the DMV with their application for a non-driver's identification card. These identification cards are not driving permits; however, they do support the offenders' efforts to obtain housing and employment.

COMMUNITY RESOURCE DAYS

CSOSA helps prepare offenders for release from incarceration by linking them with information about community supervision and resources (such as job training, mentoring, training, and housing) that will be available once they are released. Called Community Resource Days, these interactive video conferencing sessions connect DC inmates housed in BOP facilities with representatives from community organizations, local government agencies and law enforcement agencies in question and answer sessions.

PERFORMANCE GOALS

- 2.2.1 Agreements will be established, renewed, or updated with organizations to provide job training, housing, education or other services for offenders. Target: 20 per year
- 2.2.2 Agreements will be established or renewed with organizations through which offenders can fulfill community service requirements. Target: 10 agreements per year
- 2.2.3 CJAN meetings will be conducted. Target: 12 per year

STRATEGIC GOAL 3

Support the Fair Administration of Justice by Providing Timely and Accurate Information to Criminal Justice Decision-makers

Releasing authorities rely on CSOSA to provide timely, unbiased, and accurate information to support decision making, ranging from sentencing determinations to early termination of supervision. CSOSA will continue to respond to all inquiries made by the releasing authorities, as well as those made by criminal justice and law enforcement agencies.

STRATEGIC OBJECTIVE 3.1

Provide Timely and Accurate Information to Criminal Justice Decision-makers

Criminal justice decision-makers require timely and accurate information to assist them in determining fair dispositions for the offenders and/or inmates in their charge. CSOSA is committed to supporting the fair administration of justice by providing timely, accurate and complete information to the DCSC, BOP, USPC, and states participating in the Interstate Compact for Adult Offender Supervision. To fulfill this need, CSOSA will continue to conduct investigations to support sentencing decisions and security determinations; and, report on offender compliance with supervision conditions ordered by the releasing authorities.

INVESTIGATIONS

CSOSA is committed to conducting timely and accurate pre-sentence investigations (PSI) to assist releasing authorities in determining sentences following conviction, as well as understanding the treatment and supervision needs and risk potential of the offender. When conducting the PSI, CSOSA collects information about the offender's criminal and family history, employment, health, substance abuse/ addictions, lifestyle, living environment and finances. With the PSI, releasing authorities are aided in their decision-making by having a comprehensive assessment of factors that may affect the offender's ability to comply with supervision.

CSOSA will also conduct timely and accurate post-sentence investigations, when requested by the BOP. The post-sentence investigation report is similar in content to the PSI, but is conducted on offenders who have already been convicted and sentenced. These are usually requested if the offender was sentenced without a PSI, or if the offender was sentenced some time ago and is appealing the conviction. With the post-sentence investigation, BOP can rely on an accurate and timely report to help make security classification decisions for the incarcerated offender.

CSOSA will also continue to conduct pre-release investigations for inmates due to be released from BOP incarceration into the community through our Transitional Intervention for Parole Supervision (TIPS) Program. Release plan investigations require a thorough investigation into an offender's prior criminal record, substance abuse, supervision and social history. The purpose of the investigation is to develop a comprehensive supervision, housing, and employment plan, which requires the CSO to work hand-in-hand with community service providers and agencies. With the release plan in place, CSOSA helps prepare inmates for the moment of release from prison and the time immediately following release. These plans help to connect the offender with key necessities early in the supervision term to increase the probability of completing supervision successfully.

Interstate investigations are regularly conducted by CSOSA to verify the residence and employment status of an offender whose conviction and terms of supervision originated in another jurisdiction, but who desires to relocate and reside in the District of Columbia. Interstate Investigations begin when an offender serving a term of either probation or parole in another jurisdiction makes an application to reside in the District of Columbia. In addition, CSOSA conducts an Interstate investigation when inmates serving time in a correctional facility make a request (prior to release to community supervision) to be supervised in the District of Columbia, if the original sentencing jurisdiction is elsewhere. Interstate investigations are conducted in accordance with the requirements of the Interstate Commission for Adult Offender Supervision (ICAOS), whose purpose is to prevent crime through the management, control, and supervision of offenders who are approved to reside in a jurisdiction other than the community or state where the originating offense and/or conviction occurred. Interstate investigations therefore contribute to crime reduction through information sharing with ICAOS and other jurisdictions.

COMPLIANCE REPORTING

CSOSA shares compliance information with releasing authorities on a daily basis to ensure that non-compliant behavior that threatens public safety is addressed. CSOSA verifies and reports on offender compliance with supervision conditions through records checks, office and field contacts, and drug testing. When an offender is non-compliant with supervision conditions, CSOSA sanctions the offender and/or prepares an Alleged Violations Report (AVR). This report is used to notify releasing authorities of re-arrest, repeat technical violations, or a loss of contact with the offender. Depending on the severity of the violation, the AVR may include recommendations for supervision revocation or other disciplinary actions.

In addition to reporting non-compliance, CSOSA also reports on compliance. CSOSA sends annual progress reports to the releasing authority describing compliance. When an offender on probation has satisfactorily completed all general and special release conditions and is not deemed a threat to public safety, CSOSA may recommend early termination of supervision in the annual progress report.

PERFORMANCE GOALS

- 3.1.1 Pre-sentence investigation reports, ordered by the Court, are completed and submitted by the assigned due date. Target: 95%
- 3.1.2 Pre-release investigations are completed and sent to BOP no less than 14 calendar days prior to the offender's release from BOP. Target: 95%
- 3.1.3 Annual progress reports are submitted to the USPC within five days following each anniversary of the start of each parole or supervised release supervision period. Target: 80%
- 3.1.4 AVRs are submitted to the releasing authority within five calendar days of loss of contact with an offender. Target: 75%
- 3.1.5 AVRs are submitted to the releasing authority within five calendar days of re-arrest notification. Target: 75%

MANAGEMENT OBJECTIVES

CSOSA has established six objectives reflecting CSOSA's management priorities over the next five years. The management objectives focus on human capital; information technology; financial oversight; procurement, facilities, security, and continuity of operations; open and accountable government; and, performance improvement.

MANAGEMENT OBJECTIVE 1

Recruit, Develop, and Retain Highly Qualified Staff through the Execution of Fair, Equitable, and Non-discriminatory Human Resources Policies, Practices, and Oversight

Curtailed spending has impacted our ability to fill needed positions and provide employee training and development opportunities. Nevertheless, the Agency is in a strong position to achieve its human capital management objective. CSOSA will build on its previous successes, implement new initiatives, and strengthen the existing human capital process. This will ensure employees have the competencies, tools, and work environment they need to meet the Agency's strategic objectives. Additionally, CSOSA will focus efforts to ensure accomplishment of human capital requirements set forth by the U.S. Office of Personnel Management (OPM).

DIVERSITY AND INCLUSION

CSOSA is committed to diversity and inclusion in the workplace. Consistent with the Equal Employment Opportunity Commission's guidance as well as our Agency's effort to be a model employer, CSOSA is committed to ensuring that all of its personnel actions are free of discrimination. Our Agency places high value on developing and maintaining a diverse workforce. Toward this end, the Office of Human Resources (OHR) and the Office of Equal Employment Opportunity, Diversity and Special Programs (EEO) will collaborate to conduct focused recruitment efforts geared toward under-represented groups, provide diversity training for new employees, and

nurture an Agency-wide culture of inclusion. With our unwavering commitment to diversity and inclusion, we will strengthen our organizational culture and encourage collaboration, flexibility, and fairness so that employees can contribute to their full potential.

WORKFORCE AND SUCCESSION PLANNING

CSOSA will develop workforce and succession plans to support recruitment and development of individuals with the skills needed to achieve our mission. These plans will: 1) identify mission critical occupations and competencies essential to achieving strategic goals; 2) analyze current strengths and weaknesses in those occupations and competencies; 3) assess leadership skills gaps and deficiencies; and 4) define the workforce qualities needed to meet the Agency's strategic goals and objectives. With our workforce and succession plans in place, we will be better prepared to adjust to changing personnel needs of CSOSA over time.

TRAINING AND DEVELOPMENT

Employee training and development are critical to CSOSA's success. Employee training enhances skills and knowledge as well as motivation. By offering targeted training and development opportunities, every employee will have the opportunity to excel in their responsibilities and advance in their careers regardless of their current position. CSOSA will continue to offer orientations and academies for employees, continuing training for current employees, and leadership development programs. The Agency will also deploy job shadowing and mentoring programs. These programs will introduce employees to diverse positions and expand their skill sets to help broaden their career opportunities. As a result of these initiatives, we expect to increase employee knowledge, apply what is learned, help close skills gaps, and expand the pool of employees qualified and motivated to fill future leadership roles.

WORK AND LIFE BALANCE

CSOSA also plans to retain and develop employees by expanding health and wellness efforts and creating a positive and productive work environment for every employee. Health and wellness efforts will include work/life balance programs and policies. To advance positive and productive work environments we will advance employee assistance programs, promote teleworking, and offer flexible workplace schedules to help employees better manage their professional and personal responsibilities. These activities should help improve well-being and increase employee morale and satisfaction.

PERFORMANCE MANAGEMENT

CSOSA is dedicated to continually improving its employee performance and accountability. In FY2014, CSOSA will complete its implementation of a 5-level performance management program for employees that will provide better distinctions in levels of performance and link employee performance plans to CSOSA's strategic goals. This will hold employees accountable for achieving results and use performance as the key criterion for promotions, salary increases, awards, retention, and addressing performance deficiencies. CSOSA is committed to aligning employee performance management with program performance management and to using credible measures of performance. Together, this will foster a high-performance culture that ensures accountability, promotes fairness, and equips employees with the tools, systems, and resources to accomplish CSOSA's mission.

PERFORMANCE GOALS

- M1.1 Diversity training is completed by new non-temporary employees. Target: 85%.
- M1.2 By FY2015, CSOSA's eligible employees will be assessed on their leadership competencies. Target: 80%.
- M1.3 By FY2015, CSOSA's eligible employees will have an approved leadership development plan. Target: 50%.
- M1.4 Each FY, CSOSA will score at or above the Government-wide average positive score on the Federal Employee Viewpoint Survey items related to health and wellness.
- M1.5 Each FY, CSOSA will audit employee performance plans to ensure the plans are aligned with Agency and office goals. Target: 20%.

MANAGEMENT OBJECTIVE 2

Ensure Effective Information Technology Planning and Management, Robust IT Infrastructure, and Collaborative Communication

CSOSA must adapt to the accelerated pace of information technology (IT) and services (IS). Our success is driven by what we know information technology can do for us today, and how we will be positioned to take advantage of what it can do for us tomorrow. CSOSA will meet this challenge by developing, operating, and maintaining IT and IS infrastructure, providing leadership on planning and management, and enabling effective communication.

DEVELOP AND MAINTAIN A ROBUST, RELIABLE, AND SECURE IT INFRASTRUCTURE

CSOSA will develop and maintain a robust, reliable, and secure IT infrastructure, including products and services that enable the Agency to fully meet its commitments and obligations to its partners, clients, regulators, and the citizens of the District of Columbia. CSOSA's Office of Information Technology (OIT) is re-engineering the CSOSA enterprise network to expand high speed fiber optics connectivity to our field sites; performing and expanding our capability to continuously monitor the CSOSA network for cyber security threats and vulnerabilities that may pose a risk to the Agency, its people, and its assets; and optimizing IT resources using virtualization and cloud based services, as appropriate and as commensurate with our risk management responsibilities. With these initiatives, CSOSA anticipates a robust, reliable, and secure IT infrastructure.

PROVIDE LEADERSHIP ON INFORMATION TECHNOLOGY PLANNING AND MANAGEMENT

CSOSA will also engage in information technology planning, including the development and implementation of new solutions and technology programs that will improve the effectiveness and efficiency of the Agency's work. CSOSA must continuously enhance and maintain its core mission critical applications, which are the backbone of our supervision activities. CSOSA will also effectively oversee IT resources and ensure IT systems and records are fully compliant with applicable statutes, directives, and policies. The priorities are ensuring that systems: 1) employ contemporary technology; 2) enable effective and comprehensive offender processing; 3) improve electronic workflow and situational awareness; and, 4) automate performance management and compliance reporting.

ENABLE EFFECTIVE COMMUNICATION

CSOSA will enable effective communication and improve collaboration among employees and with other stakeholders through modern, reliable, and secure IT resources. Expanding the use of and governance over collaborative technologies are a priority for the Agency, especially with increased teleworking and mobility as directed by President Obama and being implemented by the Office of Management and Budget (OMB) and the U.S. Chief Information Officer. CSOSA employees must be capable of seamlessly yet securely collaborating on tasks and information and be able to perform their duties from anywhere, including from home, the office, or in the field. Employing collaborative productivity tools and mobile technology will achieve effective communication.

PERFORMANCE GOALS

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| M2.1 | CSOSA's information technology network will be available for employees to conduct their work. Target: 99%. |
| M2.2 | CSOSA will increase remote access data usage by employees while working in the field or teleworking. Target: to be determined after the baseline is established. |
| M2.3 | CSOSA will continuously monitor the cybersecurity state of critical IT assets. Target: 100% |

MANAGEMENT OBJECTIVE 3

Ensure Effective Resource Management and Fiscal Oversight of Agency Functions and Programs

CSOSA has a fundamental responsibility to be an effective steward of taxpayer dollars. We must be responsible for the funds appropriated and used to support community supervision in the District of Columbia. Decision makers and the public must have confidence that CSOSA is managing its finances effectively to minimize inefficient and wasteful spending, to make informed decisions about managing CSOSA programs, and to implement policies and strategies. In order to meet this challenge, CSOSA is committed to ensuring effective oversight of appropriated resources and coordinated planning to maximize operational efficiencies.

ENSURE EFFECTIVE OVERSIGHT OF APPROPRIATED RESOURCES

CSOSA will effectively oversee resources through several means. CSOSA will process payments and reimbursements in a controlled, timely, and accurate fashion, as measured by internal and external financial audits. CSOSA also recognizes the utmost importance of accurate financial statements, so we will record and report all financial information in a timely and accurate manner. CSOSA's financial statements are audited annually and so each year, CSOSA intends to deliver our financial statements on-time and receive a positive audit opinion, with no internal control or significant deficiencies identified by the auditor. Finally, CSOSA will continue to develop and implement internal controls, systems and policies and procedures that ensure effective and compliant use of appropriated resources. With these oversight actions in place, CSOSA will provide decision-makers and the public with the confidence that we are managing appropriated resources effectively.

COORDINATE OPERATIONAL PLANNING AND BUDGETING

CSOSA will also ensure effective oversight of its finances through coordinated planning. CSOSA intends to develop and issue annual operating plans in both a timely and equitable manner. During the fiscal year, CSOSA will execute operating plans in a controlled, efficient and effective manner. In terms of planning and budget coordination, CSOSA will ensure that budget formulation is closely integrated with strategic planning and budget execution. Additionally, CSOSA intends to effectively develop and submit future fiscal year budget proposals as required. By coordinating planning with budgeting, CSOSA will maximize operational efficiency with funds appropriated by Congress.

PERFORMANCE GOALS

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| M3.1 | CSOSA's Agency Financial Report (AFR) is completed on-time and contains all required report elements. Target: 100% |
| M3.2 | CSOSA's financial statements receive an unqualified audit opinion with minimal or no material control weaknesses and few, if any, significant control deficiencies. Target: 100% |

MANAGEMENT OBJECTIVE 4

Ensure Effective Procurement, Property, and Security Administration, and Continuity of Operations

To achieve its mission, CSOSA must buy and use goods and services, have appropriate office space to conduct our work, and have a safe and secure workplace for our employees and visitors. Given these needs, CSOSA intends to launch a comprehensive strategy for efficient procurement of goods and services, encourage energy conservation and sustainable practices, deploy new security systems for our employees and our buildings, and ensure continued operations during an emergency.

PROCUREMENT

CSOSA must minimize risk associated with contracts while ensuring proper and efficient use of taxpayer dollars. CSOSA will apply consistent and responsible procurement practices by shaping comprehensive procurement plans, policies, and procedures used to acquire the goods and services CSOSA needs to do its work. CSOSA will also launch a robust and automated procurement management system to replace an outdated, manual system, in order to improve the efficiency of our procurement processes.

FACILITIES

CSOSA aims to provide an environmentally responsible and energy efficient workplace. CSOSA will reduce office work spaces through open space plans and office sharing, and implement measures for noise reduction, thus helping to foster productivity among employees. CSOSA will also reduce the current portfolio of Rentable Square Feet (RSF), thereby decreasing operational costs. With an eye toward environmental responsibility, CSOSA intends to reduce the Agency's greenhouse gas emissions by optimizing the use of hybrid and alternative fuel vehicles in our vehicle fleet, adjusting our employee shuttle schedule to increase ridership, and decreasing use of personally-owned vehicles.

SECURITY

CSOSA deploys a wide range of security measures to ensure a safe workplace. These include regular safety training for employees,

trained security personnel at all sites, and closed circuit video monitoring. CSOSA will continue working toward a safe workplace by enhancing personnel and physical security systems. CSOSA intends to implement a new personnel security management system, which will allow for more timely and efficient management of employee and contractor background investigations. CSOSA will also issue employee identification in accordance with [Homeland Security Presidential Directive 12 \(HSPD-12\)](#), which sets common and secure identification standards for all federal employees and contractors. The new identification system will replace our current Physical Access Control System (PACS), which is not HSPD-12 compliant and is in a functional state of decline. With these new systems in place, CSOSA expects to provide a safe workplace for employees and visitors.

CONTINUITY OF OPERATIONS

In today's environment, CSOSA must be capable of continuing operation of essential functions under a broad range of circumstances, including hazard emergencies as well as natural, man-made, and technological threats, and national security emergencies. At CSOSA, Continuity of Operations (COOP) planning prepares the Agency to continue essential functions throughout an emergency, or to resume those functions rapidly after a disruption of normal activities. These essential functions include assessing offender needs and risk to public safety, providing close supervision of offenders, providing treatment and support services to offenders, and collaborating with law enforcement and community organization partners.

CSOSA's COOP Plan documents our overarching emergency management strategy, policies and procedures. It focuses on COOP elements such as alternate site criteria, testing and training; and, interagency COOP efforts. Additionally, CSOSA's COOP Plan establishes orders of succession and delegations of authority, identifies facilities to be used to carry out essential functions during an emergency, provides for communications capabilities, protects essential records, and establishes protocols for a return to normal operations. Using the Federal Emergency Management Agency's (FEMA) scoring system, CSOSA will conduct ongoing assessments of our continuity plans and procedures to help us better prepare for the continuation of essential functions during an emergency.

PERFORMANCE GOALS	
M4.1	CSOSA will complete 90% of procurement awards in a timely manner.
M4.2	CSOSA will decrease the Agency's RSF by 5%.
M4.3	90% of CSOSA employees will be issued HSPD-12 compliant Personal Identification Verification (PIV) cards for the PACS.
M4.4	By FY2018, CSOSA will achieve substantial progress on 100% of tasks necessary to continue operations in the event of an emergency.

MANAGEMENT OBJECTIVE 5

Promote Open and Accountable Government

On his first day in Office, President Obama signed the [Memorandum on Transparency and Open Government](#), ushering in a new era of open and accountable government. CSOSA has answered the President's call for openness in government by building upon important and specific steps to further transparency, participation, and collaboration as set forth in the President's Memorandum.

CSOSA is committed to openness and responsiveness to requests through the Freedom of Information and Privacy Act (FOIA/PA), which is a critical tool for the public to access government information. To hold ourselves accountable, we will strictly enforce federal ethics rules, ensure that all employees are aware of the rules through mandatory ethics training programs, and ensure those employees required to do so file the necessary financial disclosures. With these initiatives, CSOSA intends to meet the President’s call for greater accountability and openness while at the same time balancing privacy requirements of FOIA/PA having to do with the protection of personally identifiable information, such as a name or social security number.

CSOSA will further transparency by regularly reporting on operational, financial and programmatic matters as required by statutes, regulations, Executive Orders, and administrative directives, bulletins and circulars. This reporting enhances transparency by allowing stakeholders and the public to assess the effectiveness of public programs and laws; promoting uniformity in the delivery of services and practices across the Agency; and, helping to ensure the responsible use of taxpayer dollars. Compliance with the wide range of various reporting mandates is an Agency-wide priority. Thus, CSOSA intends to continue to be fully compliant with the timely submission of information, data and reports so that our Agency is abiding by all applicable reporting requirements, regulations and laws.

CSOSA has a long history of encouraging public participation with information sharing through multiple channels. CSOSA will continue to advance an efficient and proactive communications strategy using diverse media, such as podcasts, blogs, and television shows, all of which will continue to be accessible to the public at <http://media.csosa.gov/>. CSOSA will also continue to promptly respond to public requests for information about the work of CSOSA, and make data available to the public and publish more information about our work through information sharing at public meetings and through <http://www.csosa.gov/>. Together these actions will enable and enhance public participation in community supervision and public safety in the District of Columbia.

PERFORMANCE GOALS	
M5.1	CSOSA responds timely to FOIA requests. Target: 95%
M5.2	CSOSA employees are trained on federal ethics rules. Target: 95%
M5.3	CSOSA achieves annual percentage increases in the number of visits to http://media.csosa.gov/ . Target: 3% annual increase.

MANAGEMENT OBJECTIVE 6

Facilitate Performance Improvement through Frequent Data-driven Reviews, Measurement Tools, and Goals Setting

Building a CSOSA that works smarter, better, and more efficiently to deliver results for the citizens of the District of Columbia is a cornerstone of our strategy. We measure characteristics of the problems we are trying to tackle and of opportunities that arise. In doing so, we can better set priorities, tailor our actions more precisely, and help determine whether we are on or off track to meet our performance targets. Further, analyses of patterns, anomalies, and relationships help us discover ways to achieve more value for the taxpayer’s money. More importantly, measuring and analyzing performance helps CSOSA diagnose problems, identify drivers of future performance, evaluate risk, support collaboration, and inform follow-up actions. To improve the performance of the Agency, we are pursuing three key performance improvement initiatives.

DELIVERING BETTER RESULTS USING FREQUENT, DATA-DRIVEN REVIEWS

Data-driven performance reviews are essential for driving performance improvement at CSOSA. Every quarter, CSOSA reviews progress toward the Agency's Priority Goals. These Quarterly Performance Reviews provide a mechanism for Agency leaders to review the organization's performance and bring together the people, resources, and analysis needed to drive improvement on Agency priorities. Additionally, CSOSA conducts a Strategic Objective Annual Review (SOAR). These reviews serve as an annual assessment of progress being made to improve program outcomes and look at opportunities for productivity gains using a variety of analytical, research, and evaluation methods to support the assessment. The results of these reviews should drive many of the decision-making processes at the Agency. Finally, in FY2014, CSOSA enters its seventh year of regularly conducting CSOSA-Stat reviews. During these reviews, CSOSA applies rigorous data analyses and clear communication of the data to support decision making and drive performance improvement at the program, branch, and office level. Together these three types of data-driven performance reviews elevate our capacity to identify and resolve performance issues at every level of the organization.

MEASURING AND ANALYZING PERFORMANCE TO FIND WHAT WORKS

CSOSA intends to deliver performance information in order to enhance proactive decision-making to support performance improvement. Relying on dashboards as one of its key performance measurement tool, CSOSA gains readily available access to key performance indicators relevant to our strategic and management objectives. The term "dashboard" originates from the automobile dashboard where drivers monitor the major functions at a glance via the instrument panel. At CSOSA, the dashboards will show summaries, key trends, comparisons, and exceptions to help us know what works. Through FY2013, we have deployed dashboards for measuring and analyzing performance for some aspects of our operations, but not all. With an expansion of proactive dashboards to all aspects of our operations, users across the Agency can better identify and resolve performance improvement challenges. The dashboards will provide critical indicators that CSOSA can use to forecast performance challenges, measure and analyze performance at every level of the organization, and across strategic and management objectives. Thus, with the new dashboards CSOSA will better address performance issues as they arise across all areas of operations, resulting in performance-driven decision making across CSOSA.

We will always have to consider improvements because no agency reaches perfection. The clients' needs change and the practices change, and the climate of the city may change. We are the constant so we must periodically rethink how we do business.

- CSOSA Director Nancy M. Ware

USING GOALS TO IMPROVE PERFORMANCE AND ACCOUNTABILITY

CSOSA establishes a variety of performance goals and objectives to drive progress toward key outcomes. CSOSA outlines our strategic and performance goals in our Strategic Plan, and annually, we update our performance goals in an Annual Performance Plan. CSOSA has also identified a limited number of two-year Agency Priority Goals, aligned with our strategic goals and objectives. Agency Priority Goals target areas where CSOSA leaders want to achieve near-term performance acceleration through focused senior leadership attention. With these goals, CSOSA has a simple but powerful way to focus our efforts and communicate priorities.

In summary, with these three performance improvement initiatives in place, CSOSA is in a better position to strengthen our measurement and analytic practices to find what works. At the same time, CSOSA can apply different kinds of measurement for different situations, including our annual performance reports, dashboards, and more frequent, actionable information that helps drive performance gains.

PERFORMANCE GOALS

- | | |
|------|---|
| M6.1 | Data-driven performance review attendees say the information delivered helps to facilitate performance improvement. Target: 75% |
| M6.2 | CSOSA will expand deployment of dashboards to all offices to improve performance across the Agency. Target: 100% |

AGENCY PRIORITY GOALS

In support of advancing progress toward our longer-term strategic goals in this Strategic Plan, the Agency developed three Agency Priority Goals (APGs) that reflect the Agency's priorities, complement and support our three strategic objectives, and focus on results that can be accomplished within 12 to 24 months (FY2014 – FY2015). To ensure we achieve our three APGs, we will conduct quarterly performance reviews and take necessary action to improve our outcomes.

AGENCY PRIORITY GOAL 1

Auto Screener risk assessments are completed within 37 calendar days of offender supervision start. Target: 85%

By expeditiously completing risk assessments, CSOSA can identify individuals who are high risk to the public's safety and quickly assign appropriate supervision resources and provide necessary interventions in order to mitigate their risk of committing new crimes. The percent of risk and needs assessments completed within 37 calendar days will increase from 44 percent at the end of FY2013 to at least 85 percent by the end of FY2015. Achievement of this priority goal will advance our strategic objective on conducting risk and needs assessments in a timely and effective manner (Strategic Objective 1.1).

AGENCY PRIORITY GOAL 2

Offenders who start treatment or support services successfully complete the intervention. Target: 65%

By placing offenders into treatment and support services, CSOSA increases the likelihood that offenders successfully complete supervision. The percent of offenders completing treatment and support services will increase from 61 percent at the end of FY2013 to at least 65 percent by the end of FY2015. With this priority goal, the Agency enhances our strategic objective of providing appropriate treatment and support services as determined by the risk and needs assessment, to assist offenders in maintaining compliance and reintegrating into the community (Strategic Objective 2.1).

AGENCY PRIORITY GOAL 3

Pre-sentence Investigation Reports, ordered by the Court, are completed and submitted by the assigned due date. Target: 95%

By providing pre-sentence investigation reports by their requested due date, CSOSA assists the DCSC in determining the appropriate release conditions and/or disposition of cases in a timely fashion. CSOSA will increase the percent of pre-sentence investigation reports, ordered by DCSC, that are completed and submitted by the assigned due date from 80 percent at the end of FY2013 to 95 percent by the end of FY2015. With this priority goal, the Agency will enhance our strategic objective of providing timely and accurate information to criminal justice decision makers (Strategic Objective 3.1).

PROGRAM EVALUATIONS

Evaluations are integral to the CSOSA mission. CSOSA conducts high quality program evaluations to analyze the effectiveness of our core supervision activities, as well as our programmatic interventions. We also use the findings to improve program performance and operations efficiency; and, to identify and promote evidence-based practices. We also we apply evaluation findings to help guide our future strategic direction, as described in this Plan. Finally, we use program evaluation to examine the interaction between interventions that offenders might experience while on supervision. Thus, program evaluation serves many important purposes at CSOSA.

SUBSTANCE ABUSE TREATMENT EFFECTIVENESS

CSOSA will evaluate the effectiveness of substance abuse treatment by examining whether certain factors impact successful completion of supervision for those participating in treatment, such as treatment dosage, type of treatment received, type of treatment (such as detox, residential, or outpatient) , and whether other interventions received during supervision interacted with substance abuse treatment to produce positive or negative outcomes.

SPECIALIZED SUPERVISION STRATEGIES

CSOSA intends to evaluate the effectiveness of its new Young Adult Initiative, which is a specialized supervision program focusing on the segment of the male supervision population aged 25 and under. The evaluation will determine whether this Initiative yields better supervision outcomes than the case management approaches applied to other segments of the general supervision population for this male age group. Results will provide guidance to decision-makers about how to serve this population.

HIGH RISK SUPERVISION STRATEGIES

CSOSA varies approaches to supervision depending on risk factors such as offense type, risk of reoffending, and compliance with supervision requirements. In order to determine the effectiveness of its strategies for supervising high risk offenders, we will evaluate interventions such as GPS monitoring and sex offender treatment.

CASELOAD MANAGEMENT STRATEGIES

CSOSA has initiated a number of caseload management strategies that are designed to balance workload for CSOs. These include case transfers and the development of "minimum" supervision teams. We plan to examine the role that such caseload management strategies play in changes on agency performance goals or other outcomes.

REFERENCES

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Rhodes, W., Dyou, C., Kling, R., Hunt, D., & Luallen, J.. (2013). Recidivism of offenders on federal community supervision. Cambridge, MA. Retrieved from <http://www.ncjrs.gov/pdffiles1/bjs/grants/241018.pdf>.

APPENDIX A: STAKEHOLDER ENGAGEMENT IN STRATEGIC PLAN DEVELOPMENT

CSOSA's FY2014 - FY2018 Strategic Plan was developed with the active engagement of our many stakeholders. Led by the Office of Legislative, Intergovernmental, and Public Affairs and our Performance Improvement Officer, our outreach efforts included consultation with our Congressional stakeholders, and input from the Federal Bureau of Prisons (BOP); United States Parole Commission (USPC); Superior Court of the District of Columbia (DCSC); Pretrial Services Agency for the District of Columbia (PSA); the District of Columbia Metropolitan Police Department (MPD); other local, federal and community stakeholders; and, CSOSA employees. The process included multiple reviews of our strategic goals and objectives as they were being refined, partner forums, and a series of discussions. There was broad support among employees for the agency's strategic goals. The overwhelming majority of respondents either agreed or strongly agreed (96%) that the strategic goals will enable CSOSA to achieve its mission. The comments and suggestions we received were considered and incorporated into the final version of the Strategic Plan. The stakeholder outreach process generated valuable ideas and laid the foundation for continued stakeholder support of the Agency's strategic and priority goals.

APPENDIX B: PERFORMANCE GOAL METHODOLOGY

Strategic Objective 1.1: Risk and Needs Assessment – Assess an offender’s risk and needs in a timely and effective manner to determine appropriate levels of supervision and the need for treatment and support services

PERFORMANCE GOAL 1.1.1

Triage Screener assessments are continuously monitored against observed offender behavior (e.g., actual arrests) to ensure the instruments remain valid.

CSOSA assesses the risk to public safety posed by offenders entering supervision at intake using a fully automated instrument known as the Triage Screener. CSOSA monitors the validity of the risk assessments returned by the Triage Screener continuously to ensure it does not fall below benchmark levels. The measure expresses the 120-day moving average of the area under the receiver-operator characteristic curve (AUC). The Triage Screener was designed to assess the risk that an offender will be rearrested for a violent, weapon, or sex offense within one year. If Offender A were selected at random from a pool of offenders who were rearrested within one year, and Offender B were selected at random from a pool of offender who were not rearrested, the AUC statistic reflects the probability that the Triage Screener would have assessed Offender A as a greater risk than Offender B. TARGET: .65

PERFORMANCE GOAL 1.1.2

Auto Screener assessments are continuously monitored against observed offender behavior (e.g., actual arrests) to ensure the instruments remain valid.

CSOSA assesses the risk to public safety posed by offenders during supervision at intake using an instrument known as the AUTO Screener. The AUTO Screener assessments are based on both the offender’s mostly static characteristics (e.g., criminal history, sex) as well as the latest available dynamic risk factors (e.g., employment status, pro-social community support, drug test results). CSOSA monitors the validity of the risk assessments returned by the AUTO Screener continuously to ensure it does not fall below benchmark levels. The measure expresses the 120-day moving average of the area under the receiver-operator characteristic curve (AUC). The AUTO Screener was designed to assess the risk that an offender will be rearrested for a violent, weapon, or sex offense within one year. If Offender A were selected at random from a pool of offenders who were rearrested within one year, and Offender B were selected at random from a pool of offender who were *not* rearrested, the AUC statistic reflects the probability that the AUTO Screener would have assessed Offender A as a greater risk than Offender B. TARGET: .65

PERFORMANCE GOAL 1.1.3

Offenders are assessed for risk and needs using the Auto Screener within 37 days of supervision start.

For offenders transferred to CSOSA under the Interstate Compact Agreement, the Auto Screener must be approved (by a supervisor) within 37 calendar days of the CSOSA intake date. For all other offenders, the Auto Screener must be approved within 37 calendar days of the supervision period begin date. Offenders are ineligible if they enter a supervision status making them unavailable for interview (i.e., any Monitored status other than ‘Monitored - RSC’ or any Warrant status) during the first 37 calendar days of supervision. Offenders on kiosk supervision are ineligible. Offenders supervised by CSOSA who reside in another jurisdiction (i.e., Interstate-Out offenders) are eligible provided they are in ‘Active - Non-Transferable’ status during one or more of the first 37 calendar days of supervision. Auto Screeners approved up to 180 calendar days prior to the start of supervision (e.g., during a presentence investigation or reentry planning) satisfy the measure. This measure expresses the percentage of eligible offenders with a timely Auto Screener. TARGET: 85%

PERFORMANCE GOAL 1.1.4

Offenders are reassessed using the Auto Screener at intervals no greater than 180 days throughout the period of supervision.

To be eligible, offenders must have been supervised at a supervision level higher than Minimum, in an Active supervision status for at least 30 contiguous calendar days and must have at least 180 days remaining on supervision. Offenders are ineligible for reassessment if they are assigned to a team specializing in supervising offenders who reside outside D.C. (i.e., an Interstate-Out team). Persons supervised under the terms of a civil protection order (CPO) are ineligible for this measure. This measure expresses the percentage of eligible offenders with an Auto Screener approved during the reporting period and within 180 days of their prior assessment. TARGET: 85%

APPENDIX B: PERFORMANCE GOAL METHODOLOGY

Strategic Objective 1.2: Close Supervision – Provide close supervision of assessed offenders through effective case management practices including incentives for compliance, immediate graduated sanctions for violations of release conditions and ongoing drug testing and monitoring

PERFORMANCE GOAL 1.2.1

Supervision periods end successfully.

Cases that close successfully are those that: (a) expire/terminate satisfactorily, (b) expire/terminate unsatisfactorily, (c) are returned to the sending jurisdiction, or (4) are transferred to U.S. Probation. All supervision revocations, including revocations for new offenses and technical violations as well as cases closed pending revocation, are considered 'unsuccessful'. 'Other' or 'neutral' termination reasons include the death or deportation of the offender. A case expires or terminates unsatisfactorily when the offender reaches the end of their sentence without satisfying all special conditions (e.g., community service, fines, victim compensation) of their supervision. The DC Superior Court regards such unsatisfactory completions as successes. If an offender terminates from concurrent sentences, each sentence contributes to the measure. The measure expresses the percentage of case terminations that are successful. TARGET: 65%

PERFORMANCE GOAL 1.2.2

Eligible offenders are drug tested once per month.

Offenders are ineligible for monthly drug testing if they are at the Minimum supervision level during the month, are not in an Active supervision status throughout the month, are on kiosk supervision during the month, or if they are assigned to a team specializing in supervising offenders who reside outside DC (i.e., an Interstate-Out team). All other offenders are eligible. The measure expresses the percentage of eligible offenders who submitted a sample for urinalysis during the monthly reporting period. TARGET: 85%

PERFORMANCE GOAL 1.2.3

Offenders sign an Accountability Contract within 35 days of the start of supervision.

For offenders transferred to CSOSA under the Interstate Compact Agreement, the Accountability Contract must be signed by the offender within 35 calendar days of the CSOSA intake date. For all other offenders, the Accountability Contract must be signed within 35 calendar days of the supervision period begin date. Offenders are ineligible if they enter a supervision status making them unavailable to execute the contract (i.e., any Monitored status other than 'Monitored - RSC' or any Warrant status) during the first 35 calendar days of supervision. Offenders on kiosk supervision are ineligible. Offenders supervised by CSOSA who reside in another jurisdiction (i.e., Interstate-Out offenders) are eligible provided they are in 'Active - Non-Transferable' status during one or more of the first 35 calendar days of supervision. Accountability Contracts signed up to 180 calendar days prior to the start of supervision (e.g., during a presentence investigation or reentry planning) satisfy the measure. The measure expresses the percentage of eligible offenders with a timely Accountability Contract. TARGET: 85%

PERFORMANCE GOAL 1.2.4

Documented violations of the Accountability Contract are sanctioned in a timely manner.

The measure expresses the percentage of violations cleared by a recorded sanction within five calendar days of violation. Violations may be cleared by sanction records indicating that no sanction is required (e.g., because the violation was determined to be unfounded). Violations ascribed to persons supervised under the terms of a CPO are ineligible for this measure, since most types of technical violations and arrests are not violations of CPOs. TARGET: 75%

PERFORMANCE GOAL 1.2.5

Documented violations of the Accountability Contract are sanctioned in an appropriate manner.

This measure expresses both the appropriateness and timeliness of sanctions. A sanction is appropriate if it comports with the type of sanction prescribed by the Agency sanctions and incentive matrix. A sanction is timely if administered within five calendar days of the violation. Violations ascribed to persons supervised under the terms of a CPO are ineligible for this measure, since most types of technical violations and arrests are not violations of CPOs. This measure expresses the percentage of violations met with an appropriate and timely sanction. TARGET: 75%

APPENDIX B: PERFORMANCE GOAL METHODOLOGY

Strategic Objective 1.3: Law Enforcement Partnerships – Establish partnerships with public safety agencies to facilitate close supervision of offenders in the community

PERFORMANCE GOAL 1.3.1

Offenders classified at either the Intensive or Maximum supervision levels have their case presented at MPD partnership meetings within 60 days of initial risk classification.

The measure expresses the percentage of offenders who were initially placed in either the Maximum or Intensive supervision levels and whose cases were presented at an MPD partnership meetings within 60 calendar days of that placement. Case presentations made before the offender enters the Maximum or Intensive supervision level, but after the offender begins supervision, satisfy the measure. Persons supervised under the terms of a CPO are ineligible for this measure. TARGET: 75%

PERFORMANCE GOAL 1.3.2

Offenders classified at either the Intensive or Maximum supervision levels have a Joint MPD Accountability Tour conducted within 90 days of initial risk classification.

Eligible offenders must have a new intake case and have had an initial AUTO Screener approved at the Intensive or Maximum supervision level. Also, eligible offenders must not enter a Monitored or Warrant supervision status and must reside in a housing type accessible to CSOSA officers (i.e., apartment, condominium, friend's or relative's residence, house, rooming house, or townhouse) while the accountability tour is expected. Offenders supervised by CSOSA who reside in another jurisdiction are ineligible (i.e., Interstate-Out offenders). Persons supervised under the terms of a CPO are ineligible for this measure. The measure expresses the percentage of eligible offenders who had timely accountability tours conducted. Accountability Tours made before the offender enters the Maximum or Intensive supervision level, but after the offender begins supervision, satisfy the measure. TARGET: 75%

APPENDIX B: PERFORMANCE GOAL METHODOLOGY

Strategic Objective 2.1: Treatment and Support Services – Provide appropriate treatment and support services as determined by the risk and needs assessment to assist offenders in maintaining compliance and reintegrating into the community

PERFORMANCE GOAL 2.1.1

Offenders referred for treatment or transitional housing receive a clinical evaluation of need within 14 days of referral.

This measure expresses the median number of calendar days that elapse from an offender's first referral for a treatment modality or service until the first completed evaluation. If a referral is made and then closed short of evaluation (e.g., due to offender misbehavior) it is treated as a censored observation, and the metaphorical stopwatch pauses until the offender is referred again. This measure expresses the percent of eligible offenders who receive a clinical evaluation in a timely manner. TARGET: 50%

PERFORMANCE GOAL 2.1.2

Treatment and support services are directed to those offenders who pose a substantial threat to public safety.

In corrections research, the risk principle holds that offender treatment and support services are most effective at reducing recidivism when directed to those offenders who pose the greatest risk. This measure expresses the percentage of CSOSA-sponsored (i.e., placements for treatment or services that CSOSA either provides directly or pays for under contract with a third-party) discretionary treatment/service placements that are placements of high-risk offenders (i.e., those who are supervised at the Maximum or Intensive supervision levels or whose most proximate assessment places them at or above the 55th percentile of offenders on risk to public safety). TARGET: 75%

PERFORMANCE GOAL 2.1.3

Offenders evaluated as being in need of a specific type of treatment or support service are placed within 21 days.

This measure expresses the median number of calendar days that elapse between clinical evaluation and placement. Evaluations that do not result in placements within the reporting period are treated as censored observations. This measure expresses the percentage of offenders deemed in need of treatment who are placed in a timely manner. TARGET: 50%

PERFORMANCE GOAL 2.1.4

Offenders who start treatment or support services successfully complete the intervention.

All placements in CSOSA-sponsored treatment programs for which participation is tracked through discharge (i.e., Re-Entry Sanctions Center, substance abuse treatment, cognitive behavioral interventions, and group therapy sessions) are included. This measure expresses the percentage of CSOSA-sponsored (i.e., placements for treatment that CSOSA either provides directly or pays for under contract with a third-party) treatment placements that end with the offender being successfully/satisfactorily discharged from the program. TARGET: 65%

APPENDIX B: PERFORMANCE GOAL METHODOLOGY

Strategic Objective 2.2: Community Partnerships – Establish partnerships with faith institutions and community organizations to facilitate the delivery of reintegration services to offenders in the community

PERFORMANCE GOAL 2.2.1

Agreements will be established, renewed, or updated with organizations to provide job training, housing, education or other services for offenders.

An eligible “established” agreement is a signed Memorandum of Understanding (MOU) or written agreement between CSOSA and a local organization (e.g., service provider, business, faith based institution, or community organization). A “new” agreement provides services that are not already available under the provisions of an existing agreement with the designated provider, renews a previously existing agreement, or extends the scope of an existing agreement. The measure expresses a count of new, renewed, or extended agreements to provide these offender services. TARGET: 20 per year

PERFORMANCE GOAL 2.2.2

Agreements will be established or renewed with organizations through which offenders can fulfill community service requirements.

An eligible “established” agreement is a signed Memorandum of Agreement or Understanding (MOA/MOU) between CSOSA and a local organization (e.g., government agency, business, faith based institution, or community based organization). A “new” agreement provides a community service site that is not already available under the provisions of an existing agreement, renews a previously existing agreement, or extends the scope of an existing agreement. The measure expresses a count of new, renewed, or extended agreements to provide opportunities for offenders to satisfy community service requirements. TARGET: 10 per year

PERFORMANCE GOAL 2.2.3

CSOSA will conduct at least 12 CJAN events per year.

CJAN meetings are coordinated by CSOSA Community Relation Specialists and are held in each police district for the purpose of informing residents of existing and emerging public safety issues, as well as steps being taken to resolve such issues. The measure expresses a count of the number of CJAN meetings held during the reporting period. TARGET: 12 per year

APPENDIX B: PERFORMANCE GOAL METHODOLOGY

Strategic Objective 3.1: Timely and Accurate Information – Provide timely and accurate information with meaningful recommendations to criminal justice decision-makers so they may determine the appropriate release conditions and/or disposition of cases

PERFORMANCE GOAL 3.1.1

Pre-sentence investigation reports, ordered by the Court, are completed and submitted by the assigned due date.

By special agreement with the DC Superior Court, pre-sentence investigation (PSI) reports are due within 14 or 51 calendar days conditional on whether the Court requests an expedited investigation. The measure expresses the percentage of PSI reports submitted to the Court on time. TARGET: 95%

PERFORMANCE GOAL 3.1.2

Pre-release investigations are completed and sent to BOP no less than 14 calendar days prior to the offender's release from BOP.

CSOSA strives to complete pre-release investigations and reentry plans for prisoners returning through both the halfway house and (direct) institutional release pathways at least 14 calendar days prior to the offenders' planned release date. The measure expresses the percentage of pre-release investigations that were completed in a timely manner. TARGET: 95%

PERFORMANCE GOAL 3.1.3

Annual progress reports are submitted to the USPC within five days following each anniversary of the start of each parole or supervised release supervision period.

The USPC requires CSOSA to submit an annual progress report for offenders serving periods of supervised release or parole within five calendar days of the anniversary date of each supervision period. Consider a hypothetical offender serving two concurrent parole periods, one which began 2013-04-01 and another which began 2013-04-10. For this offender, annual progress reports must be submitted within each of the following periods: 2014-04-01 through 2014-04-05, 2014-04-10 through 2014-04-15, 2015-04-01 through 2015-04-15, 2015-04-10 through 2014-04-15, and so on for as long as supervision continues. The measure expresses the percentage of eligible supervision periods for which timely annual progress reports were submitted. If a supervision period begins on Leap Day (i.e., February 29), the annual progress report must be submitted between March 1 and March 5 in non-leap years. Offenders remain eligible regardless of supervision status (i.e., annual progress reports must be submitted for supervision periods in Monitored or Warrant statuses). TARGET: 80%

PERFORMANCE GOAL 3.1.4

AVRs are submitted to the releasing authority within five calendar days of loss of contact with an offender.

If an offender enters loss of contact (LOC) status, the supervising officer is expected to submit an Alleged Violation Report (AVR) to the releasing authority within five calendar days. If the offender exits LOC status after fewer than five calendar days, then an AVR is encouraged but not required. This measure is expressed as a percentage. The numerator of the percentage is the sum of LOC spells five calendar days or greater in duration for which an AVR was submitted within five calendar days and LOC spells less than five calendar days in duration for which an AVR was submitted during the spell. The denominator is the sum of LOC spells five calendar days or greater in duration and LOC spells less than five calendar days in duration for which an AVR was submitted during the spell. Persons supervised under the terms of a CPO are ineligible for this measure since such persons are not legally required to maintain routine contact with their supervising officer. TARGET: 75%

PERFORMANCE GOAL 3.1.5

AVRs are submitted to the releasing authority within five calendar days of re-arrest notification.

Supervising officers are required to submit an Alleged Violation Report (AVR) to the releasing authority within five calendar days of receiving notification that the offender has been arrested for a new offense. The measure is expressed as the percentage of offenders with an arrest notification against whom a timely AVR was submitted. AVRs that are submitted within five calendar days of the arrest date, but prior to the notification date, satisfy this measure. Persons supervised under the terms of a CPO are ineligible for this measure, since most types of arrests are not violations of CPOs. TARGET: 75%

APPENDIX B: PERFORMANCE GOAL METHODOLOGY

Management Objective 1: Recruit, Develop, and Retain Highly Qualified Staff through the Execution of Fair, Equitable, and Non-discriminatory Human Resource Policies, Practices, and Oversight

PERFORMANCE GOAL M1.1

Diversity training is completed by new non-temporary employees.

Diversity training is provided to new employees within a year of the start of their employment with the Agency. Performance is calculated by dividing the number of new employees who reached their one-year anniversary with CSOSA during a fiscal year and completed diversity training within the year by the total number of new employees who reach their one year CSOSA anniversary during a fiscal year. TARGET: 85%.

PERFORMANCE GOAL M1.2

By FY2015, CSOSA's eligible employees will be assessed on their leadership competencies.

The assessment will be a survey based on OPM's Executive Core Qualifications and Executive Fundamental Competencies. Eligible employees include those on the general schedule (GS) pay scale at GS-14 or GS-15 as well as non-Senior Executive Service Supervisors. Performance is calculated by dividing the number of eligible employees who are assessed during the year by the total number of eligible employees. TARGET: 80%.

PERFORMANCE GOAL M1.3

By FY2015, CSOSA's eligible employees will have an approved leadership development plan.

At least one-half of CSOSA's eligible employees will have a formal, approved leadership development plan. Eligible employees are non-temporary workers on the on the GS pay scale at a GS-14 or GS-15 level as well as workers who occupy non-Senior Executive Service Supervisory positions. Eligible employees must have been in active duty status in their current position for at least 90 days. Performance is calculated by dividing the number of eligible employees with an approved leadership development plan by the total number of eligible employees. TARGET: 50%.

PERFORMANCE GOAL M1.4

Each FY, CSOSA will score at or above the Government-wide average positive score on the Federal Employee Viewpoint Survey items related to health and wellness.

CSOSA scores on Federal Employee Viewpoint Survey items related to employee health and wellness will be compared to the government-wide average on those items.

PERFORMANCE GOAL M1.5

Each FY, CSOSA will audit employees performance plans to ensure the plans are aligned with Agency and office goals.

CSOSA will compare the number of performance plans audited to the number of performance plans to determine whether the target is reached. Performance is calculated by dividing the number of performance plans audited by the total number of employee performance plans. TARGET: 20%.

APPENDIX B: PERFORMANCE GOAL METHODOLOGY

Management Objective 2: Ensure Effective Information Technology Planning and Management, Robust IT Infrastructure, and Collaborative Communication

PERFORMANCE GOAL M2.1

CSOSA's information technology network will be available for employees to conduct their work.

Performance will be calculated by dividing the number of business hours of network availability at all CSOSA locations during the fiscal year by the total business hours at all CSOSA locations during the fiscal year. TARGET: 99%.

PERFORMANCE GOAL M2.2

CSOSA will increase remote access data usage by employees while working in the field or teleworking.

CSOSA will establish a baseline for FY2014. CSOSA will identify the remote (offsite or mobile) access data usage by employees as measured in bytes during the baseline year. The percent change will be calculated by dividing the difference in remote access data usage during FY2018 by the remote data usage during the baseline fiscal year. TARGET: a percent increase by FY2018 that is to be determined following establishment of the baseline.

PERFORMANCE GOAL M2.3

CSOSA will continuously monitor the cybersecurity state of critical IT assets. TARGET: 100%.

CSOSA will report the percent of its critical IT assets where an automated capability is applied for the continuous monitoring against potential cyber threats. To calculate performance, CSOSA will identify the number of technology assets being continuously monitored and divide that number by the total number of technology assets. An IT asset is defined as a physical or virtual server.

APPENDIX B: PERFORMANCE GOAL METHODOLOGY

Management Objective 3: Ensure Effective Resource Management and Fiscal Oversight of Agency Functions and Programs.

PERFORMANCE GOAL M3.1

CSOSA's Agency Financial Report (AFR) is completed on-time and contains all required report elements.

Agency staff will check the CSOSA web site (csosa.gov) to determine whether the AFR was completed and posted by the due date and review the document to assess whether it contains the required elements. TARGET: 100%

PERFORMANCE GOAL M3.2

CSOSA's financial statements receive an unqualified audit opinion with minimal or no material control weaknesses and few, if any, significant control deficiencies.

An external auditor is required to conduct an audit of the CSOSA's financial statements on an annual basis. CSOSA staff will review the Audit Reports, produced by the auditor, contained in the completed AFR to determine whether the auditor issued an unqualified (positive) audit opinion with minimal or no material control weaknesses and few, if any, significant control deficiencies. TARGET: 100%

APPENDIX B: PERFORMANCE GOAL METHODOLOGY

Management Objective 4: Ensure Effective Acquisition, Property, and Security Administration.

PERFORMANCE GOAL M4.1

CSOSA will complete 90% of procurement awards in a timely manner.

CSOSA uses a standard protocol for measuring timeliness of awards. Known as the Procurement Administrative Lead Time (PALT), CSOSA establishes the expected number of days required to complete an award, ranging from five to 120 days, depending on the type of award and dollar amount. CSOSA will report the percent of completed awards that meet the timeliness standards set forth in the PALT.

PERFORMANCE GOAL M4.2

CSOSA will decrease the Agency's RSF by 5%.

CSOSA will use the RSF from FY2014 as the base line and compare it to the RSF in FY2018 to determine the percentage of reduction.

PERFORMANCE GOAL M4.3

90% of CSOSA employees will be issued HSPD-12 compliant Personal Identification Verification (PIV) cards for the PACS.

The percentage of employees issued PIV cards will be measured at the end of each fiscal year by dividing the number of employees with PIVs by the number of employees deemed eligible to receive the PIV cards. Eligibility is determined by CSOSA's Office of Security upon completion of a background investigation or re-investigation.

PERFORMANCE GOAL M4.4

By FY2018, CSOSA will achieve substantial progress on 100% of tasks necessary to continue operations in the event of an emergency.

CSOSA evaluates its continuity program using FEMA's Readiness Reporting System's Monthly Assessment Form, which assigns a score for each task from 0 to 10. Tasks with scores of 7 or higher indicate substantial progress. With this Form, CSOSA assesses implementation of over two hundred specific continuity tasks as outlined in the U.S. Department of Homeland Security's [Federal Continuity Directive 1](#). Performance is calculated by dividing the number of continuity tasks rated at 7 or above by the total number of continuity tasks.

APPENDIX B: PERFORMANCE GOAL METHODOLOGY

Management Objective 5: Promote Open and Accountable Government

PERFORMANCE GOAL M5.1

CSOSA responds timely to FOIA requests.

The Freedom of Information Act specifies timelines for response times. Using these standards, CSOSA will keep track of how long it takes to respond to a request and assess whether each request meets timelines. Annually, all requests that are received within the fiscal year will be counted. TARGET: 95%

PERFORMANCE GOAL M5.2

CSOSA employees are trained on federal ethics rules.

Ethics training is legally mandated for certain positions within CSOSA. By policy, CSOSA also trains all other employees. Training logs will be used to determine what CSOSA staff completed federal ethics training during the fiscal year. The percent of staff completing trainings will be assessed using a count of staff employed during the fiscal year whose training due date occurred during the fiscal year. Employees on extended sick or family leave are excluded from this requirement. TARGET: 95%

PERFORMANCE GOAL M5.3

CSOSA achieves annual percentage increases in the number of visits to <http://media.csosa.gov>.

CSOSA will calculate a baseline for visits to <http://media.csosa.gov> during FY 2013. The annual percentage increase in visits will be calculated according to the baseline. TARGET: 3% annual increase.

APPENDIX B: PERFORMANCE GOAL METHODOLOGY

Management Objective 6: Facilitate Performance Improvement through Frequent Data-driven Reviews, Measurement Tools, and Goal Setting

PERFORMANCE GOAL M6.1

Data-driven performance review attendees say the information delivered helps to facilitate performance improvement.

CSOSA will conduct a survey of persons attending each data-driven performance reviews following each review. The percent of completed surveys will be assessed using a count of attendees who agree the information delivered was helpful for improving performance. TARGET: 75%

PERFORMANCE GOAL M6.2

CSOSA will expand deployment of dashboards to all offices to improve performance across the Agency.

CSOSA will track progress in the implementation of departmental dashboards until all the performance goals are implemented in an integrated CSOSA Performance Dashboard. The annual progress toward this goal is tracked by counting the number (percentage) of departmental dashboards that have been tested and are deployed to users. TARGET: 100%

APPENDIX C: ACRONYMS AND HYPERLINKS

AD	Associate Director
AFR	Agency Financial Report
APG	Agency Priority Goal
APPA	American Parole and Probation Association
APRA	District of Columbia Addiction Prevention and Recovery Administration
AVR	Alleged Violation Report
BOP	Federal Bureau of Prisons
CCDC	University of the District of Columbia Community College
CJAN	Community Justice Advisory Network
CJCC	Criminal Justice Coordinating Council
CJP	Community Justice Programs
CODIS	Combined DNA Index System
COOP	Continuity of Operations
CRP	Community Relations Program
CSO	Community Supervision Officer
CSOSA	Court Services and Offender Supervision Agency
CSS	Community Supervision Services
DCHAPH	District of Columbia Housing Authority Police Department
DCSC	Superior Court of the District of Columbia
DCWSA	District of Columbia Water and Sewer Authority
DMV	District of Columbia Department of Motor Vehicles
DOC	District of Columbia Department of Corrections
DOES	District of Columbia Department of Employment Services
DSA	Deferred Sentencing Agreement
DUI	Driving Under the Influence
DVIP	Domestic Violence Intervention Program
DYRS	District of Columbia Department of Youth Rehabilitation Services
EEO	Office of Equal Employment Opportunity, Diversity and Special Programs
EEOC	United States Equal Employment Opportunity Commission
FBI	Federal Bureau of Investigation
FRESH	Females Reaching Expectations for Self-Healing
FOIA/PA	Freedom of Information Act and Privacy Act
FPDS	Federal Procurement Data System
FPDS-NG	Federal Procurement Data System-Next Generation
FY	Fiscal Year
GPRAMA	Government Performance Results Modernization Act
GPS	Global Positioning System
GS	General Schedule
HHS	United States Department of Health and Human Services
IS	Information Services
ICAOS	Interstate Commission for Adult Offender Supervision

ISCU	Illegal Substance Collection Unit
IT	Information Technology
LTMO	Lifetime Makeover Program
OA	Office of Administration
MI	Motivational Interviewing
MPD	District of Columbia Metropolitan Police Department
NCIC	National Crime Information Center
OAG	Office of the Attorney General for the District of Columbia
OFM	Office of Financial Management
OHR	Office of Human Resources
OIT	Office of Information Technology
OLIPA	Office of Legislative, Intergovernmental, and Public Affairs
OMB	United States Office of Management and Budget
OPM	United States Office of Personnel Management
ORCA	District of Columbia Office of Returning Citizens Affairs
ORE	Office of Research and Evaluation
OSSE	District of Columbia Office of the State Superintendent of Education
PACS	Physical Access Control System
PALT	Procurement Administrative Lead Team
PDS	The Public Defender Service for the District of Columbia
PIO	Performance Improvement Officer
PSA	Pretrial Services Agency for the District of Columbia
PSI	Pre-Sentence Investigation
PSP	Prescriptive Supervision Plan
RSC	Re-entry and Sanctions Center
RSF	Rentable Square Footage
SCSO	Supervisory Community Supervision Officer
SMART	Supervision and Management Automated Record Tracking System
SOR	Sex Offender Registry
SOU	Sex Offender Unit
SRTP	Secure Residential Treatment Program
T4C	Think for a Change
TIPS	Transitional Intervention for Parole Supervision
TMT	Treatment Management Team
USAO	United States Attorney's Office for the District of Columbia
USMS	United States Marshals Service
USPC	United States Parole Commission
VOTEE	Vocational Opportunities, Training, Education and Employment Unit
VRP	Violence Reduction Program
VSP	Victim Services Program
VWS	Violent, Weapons, or Sex Offense
WICA	Women in Control Again
YAI	Young Adult Initiative



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