

COURT SERVICES AND OFFENDER SUPERVISION AGENCY



Summary Strategic Plan 2000-2005

COURT SERVICES AND OFFENDER SUPERVISION AGENCY

Message from the Interim Director

Fall 2000

I am pleased to present the first *Strategic Plan, 2000-2005*, for the Court Services and Offender Supervision Agency for the District of Columbia (CSOSA). This document is a blueprint for how we will address an acute problem within the District of Columbia – a high crime rate driven in part by a relatively small number of repeat offenders, many of whom are under some form of criminal justice supervision.

Over the next 5 years, CSOSA is committed to a strategic direction in which the combined impact of all Agency activities will be a 50 percent reduction in the recidivism rate for violent and drug-related crime among the offenders under our supervision. To achieve this goal, we must change the behavior of these individuals, make them accountable for their actions, and at the same time, support their reintegration into the community. We must also support the judiciary and paroling authority by providing them with accurate information and meaningful recommendations. To this end, we have developed a comprehensive and synergistic set of strategies built around principles of accountability, restraint and rehabilitation.

The other key aspect of this plan is our approach to performance management. In order to ensure that this plan and its strategies are integrated into our organization's day-to-day management, the CSOSA *Strategic Plan, 2000-2005*, is the driving force behind all of our operations and decisions. We have 1) developed a senior management council to improve communication and decision-making and to oversee implementation of the plan, 2) tied our compensation system to the plan, and 3) developed a process for using performance measures and other indicators to gauge our progress and adjust our strategies as needed. We have also identified human capital, information technology and resource allocation issues that are critical to the successful implementation of our program strategies. Companion support plans aligned with this plan are being developed to address these issues.

CSOSA was established to improve public safety. We have embraced this challenge. I am confident in our approach and welcome the opportunity to discuss any aspect of this plan with you.

Sincerely yours,

Jasper Ormond
Interim Director

EXECUTIVE OVERVIEW

Introduction

The Court Services and Offender Supervision Agency for the District of Columbia (“CSOSA”) was established within the Executive Branch of the Federal Government by the National Capital Revitalization and Self-Government Improvement Act of 1997 (“Revitalization Act”). On August 4, 2000, CSOSA was certified as an independent Federal agency.

This is CSOSA’s initial strategic plan, covering fiscal years 2000 through 2005. Because CSOSA is a new organization, we have taken this opportunity to establish a culture that has a strong performance-driven orientation. Since CSOSA’s inception, the Agency has demonstrated its commitment to instituting a performance management framework to guide all Agency activities. Performance management is the broad umbrella under which all Agency planning, financial management and policy-making activities are conducted. It integrates executive leadership, management, budget and performance evaluation functions into a coherent process that focuses the entire organization on key priorities and strategies.

CSOSA is positioned to have a significant impact on the crime rate and improve the quality of life for citizens in the District of Columbia. Toward this end, we have undertaken an aggressive strategic planning and performance management initiative designed to enhance the quality of our services, our overall program effectiveness, and the efficiency of our management operations. Key elements of the plan include emphasizing programs geared towards preventing the population that we supervise from engaging in criminal activity, and enhancing the fair administration of justice.

We will continue to refine and improve on the plan, as performance management is a fluid process. We will update the strategic plan every two years. To supplement our comprehensive strategic plan, each office has an individual work plan describing in detail their respective responsibilities for ensuring that strategic objectives contained in the agency-wide plan will be met. Each year, along with our budget requests, we will submit to Congress performance plans that detail our annual performance goals and indicate how we intend to measure our performance. We will also measure our progress in achieving the goals and objectives through quarterly reports and annual accountability reports.

CSOSA's Mission

CSOSA's mission is to increase public safety, prevent crime, reduce recidivism, and support the fair administration of justice in close collaboration with the community. The Agency will enhance decision-making and provide effective community supervision, thereby ensuring public confidence in the criminal justice system.

CSOSA's Unique Role in the Criminal Justice System

The criminal justice process is carried out by a number of discrete entities that work in close collaboration to enforce the rule of law while ensuring that the justice system is accessible and fair to all. Law enforcement agencies, the courts, corrections, and parole authorities each play critical roles in addressing crime and ensuring public safety. CSOSA coordinates closely with these entities to fulfill its role in the criminal justice process by:

- ❖ Providing supervisory and treatment services to approximately 30,000 individuals on pretrial release, probation, parole and supervised release; and
- ❖ Assisting federal and local courts in determining eligibility for release.

Given that 70 percent of convicted offenders serve all or part of their sentence in the community, effective service to the courts and the paroling authority, and supervision of pretrial defendants and convicted offenders, is critical to public safety.

Strategic Direction

A critical aspect of CSOSA's effort will be to continue to seek a dramatic reduction in the rate of recidivism for the supervised population in the District of Columbia. Historically, local recidivism trends have been difficult to track over time. However, national figures indicate that repeat offenders commit 60 percent of violent crimes. By integrating its programs with the criminal justice community, including social services organizations, the judiciary, and the community at large, CSOSA is committed to changing the environment of all those under the Agency's management and control. Specifically, CSOSA seeks to dramatically reduce crime among the population that it supervises with an anticipated outcome of reducing recidivism for violent and drug-related crime by an overall rate of 50 percent within five years.¹

Achieving this ambitious performance level requires the development of operational approaches and case management strategies and models that encompass all components of community-based supervision. Our approach to supervising individuals on pretrial release and offenders under probation, parole and supervised release is based on an effective system of immediate graduated sanctions designed to address

¹ Not all functions within the Agency will contribute equally to this long-term goal due to the comparatively shorter time that defendants are under pretrial supervision.

non-compliant offender/defendant behaviors. Other major cities have implemented sanction based supervision models and these models have proven effective in reducing recidivism and significantly decreasing drug use among those under supervision. To implement this intensive model, CSOSA has developed an effective offender risk and needs assessment process and is currently reducing supervision caseloads to maximize case management strategies and contact between each supervision officer and each person under his/her supervision. Other critical components of this model include increased offender/defendant drug testing, and appropriate treatment services, and the creation of a sanctions center. The sanctions center will provide a restrictive environment in which to redress offender/defendant violations and provide a controlled setting to initiate and plan the offender's reintegration into the community. CSOSA is also establishing partnerships among criminal justice agencies, social service organizations, faith-based institutions, and the community in order to provide closer offender and defendant supervision and to facilitate the reintegration process of the offender into the community.

Goals and Objectives

CSOSA has identified the following two strategic goals that will serve as the organization's guiding principles for the next five years.

Goal #1: Establish strict accountability and prevent the population supervised by CSOSA from engaging in criminal activity.

Anticipated Outcomes: Recidivism rate for violent and drug-related crime for offenders under our supervision is reduced by 50 percent within a 5-year period.

Long Term Impact: Offenders become productive members of society, i.e. are crime and drug-free, have jobs, pay taxes, and support their families.

Strategic Objectives:

- ❖ Ensure that defendants and offenders comply with the conditions of their release.
- ❖ Dramatically increase the number of offenders successfully reintegrated into the community.

Goal #2: Support the fair administration of justice by providing accurate information and meaningful recommendations to criminal justice decision-makers.

Anticipated Outcomes: Decision-makers receive complete, timely, and accurate information.

Long Term Impact: Disparate practices of dealing with similarly situated defendants and offenders are eliminated.

Strategic Objective:

- ❖ Help criminal justice decision-makers determine the appropriate release decisions and/or disposition of cases.

Operational Strategies

Supporting these two strategic goals is a coherent set of operational strategies or **Critical Success Factors** that drive the performance of all CSOSA activities. Effective implementation of the strategies requires system-wide planning and coordinated use of resources. CSOSA cannot implement these strategies in a vacuum. Interagency coordination through vehicles such as the Criminal Justice Coordinating Council is a prerequisite for success. For example, close supervision (strategy 2) requires adequate pre-parole transitional housing, which in turn requires organizational commitment from and funding for the Federal Bureau of Prisons. Effective sanctions-based treatment for high-risk offenders and defendants (strategies 1, 2 and 3) requires similar organizational commitments on the part of the U.S. Parole Commission and the D.C. Courts. The criminal justice system is comprised of interrelated entities that must share broad public policy goals in order to operate efficiently, despite carrying out separate constitutional functions. With this critical need for system-wide coordination in mind, CSOSA has adopted the following five strategies:

1. Establish and implement (a) an effective **Risk and Needs Assessment** and case management process to help officials determine whom it is appropriate to release and at what level of supervision, and (b) an ongoing evaluation process that assesses a defendant's compliance with release conditions and an offender's progress in reforming behavior;
2. Provide **Close Supervision** of offenders and high-risk defendants, with intermediate graduated sanctions for violations of release conditions;
3. Provide appropriate **Treatment and Support Services**, as determined by the needs assessment, to assist defendants in complying with release conditions and offenders in reintegrating into the community;
4. Establish **Partnerships** with other criminal justice agencies and community organizations; and
5. Provide **Accurate and Timely Information** and meaningful recommendations to criminal justice decision-makers that are consistent with the defendant's or offender's risk and needs profile.

The Critical Success Factors drive the day-to-day activities of each individual team member, and consequently move the organization as a whole. These broad strategies – along with an assessment of the employee's performance based on a set of objective competencies – form the basis for the annual performance evaluation of all employees.

Managing for Results

A critical aspect of this Strategic Plan is our approach to performance management. At CSOSA, the plan is the driving force behind all of our operations and decisions. Performance management is designed to “operationalize” the plan. Specifically, performance management is the broad umbrella under which all our planning, financial management, and policy-making activities are conducted. It integrates our executive leadership, management, budget and performance evaluation functions into a coherent process that focuses the entire organization on key priorities and strategies. Specifically, the process establishes a framework for:

- ❖ Establishing our strategic direction based on an analysis of external factors,
- ❖ Formulating specific outcomes, strategies and performance measures,
- ❖ Developing a budget that allocates resources based on priorities in the strategic and annual plans,
- ❖ Communicating expectations and establishing accountability for resource utilization and program performance, and
- ❖ Monitoring program performance, adjusting strategies and reporting on results.

To institutionalize performance management throughout the organization, we have developed an internal senior management council to improve communication and decision-making and to oversee implementation of the plan, tied our compensation system to the plan, and developed a process for using performance measures and other indicators to gauge our progress and adjust our strategies as needed. We are a new organization with the opportunity to establish a culture that has a strong performance orientation. A performance management process will help us do this by avoiding the common practice of managing disparate operational processes and adopting a method that sets clear expectations and manages performance to achieve results.

CSOSA's STRATEGIC PLAN FRAMEWORK

Mission

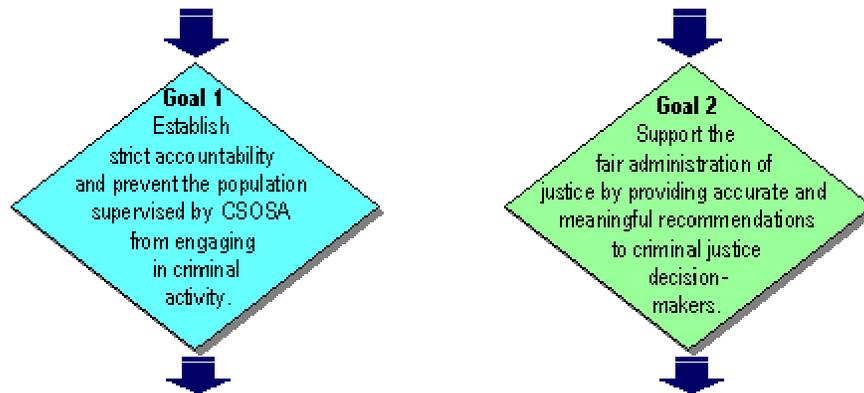
The mission of the Court Services and Offender Supervision Agency for the District of Columbia is to:

- Increase public safety
- Prevent crime
- Reduce recidivism
- Support the fair administration of justice

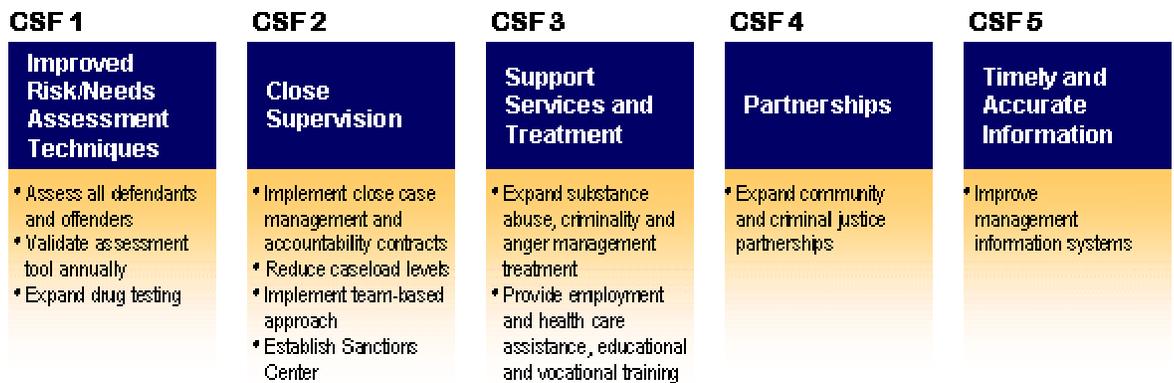
The Agency will enhance decision making and provide effective community supervision, thereby ensuring public confidence in the criminal justice system.

Condition

- 60% of crime is committed by repeat offenders
- 36% of District residents report that problems caused by drug sellers and users have changed the way their families live
- 60% of defendants/offenders test positive for drugs
- Current caseload levels prohibit effective supervision
- 70% of convicted offenders serve all or part of their sentence in the community



Operational Strategies/Critical Success Factors (CSFs)



Anticipated Outcome/Impact



TABLE OF CONTENTS

Executive Overview	i
Strategic Assessment	1
CSOSA's Mission	6
Strategic Goals and Objectives	7
<hr/>	
Critical Success Factors:	
Risk and Needs Assessment	12
Close Supervision	14
Support Services and Treatment	20
Partnerships	25
Timely and Accurate Information	28
<hr/>	
Management Strategies:	
Human Capital	29
Information Technology	30
Resource Management	32
<hr/>	
Crosscutting Issues: D.C. Pretrial Services Agency	34
<hr/>	
Issues and Challenges in Achieving Our Goals	40
Performance Measures and Evaluation	42
Stakeholders	46
Relationship to Annual Performance Plan	48
<hr/>	
Appendix A: A Closer Look at CSOSA	
Agency Overview	A-1
Organization Structure	A-2
Locations	A-3, A-4

STRATEGIC ASSESSMENT

In January 1997, President William J. Clinton outlined his vision for the National Capital Revitalization and Self-Government Improvement Plan. The plan had two goals: 1) to revitalize Washington, D.C. as the Nation's capital, and 2) to improve prospects for "home rule" to succeed. The cornerstone of the strategy for accomplishing these goals was to relieve the District of Columbia Government of major financial and management responsibilities by having the federal government assume responsibility for functions typically funded by state governments (rather than municipalities), i.e., prisons, courts, and probation/parole supervision.

On August 5, 1997, the National Capital Revitalization and Self-Government Improvement Act of 1997 ("Revitalization Act") became law. The new law set in motion a massive, system-wide reorganization of criminal justice functions.² While the changes brought about by the Revitalization Act have been extensive, the responsibilities of the Court Services and Offender Supervision Agency for the District of Columbia ("CSOSA") are limited to the supervision of pretrial defendants and post-conviction offenders.

In addition to its core responsibility of supervising the approximately 30,000 adults under pretrial, probation, parole, or supervised release in the District, the Agency is required to determine uniform supervision and reporting practices, develop and operate intermediate sanctions programs for sentenced offenders, and arrange for the supervision of D.C. offenders in jurisdictions outside the District of Columbia.

Prior to the creation of CSOSA, the District agencies responsible for managing these functions – the D.C. Pretrial Services Agency, the D.C. Board of Parole, and the Office of Adult Probation, Social Services Division, Superior Court of the District of Columbia – lacked sufficient resources and the basic infrastructure to provide effective monitoring for most individuals under criminal justice control.

Throughout the 1990s, the financial difficulties of the District worsened, leading to the establishment of a financial "Control Board" and then to the President's Revitalization Initiative, described above. By all accounts prior to the Revitalization Act, public safety was seriously compromised. The tax base had been eroding. Greater and greater percentages of the local budget were being consumed by the burgeoning costs of maintaining a large prison system. Given the uncontrollable costs of maintaining the institutional side of corrections (prisons), the community side (probation and parole supervision) became ever more weak and ineffective as resources dried up.

² Among the changes mandated by the Act: the Lorton prison complex is closing; the Federal Bureau of Prisons is assuming responsibility for housing D.C. sentenced felons; the District's sentencing structure is moving to a determinate system; parole decision-making is transferring from the D.C. Board of Parole (which will be abolished) to the U.S. Parole Commission; the federal government has assumed responsibility for funding the D.C. Courts and the D.C. Public Defender Service; and a new agency has begun supervising individuals released to the community from the point of arrest through the completion of sentence.

This phenomenon was by no means unique to the District of Columbia. As prison populations around the country have exploded throughout the 1980s and 1990s, so too have probation and parole caseloads. Yet the funding for community corrections has not kept pace, resulting in unmanageable caseloads in some jurisdictions, some as high as 500 offenders for each probation or parole officer. Nationally, there are over six million individuals under some form of criminal justice supervision – either on probation, in jail or prison, or on parole.³ Two thirds of this population is in the community. Yet 90 percent of the “correctional dollar” goes to maintain the institutional side of corrections, i.e. prisons. The situation in the District has been comparable to that of other states, with the significant difference being that the District did not have a state-wide revenue system to pay for these functions. Thus, the deterioration of basic public safety functions was far worse in the District; leading eventually to a “rescue package” designed to provide federal funding for what would normally be state-level functions.

In the area of offender supervision, the Revitalization Act provided a unique opportunity to reverse these discouraging trends and employ a potentially potent strategy to improve public safety at the neighborhood level. If most crime is committed by people already known to the justice system, and if two thirds of all adult offenders are already in the community and at least legally subject to supervision, that leverage can and should be used to influence their conduct, hold them accountable, and create an environment more conducive to their successful re-entry to law abiding society. Prior to Revitalization, there was neither a broad-based organizational commitment nor the resources to make use of that criminal justice leverage, except for small numbers of individuals in specialized programs, such as the “Drug Court.”

The creation of CSOSA, and the infusion of “investment capital” presented an opportunity to expand and build on successful local programs and strategies. The D.C. Pretrial Services Agency operates as an independent entity within CSOSA, and is committed to supporting the overall Agency mission while also honoring the constitutional presumption of innocence for pretrial defendants. The D.C. Pretrial Services Agency had led the way for many years, testing new concepts, evaluating its programs, and refining procedures based on those evaluations. Fully automated since the mid 1970s, the Pretrial Services Agency had been in the forefront of developing and validating risk assessment tools; implementing comprehensive and routine drug testing of arrestees and pretrial releasees in 1984; expanding drug testing to the juvenile system in 1986; developing a paperless system for conducting large numbers of drug tests and delivering the results to judges’ computers in the courtroom in 1992; and finally, in conjunction with the D.C. Superior Court, implementing a highly-acclaimed “Drug Court” in 1994. Rigorous evaluations of these initiatives, funded by the National Institute of Justice, demonstrated not only the effectiveness of the strategy, but also the cost-savings potential of the investment. Another equally important conceptual building block for the new agency was the experience with sanctions-based treatment (that is, court-mandated drug treatment enforced through immediate, graduated

³ U.S. Department of Justice, Bureau of Justice Statistics, 6.3 million people were on probation, in jail or prison, or on parole at yearend 1999 – 3.1% of all U.S. adult residents.

sanctions for violations) funded on a regional basis through the High Intensity Drug Trafficking Area (HIDTA) initiative of the Office of National Drug Control Policy.

The Nexus Between Crime and Drugs

The frequency and severity of criminal activity grows as drug use increases.

Numerous studies have conclusively documented the close correlation between criminal activity and the use of alcohol and other drugs. Studies also indicate that the frequency and severity of criminal activity grows as drug use increases. Both national and local statistics demonstrate the relationship. According to a 1998 study funded by the Office of National Drug Control Policy in conjunction with the Washington/Baltimore High Intensity Drug Trafficking Area (HIDTA), adults in the criminal justice system account for 50 to 60 percent of the cocaine and heroin consumed in the country. In addition, other studies indicate that, nationally, drug users and drug traffickers commit a disproportionate number of the twelve million property crimes and almost two million violent crimes reported each year.

Locally, within the District of Columbia, the relationship is also clear. Between 1992 and 1997, the D.C. Metropolitan Police Department classified one-third of the city's murders with known motives as drug-related. Drug offenders comprise 30 percent of the D.C. prison population, and approximately two thirds of defendants and offenders under supervision have a history of substance abuse.

Indirect Effects of Crime

The impact of crime in the community goes beyond the direct victims and their families who bear the physical, emotional and psychological affects of crime. The *fear* of crime creates a constrained living environment that changes the social dynamic. The consequences of criminal activity in the District have been well documented.

For example⁴:

- ❖ 36 percent of the city's adult residents report that the problems caused by drugs in their neighborhoods have changed the way they live their lives;
- ❖ 74 percent of residents are fearful of crime in the city; 48 percent are fearful of crime in their neighborhood; and
- ❖ 48 percent of residents report being fearful of street crime and avoid going out at night.

Living in constrained circumstances not only reinforces the social and economic disadvantages that sustain poverty, but also complicates the government's ability to effectively address the complex problems associated with community development.

⁴ "Criminal Victimization and Perceptions of Community Safety in 12 Cities, 1998," Steven K. Smith, Greg Steadman and Todd Minton, U.S. Department of Justice, Bureau of Justice Statistics, May 1999.

The broader economic development of the District will certainly be influenced by this Agency's success in improving public safety.

The Challenge Facing CSOSA

Success depends upon identifying and treating drug abuse and establishing swift and certain consequences.

The debate among academics, politicians and professionals in the criminal justice system regarding the causes of crime and the effectiveness of various solutions has gone on for decades. Many variables have been correlated to crime, ranging from the size of the youth population to homeownership rates and street design. While the exact causes of criminal behavior are not precisely known, there is a sizeable body of evidence that illustrates what works and what does not work in assessing risk and managing offenders and high-risk defendants under supervision. Long-term success in reducing the recidivism rate and restoring public confidence will require a change in the behavior of a significant portion of the District's offender population. CSOSA's ability to ultimately affect this behavior is dependent upon two key factors: 1) identifying and treating drug use and other social or individual problems among the defendant and offender population, and 2) establishing swift and certain consequences for individuals under supervision who fail to comply with the conditions of their release.

Strategic Direction

Probation will change when those who run probation departments are held accountable for achieving – or failing to achieve – specific outcomes. The paramount outcome for probation is public safety.

Transforming Probation Through Leadership: The "Broken Windows" Model, July 2000

A critical aspect of CSOSA's effort will be to continue to seek a dramatic reduction in the rate of recidivism in the District of Columbia. Historically, local recidivism trends have been difficult to track over time. However, national figures indicate that repeat offenders commit 60 percent of violent crimes. By integrating its programs with the criminal justice community, including social services organizations, the judiciary, and the community at large, CSOSA is committed to changing the environment of all those under the Agency's supervision. Specifically, CSOSA seeks to dramatically reduce crime among the population that it supervises with an anticipated outcome of reducing recidivism for violent and drug-related crime by an overall rate of 50 percent within five years.⁵

Achieving this ambitious performance level requires the development of operational approaches and supervision models that encompass all components of supervision. Effective supervision of individuals on pretrial release and offenders under probation,

⁵ Not all functions within the Agency will contribute equally to this long-term goal due to the comparatively shorter time that defendants are under pretrial supervision.

parole and supervised release requires the implementation of an effective system of immediate graduated sanctions designed to address non-compliant behavior. Other major cities have implemented this model and it has proven effective in reducing recidivism and significantly decreasing drug use among those under supervision. To implement this intensive model, CSOSA has developed an effective offender risk and needs assessment process and is reducing significantly supervision caseloads to maximize contact between each supervision officer and each person under his/her supervision. Two other critical components of this model include expanded drug testing and the creation of a sanctions center, which will provide a restrictive environment in which to redress violations and provide rehabilitation. CSOSA is also establishing partnerships among criminal justice agencies, social service organizations, and the community in order to provide closer offender and defendant supervision and to reintegrate the offender into the community.

CSOSA's MISSION

The mission of CSOSA is to increase public safety, prevent crime, reduce recidivism, and support the fair administration of justice in close collaboration with the community we serve. The Agency will enhance decision-making and provide effective community supervision, thereby ensuring public confidence in the criminal justice system.

Statutory Responsibilities

The National Capital Revitalization and Self-Government Improvement Act of 1997 ("Revitalization Act") established CSOSA within the federal government as an independent executive branch agency and placed the D.C. Pretrial Services Agency as an independent entity within CSOSA. In addition, the D.C. Public Defender Service, an independent District of Columbia agency, receives its appropriated federal funds through a transfer from CSOSA.

The Revitalization Act requires CSOSA to provide supervision, through qualified supervision officers, to offenders on probation, parole, and supervised release for violation of District of Columbia Code offenses. The Agency carries out its responsibilities on behalf of the court or agency having jurisdiction over the person being supervised. CSOSA supervises all offenders placed on probation by the Superior Court of the District of Columbia, and all individuals on parole pursuant to the District of Columbia Code. The Agency is also required to determine uniform supervision and reporting practices, develop and operate intermediate sanctions programs for sentenced offenders, and arrange for the supervision of D.C. offenders in jurisdictions outside the District of Columbia.

The D.C. Pretrial Services Agency assists the trial and appellate levels of both the federal and local courts in determining eligibility for pretrial release by providing verified background information and criminal histories on all arrestees and recommendations about available release options. Pretrial Services is further responsible for supervising defendants released from custody during the pretrial period by monitoring compliance with conditions of release and by ensuring that they appear for scheduled court hearings. Pretrial Services supervision also provides defendants with the opportunity to participate in a variety of social interventions that decrease the likelihood of future criminal behavior.

STRATEGIC GOALS

CSOSA is committed to breaking the cycle of crime and drug use by the population that it supervises, reintegrating offenders into the community, and providing accurate, timely and complete information to criminal justice decision makers in order to ensure the fair administration of justice. To this end CSOSA has identified the following two strategic goals that will serve as the organization's guiding principles for the next five years.

Goal Number 1

Establish strict accountability and prevent the population supervised by CSOSA from engaging in criminal activity by:

- ❖ Ensuring that defendants and offenders comply with the conditions of their release; and
- ❖ Dramatically increasing the number of offenders successfully reintegrated into the community.

Thirty thousand individuals in the District of Columbia are on pretrial release, probation, parole or supervised release. The amount of time for which individuals are supervised in the community by CSOSA varies. Parolees in the District of Columbia are under supervision for an average of five years and probationers are under supervision, on average, for approximately 20 months. Split sentence probationers typically serve approximately two years in prison and three years under probation supervision. Pretrial defendants are typically under supervision for approximately 170 days.

District of Columbia defendants and offenders have more extensive criminal histories than the average defendant or offender as reported in national surveys. For example, the Bureau of Justice Statistics reports that, nationally, 50 percent of all probationers have prior convictions. In the District of Columbia, 98.3 percent of all adult probationers have prior convictions. Among D.C. parolees, the percentage with at least one prior conviction is 99 percent. Twenty-three percent of D.C. parolees have six or more prior convictions.

Historically, the criminal justice system has vacillated between the polar extremes of traditional forms of incarceration and a more socially liberal rehabilitation approach to deal with offenders. Fears about inadequate control and punishment of high-risk offenders on the one hand and concern about unconstitutional prison overcrowding, and the ineffectiveness and soaring cost of incarceration on the other hand, have resulted in the extensive use of intermediate sanctions. Additionally, pretrial service functions are faced with monitoring the delicate balance between protecting the public and ensuring the defendant's return to court with the defendant's presumption of innocence and right to the least restrictive conditions of release.

Prior efforts in the District of Columbia to deal with repeat offenders have failed due to a lack of resources, coordination, and strategic leadership. The basic supervision “infrastructure” within the District has been under funded for decades. As a result, CSOSA inherited extremely high supervision caseload ratios, inadequate or non-existent information systems, insufficient drug testing and treatment capacity, and a range of uncoordinated programs that failed to protect the public interest.

Using this plan as a framework, CSOSA is implementing a “community-based” and “sanctions-based” system of supervision. Under this approach, offenders and high-risk defendants will be subject to sanctions for failing to comply with the conditions of their release. Drug and other treatment services (i.e., domestic violence, mental health, and sex offender treatment) will be provided, based on the results of the needs assessment, with sanctions and incentives applied within the criminal justice process to encourage successful completion of treatment programs. Community Supervision Officers will continue to be moved out of their downtown offices and into neighborhoods around the city where they can provide more intensive monitoring. Additional partnerships will be established with other entities within the criminal justice system and with social service agencies to leverage resources and gain community support and participation in resolving the recidivism problem.

CSOSA is implementing a “community-based” and “sanctions-based” system of supervision.

CSOSA has implemented an innovative re-entry program to reintegrate offenders returning to the community from prison or from split-sentence probation sentences. The re-entry program’s goal is to enable offenders to become law-abiding and productive members of society. In the process, the re-entry program promises to reduce crime and enhance public safety by reinforcing assessment-driven case management services with effective partnerships among Community Supervision Officers, residents, police, other city agencies, businesses, and faith-based organizations.

Anticipated Outcome:

- ❖ Recidivism rate for violent and drug-related crime for offenders under our supervision is reduced by 50 percent within a five-year period.
- ❖ Offenders become productive members of society, i.e. are crime and drug-free, have jobs, pay taxes, and support their families.

Long Term Impact:

- ❖ Reduced crime rate and improved public safety.

Goal Number 2

Support the fair administration of justice by providing accurate information and meaningful recommendations to criminal justice decision-makers to help them in determining the appropriate release decisions and/or disposition of cases.

One of our key responsibilities is to assist the judiciary and the U.S. Parole Commission in determining which defendants and offenders should be released into the community and under what conditions. Specifically, the Pretrial Services Agency deals with pretrial defendants and is responsible for assisting both the federal and local courts in determining pretrial release conditions by providing background information and criminal histories on arrestees, and recommendations about available release options; Pretrial also supervises all defendants released from custody during the pretrial period. The supervision function within CSOSA, which handles post-conviction offenders eligible for release on probation or parole, provides pre-sentence information reports that help the courts to determine the risk that the offender poses to the community; supervision also informs the courts and the paroling authority about probation and parole violations and makes recommendations for revocation.

The role that we play in assisting the courts and the U.S. Parole Commission (USPC) in making release and revocation determinations is extremely important because the decisions have a direct bearing on *both* public safety and the fair administration of justice. Our ability to provide effective support in this area is dependent upon access to quality information and our appropriate, fair and consistent interpretation of that information.

First, it is essential that decision-makers have complete, accurate and timely information regarding defendants' and offenders' backgrounds and their current risks and needs. In some respects we have considerable ability to provide this information and in other respects we need great improvement. This disparity stems from the various levels of automation support each of the three D.C. agencies had prior to consolidation under CSOSA. For example, the Drug Test Monitoring System developed several years ago by the Pretrial Services Agency provides immediate information directly to the courts and the supervision officers regarding the results of drug tests. However, community supervision officers currently have limited automated support to manage their cases and have traditionally relied heavily on paper-based files.

Second, to support the fair administration of justice we must be consistent in our judgments and actions. The response to defendants' and offenders' non-compliant behavior varies widely among the pretrial, parole, and probation functions due in part to the wide discretion afforded the supervision officers or individual units. Responses to infractions have been generally shaped by the individual practice of the supervisory officer as well as the officers' personal belief in the severity of the infraction. The lack of a validated risk assessment tool and policies prescribing a response pattern for infractions contributes to the varying treatment. As a result, some similarly situated

individuals are supervised with different expectations than others, creating a perception of unfairness and undermining respect for authority.

Our strategy for promoting the fair administration of justice is based on conducting an in-depth assessment of the factors that cause disparate treatment among offenders, developing and implementing effective risk and needs assessment tools, establishing policies that provide a range of specific responses to violations, implementing an automated system that will provide complete and accurate criminal history, and improving coordination between pretrial, probation and parole.

Anticipated Outcomes:

- ❖ Decision-makers receive complete, timely, and accurate information.
- ❖ Disparate practices of dealing with similarly situated defendants and offenders are eliminated.

Long Term Impact:

- ❖ Improved public confidence in the fairness of the criminal justice system.

Strategic Goals	Anticipated Outcome	Strategic Performance Measure/Indicator
<p><u>Goal 1:</u> Establish strict accountability and prevent the population supervised by CSOSA from engaging in criminal activity by:</p> <ul style="list-style-type: none"> ▪ Ensuring that defendants and offenders comply with their conditions of release, and ▪ Dramatically increasing the number of offenders successfully integrated into the community. 	<p>Recidivism rate for violent and drug-related crime is reduced by 50 percent within a 5 year period</p> <p>Offenders become productive members of society, i.e. are crime and drug-free, have jobs, pay taxes, and support their families.</p>	<p>Recidivism Rate for violent and /or drug offenses: offender arrest and conviction during the period of supervision.</p> <p>Percent of drug-free offenders</p> <p>Percent of employed offenders</p>
<p><u>Goal 2:</u> Support the fair administration of justice by providing accurate information and meaningful recommendations to criminal justice decision-makers to help them determine the appropriate release decisions and disposition of cases.</p>	<p>Decision-makers receive complete, timely, and accurate information.</p> <p>Disparate practices of dealing with similarly situated defendants and offenders are eliminated.</p>	<p>Percentage of reports completed within established timeframes and meet quality control standards.</p> <p>Level of consistent application of risk/needs assessment and sanctions</p>

The measures listed above are the key indicators that will be used to determine whether our strategies are working to achieve our goals of altering offender behavior and promoting the fair administration of justice. Outcomes for each goal cited above will be measured on a periodic basis to determine if our strategies are achieving the intended results.

CRITICAL SUCCESS FACTORS

In order to achieve our two strategic goals, CSOSA will pursue an operational strategy that supports both goals. The key elements of our strategy are organized around five critical success factors – events that must occur in order to achieve our goals. Together, the critical success factors form a powerful synergism, which will move us toward our ultimate outcome of reducing recidivism for violent and drug-related crime for the individuals under our supervision by 50 percent over the next five years. Reintegrating offenders into the community so that they become law-abiding and productive members of society will reduce crime and enhance public safety.

Critical Success Factor 1: Risk and Needs Assessment

*An effective risk and needs assessment process
will be established and implemented.*

Performance Objectives:

- ❖ Timely Initial Drug Testing
- ❖ Timely Assessments and Reassessments
- ❖ Appropriate Treatment Recommendations
- ❖ Validation of the Risk Model

Intermediate Outcome:

- ❖ Eligible offenders are appropriately classified and scheduled for treatment consistent with the risk and needs assessment results.

One of CSOSA's major themes has been the appropriate and comprehensive assessment of defendants and offenders throughout the District's correctional system. Appropriate assessment is a critical foundation for effective case management. The results of the assessment process drives the development of the treatment plan and outlines conditions that will hold the defendant or offender accountable for his/her behavior while on release. CSOSA first began working on its risk assessment in the summer of 1998. Since that time, considerable progress has been made toward this innovative classification system.

CSOSA compiled a scientific review team and tasked this group with developing a comprehensive classification system. The team includes practitioner and scientific experts in the areas of mental health, substance abuse, and criminality, as well as representatives from the National Institute of Corrections and the National Institute of Justice. The group developed the classification process and has completed the instrument to be used during the first stage of the process, the CSOSA screener.

After the development of the instrument, definitions and procedures for its use, CSOSA implemented the screener throughout the Community Supervision Program.

The screener was used on all new cases that entered probation or parole supervision on or after February 28, 2000. The Bureau of Governmental Research at the University of Maryland is currently conducting an initial construction study to assess the predictive value of the screener. The study will enable CSOSA to establish statistically sound classification groupings and assign supervision levels based on the results of these classification groupings. CSOSA anticipates that this study will be completed in January 2001.

The second phase of the classification process is the assessment of needs (i.e., substance abuse treatment, violence reduction, vocational, mental health, life skills training and interpersonal relationships). CSOSA has identified specific instruments to assess the level of needs for offenders in the District Columbia, and implementation of this process will begin during FY 2001. In an effort to develop innovative, comprehensive tools, CSOSA has been collaborating with Correctional Service Canada, a leader in the international criminal justice community in offender classification. Correctional Service Canada will train CSOSA officers during the first quarter of FY 2001 on using the needs assessment instruments, and we plan to have the needs assessment fully implemented in January 2001. At the same time, CSOSA will be identifying additional resources for clinical assessments and treatment services.

CSOSA will ensure that the risk and needs assessment function becomes an integral part of supervision process. That is, the risk and needs assessment must be:

- ❖ Applied early enough in the criminal justice and supervision process to effect decision-making;
- ❖ Integrated into the case management process and applied consistently; and
- ❖ Updated periodically during the period of supervision to detect changes in the offender's risk/needs profile and adjust supervision contacts and services, as needed.

In addition, the risk and needs assessment tool will be validated on an annual basis to ensure that it is providing appropriate diagnostic results and treatment recommendations.⁶

⁶ The risk assessment instrument for pretrial defendants is described in the Pretrial Services Agency's Strategic Plan.

Critical Success Factor 2: Close Supervision

Offenders and high risk defendants under supervision will be closely case managed and enter into accountability contracts that provide a series of graduated sanctions and incentives in order to instill an imperative of individual accountability.

Performance Objectives:

- ❖ Case Plans Developed
- ❖ Accountability Contracts Implemented
- ❖ Drug Tests Conducted with Appropriate Frequency
- ❖ Collateral Contacts Established
- ❖ Consistent and Timely Response to Violations

Intermediate Outcomes:

- ❖ Re-arrest Rates Decrease
- ❖ Absconding Rates Decrease
- ❖ Drug Use Decreases

Since its creation in 1997, CSOSA has been committed to implementing a community-based approach to supervision, taking proven best practices and making them a reality in the District of Columbia. Prior to the enactment of the Revitalization Act, supervision officers handled staggering caseloads from behind their desks downtown, providing only minimal levels of contact to most offenders. Today, individual offenders' risk levels are assessed to ensure appropriate levels of supervision, and lower caseload levels allow officers to perform effective case management. Moreover, the Agency has adopted a new deployment structure for its officers, abolishing the old designations of Probation and Parole Officers and creating the position of Community Supervision Officer for line staff. Community Supervision Officers handle both parole and probation cases and increasingly spend their time in District neighborhoods, performing supervision functions where offenders live and work. To facilitate this enhanced supervision presence in the city, CSOSA has added two new community supervision centers to the three existing field units (see Appendix A-4 for supervision center locations). Two additional supervision centers are scheduled to open in FY 2001, and we anticipate establishing a third supervision center in FY 2002.

Reducing Supervision Caseload Levels

Prior to the enactment of the Revitalization Act, the average supervision caseload in probation and parole was 180-200 high-risk offenders to every supervision officer. Exclusive of three specialized supervision programs, there were only 12 pretrial staff providing supervision for 9,500 pretrial defendants – a staffing ratio of 800:1. Including the three specialized programs, the staffing ratio was 340:1.

Since 1998, supervision caseload levels have improved significantly. By the close of FY 2000, supervision caseload ratios of Community Supervision Officers to offenders on probation and parole will be approximately 50:1 compared to average FY 1999 levels of approximately 90:1. By the close of FY 2000, in Pretrial Services the caseload ratios will vary from 20:1 in the small intensive supervision programs to over 200:1 for misdemeanor cases, with general felony cases at approximately 140:1. Although these caseload ratios are still too high, they are considerably better than they were prior to 1999 when Pretrial Services had no significant resources with which to closely case manage the bulk of the population they were tasked with supervising.

Improving case management through the reduction of supervision caseload levels is one strategy for meeting our goals. However, to reduce the number of offenders recycling through the District's criminal justice system and to reduce their dependence on illegal substances, improvements are also needed in the current re-entry process.

Re-Entry of Parolees into the Community

For a number of years prior to June of 1998, the District of Columbia had no system of community corrections. Contrary to standard practice in the entire federal system and in most states, inmates approaching parole dates were not transitioned through community corrections centers, or "halfway" houses. Often, individuals who had been incarcerated at Lorton for years were simply transported by bus on their parole date to the D.C. Jail in Southeast Washington, and released to the street with instructions to report to a parole officer downtown and stay out of trouble. Not surprisingly, without a system of community supports and supervision, many offenders resumed the cycle of crime and drug use.

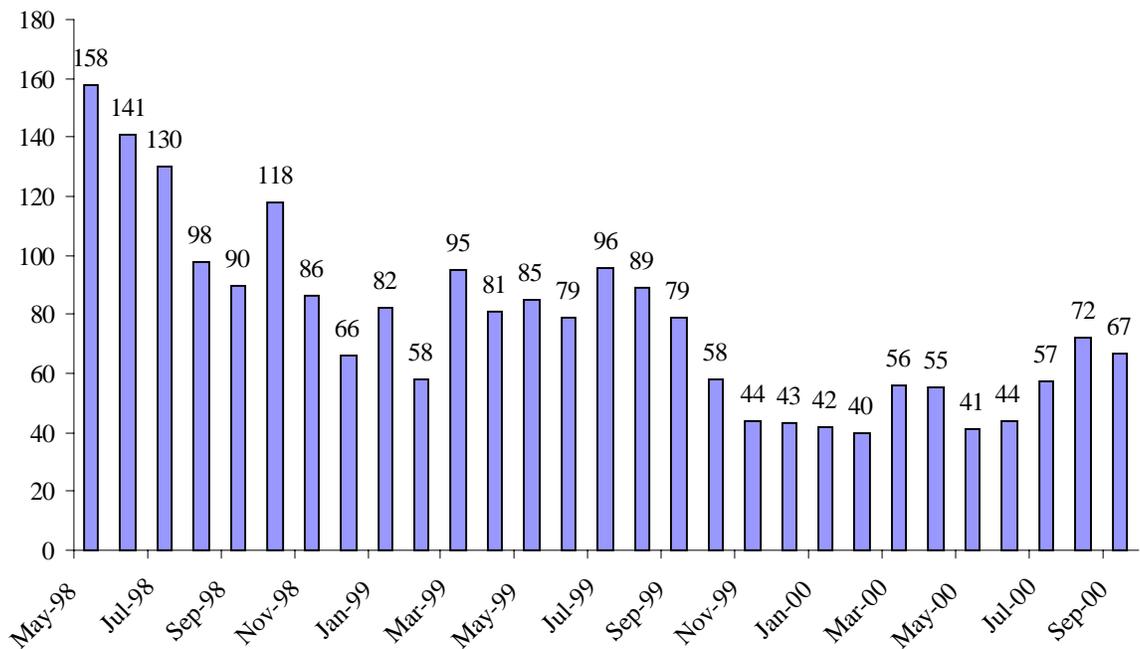
In May 1998, the practice of transitioning parolees through halfway houses was re-instituted through a Memorandum of Understanding between CSOSA, the D.C. Corrections Trustee, the U.S. Parole Commission, and the D.C. Department of Corrections. Since this practice has resumed, inmates who are granted parole have been transitioned back into the community through halfway houses, where they spend a period of approximately 120 days. During that time, inmates are provided services and supervision by CSOSA. For the first two weeks, residents may not leave the facility. Final release on parole is contingent upon successful completion of this transitional program. Violation of program rules – the most frequent being drug use – results in immediate return to an institution.

In order to facilitate the transition of offenders back to the community, in July of 1998, the Agency established a new program to help reintegrate pre-parolees. The Transitional Intervention for Parole Supervision Program provides leadership, counseling services, interagency referrals, support, and resources to the pre-parole population in order to reduce the probability of continued criminal behavior and provide for a smoother transition back into the community. The Re-entry program carries the philosophy that each prospective parolee's individual history and evolution of criminality or addiction must be assessed to develop an effective transitional and treatment plan tailored to his or her specific risks and needs. Pre-parolees must

comply with conditions of drug testing, treatment and counseling, and frequent reporting. The program carries a zero tolerance policy for alcohol and other drugs, and pre-parolees who test positive for alcohol and/or illegal substances are returned to institutional custody immediately. In addition, there is strict case management, including tracking, monitoring, regular reporting, random breathalyzer tests, counseling, and a urinalysis twice a week. The program also provides services such as assessments, job placement, life-skills development, vocational and educational programming, mentoring, housing release planning, and alcohol and substance abuse education along with a wide range of treatment resources. One indicator of the program's success is the 2,561 parolees who have completed this program since its debut.⁷

CSOSA has been tracking several performance measures to determine if these programs are effective. Initial indicators of the re-arrest rate for parolees are very promising – the number of parolees arrested on new charges has dropped by approximately 60 percent since May 1998 through September 2000. This reduction in rearrests is a result of improvements in coordination, increased accountability when parolees are arrested for new crimes, and the establishment of the re-entry program.

D.C. Parolees Arrested on New Charges May 1998 – September 2000



⁷ December 1998 through June 2000.

Halfway House Supervision

CSOSA and the Pretrial Services Agency have been working with the Corrections Trustee, the D.C. Department of Corrections, the D.C. Superior Court and other criminal justice agencies to resolve problems in D.C. halfway houses. Articles in *The Washington Post* (“*Post*”) in January, 1999, focused on the high incidence of “escapes” from the halfway houses and raised questions about placement of violent offenders in work release programs. An analysis of the data on escapees reported in the *Post* revealed that the majority of those who had reportedly escaped were pretrial defendants who had been ordered into pretrial work release as a condition of release. Others in the halfway houses include misdemeanants sentenced to work release, and felons who had been granted parole by the U.S. Parole Commission who transition to supervision in the community through work release programs.

The analysis also revealed that the great majority of the “escapes” reported by the *Post* were actually work releasees who were allowed to leave the halfway house during prescribed hours to go to work, to school, to seek employment, etc., and failed to return to the halfway house at the appointed hour. Many of these curfew violators actually returned voluntarily to the halfway house within hours or minutes of the curfew violation. Others did not return and became subject to prosecution for escape under the D.C. Code.

A number of reforms have been undertaken to improve accountability of those assigned to D.C. halfway houses. Additional staff has been assigned by the Department of Corrections to provide both security in the halfway houses and some limited programming for halfway house residents. In October 1999, the Pretrial Services Agency developed a “Restrictive Community Supervision Program.” Each Pretrial Services Officer in the program is assigned to work with a specific halfway house to assist the Department of Corrections case managers in supervising defendants. The priority for FY 2000 has been directed toward putting defendants into court-ordered drug testing and treatment where appropriate. For FY 2001, Pretrial Services will hire additional staff to further enhance the program to ensure appropriate case management for up to 240 defendants at any given time.

Additionally, the application process for warrants charging escape for curfew violators who do not return voluntarily has been accelerated. Warrants for escape are now routinely obtained within 24 hours. A uniform regimen of sanctions for violations of conditions of pretrial work release has been promulgated by the Department of Corrections and implemented at halfway houses that are either contracted for or operated by the District of Columbia.

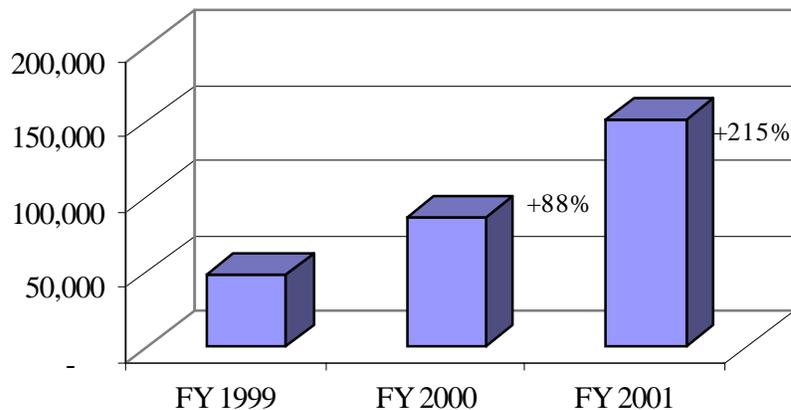
Drug Testing

CSOSA uses drug testing as both a diagnostic tool to identify drug abusers and to monitor compliance with the conditions of release. Drug testing provides an objective measure of drug use, eliminating reliance on defendant and offender self-reports of private drug use. A positive drug test is a clear early warning indicator requiring an immediate response by the criminal justice system. Each time the system could intervene, but does not, another message is sent to the individual that there are no consequences for illegal substance abuse.

In FY 1999, the Pretrial Services Agency's Drug Detection Lab processed over 146,000 urine samples with 54 percent of the individuals testing positive for illegal substance usage. The volume of drug testing has risen dramatically as more post-conviction offenders are subject to drug testing as a standard condition of their supervision contract. The number of samples collected from individuals on pretrial release, adult probation and/or parole in FY 2000 increased 33 percent over FY 1999 levels. For FY 2001, it is anticipated that the Lab will process over 280,000 samples – a 92 percent increase over FY 1999 levels.

In April 2000, the Agency opened a large Illegal Substance Abuse Collection Unit, and several other collection sites have been established this year to ensure that all individuals under our supervision are drug tested. For FY 2000, CSOSA received resources to increase drug testing of post-conviction offenders so that by the end of the year, all eligible offenders under active supervision will be drug tested on a routine and more frequent basis. Drug testing for adult post-conviction offenders increased 88 percent in FY 2000 and we project a 215 percent increase in FY 2001 over FY 1999 drug testing levels for this population.

**Planned Increases in Drug Testing Sample Collection
For the D.C. Post-Conviction Offender Population
Over FY 1999 Collection Levels**



Sanctions

The significant reductions in arrests among program participants resulted in...savings of about \$2 for every \$1 in program costs.

One historic barrier to effective supervision has been the lack of intermediate sanctions short of revocation. Prior to the Revitalization Act, offenders in violation of their release conditions were often given many chances to “shape up” – there was a high systemic tolerance level for violations. This approach did not promote accountability. CSOSA’s approach is to establish a series of intermediate responses. In pretrial status, defendants assigned to a limited number of specific programs – such as the Drug Court Program – enter into sanctions/treatment contracts where defendants may spend up to 3 days in the D.C. Jail as a response to continuing drug usage. Post-conviction offenders are entering into “accountability contracts” with the releasing authority (judge, U.S. Parole Commission), agreeing in advance to a series of specific responses to specific violations. One response must include a secure residential placement – a “halfway back” option.

Issues and Findings, Evaluation of the D.C. Superior Court Drug Intervention Programs

Parole violators are referred for 30 days or longer to residential facilities. Parole offenders in substance abuse treatment programs who continue to test positive are placed in residential sanctions facilities for stabilization and further assessment in response to continued positive drug tests. Beginning in June 2000, CSOSA and the D.C. Superior Court began a collaboration to implement a Halfway Back Initiative for probation violators. The initiative provides judges a partial residential sanctioning alternative to revocation. Under the Halfway Back Initiative, non-compliant probationers are placed for 14 to 28 days in a residential sanctions facility.

Critical Success Factor 3: Treatment and Support Services

Individuals under supervision will receive appropriate treatment and support services, as determined by the needs assessment, to assist them in reintegrating into the community.

Performance Objectives:

- ❖ Appropriate Treatment and Support Services Provided
- ❖ Treatment and Support Services Meet Quality Standards
- ❖ Offenders Complete Treatment and Receive Appropriate Aftercare

Intermediate Outcomes:

- ❖ Reduced Drug Use
- ❖ Employable Offenders are Placed in Jobs
- ❖ Offenders Remain Employed
- ❖ Offenders Improve their Educational Achievements

Long-term success in reducing recidivism among the defendant and offender population depends upon two key factors: 1) identifying and treating drug use and other social problems among this population; and 2) establishing swift and certain consequences for individuals under supervision who fail to comply with the conditions of their release.

The supervision strategies CSOSA is putting in place have proven effective in reducing drug-related crime. Sanctions-based treatment has proven to be an effective tool in changing behavior. Research performed by the Washington/Baltimore High Intensity Drug Trafficking Area (HIDTA) project has found that the length of time in treatment contributes to reductions in arrests, drug use and technical violations. This study found that involvement in a drug treatment program with regular drug testing and immediate sanctions for violations resulted in a 70 percent reduction in recidivism 12 months following completion of the program.

Since 1993, treatment services available for the criminal justice population have diminished dramatically. The number of detoxification beds available through the D.C. Addiction Prevention and Recovery Administration between 1993 and 1999 decreased from 105 to 50, a 52 percent reduction. During the same period, the number of residential treatment slots decreased by 60 percent from 379 to 153. The number of outpatient treatment slots fell 17 percent from 1,207 to 999. Further, individuals under supervision compete with the general public for limited treatment capacity.

Absent other publicly available resources, CSOSA developed an in-house capacity to provide certain services and to contract with private vendors to complete the treatment continuum. Treatment is an integral part of the Agency's strategy to re-integrate the

offender into the community. In FY 2000, the Agency received a significant increase in resources for treatment services for individuals under criminal justice supervision who are either ordered by the Court or paroling authority to receive treatment. To address the variety of individual substance abuse problems, the Agency is using its resources to submit offenders to regular and random substance abuse testing. In addition, CSOSA seeks to enhance a treatment continuum that combines assessment, supervision, treatment, and sanctions.

Contractual Treatment

Recognizing the relationship between substance abuse and criminal behavior and to eliminate the backlog of those awaiting substance abuse and other treatment services through city-funded programs, CSOSA entered into contractual agreements to provide substance abuse and sex offender treatment services to offenders. The original contracts were let in August 1998 and provided residential, transitional and outpatient substance abuse treatment services and outpatient sex offender treatment services. During FY 1999, with a treatment budget of \$750,000, CSOSA placed 309 pretrial defendants and post-conviction offenders into these treatment services.

After the overwhelming success of the pilot year, funding for CSOSA's treatment program significantly increased in FY 2000 to \$7 million, providing \$6 million for contractual services and \$1 million for staff, administrative support and evaluation for the program. This has allowed CSOSA to expand the range of treatment services offered, while simultaneously increasing the number of defendants and offenders served. With the increased funding, CSOSA expanded its substance abuse continuum of care to include detoxification services and a 28-day residential component, aimed at stabilizing offenders with the overall goal of increasing the effectiveness of the existing treatment options. FY 2000 treatment availability has served the critical needs of approximately 44 percent of the supervised criminal justice population. The President's FY 2001 budget requests resources to provide treatment services for approximately 78 percent of the supervised population that are ordered to treatment by the court or paroling authority.

A comparison of the FY 1999, FY 2000, and anticipated FY 2001 funded treatment capacity to the identified need for treatment services, shows the dramatic increase in capacity, yet illustrates the additional requirements for the supervised population.

CSOSA Treatment Capacity (Slots) vs. Need*						
Modality	FY 1999 Actual Capacity	FY 2000 Planned Capacity	Annual Projected Need	FY 2000 Percent Achieved	FY 2001 Request Capacity	FY 2001 Percent Anticipated
Residential	100	489	784	62%	750	96%
Outpatient	160	327	1,400	23%	760	54%
Transitional	10	80	132	61%	132	100%
Women with Children	6	18	76	24%	68	89%
Sex Offender	33	60	291	21%	242	83%
Detoxification	0	608	910	67%	848	93%
Totals	309	1,582	3,593	44%	2,800	78%
* Only reflects the treatment needs of sentenced offenders and pretrial defendants who are ordered by the court or paroling authority to receive treatment. CSOSA anticipates additional treatment needs will be identified as we expand our drug testing capability. Assumes FY 2001 Treatment Budget for contractual services is \$12,000,000, based on the President's Budget.						

For FY 2000, the CSOSA treatment continuum of care consisted of over ten treatment providers with ancillary support services including acupuncture, which has been shown to be an effective adjunct to treatment when coupled with other modalities. In addition, many of the outpatient substance abuse treatment providers have started providing services on-site at the supervision offices in an attempt to increase compliance with treatment conditions. Many of the contract treatment providers have indicated that conducting treatment in the supervision environment provides them with extra leverage to ensure offender compliance. It also provides a venue for the exchange of critical information between supervision officers and treatment providers.

Tracking individuals within the continuum is also a priority for CSOSA. A database has been developed to track probation and parole client participation in various programs. The database, while still in its infancy, provides data on the programs in which an offender has been enrolled and the outcome and duration of each treatment episode. Options are currently being explored to add a budgeting component to this database to aid in the fiscal management of Agency treatment funds.

In addition to tracking offenders within the treatment continuum, CSOSA has developed a performance contract system to improve accountability and increase treatment effectiveness. Prior to being referred to contract treatment programs, all offenders receive a substance abuse assessment, conducted by Community Supervision Officers who are Certified Addition Counselors and each offender receives a staffing

consultation during which his/her treatment options are identified and the expected behavior is outlined. The results of the consultation, along with treatment recommendations, are placed in an accountability contract that outlines the sanctions that will be imposed for non-compliance. This accountability contract is used to monitor the offender throughout the CSOSA continuum of care. Substance abuse treatment contractors have commented that the accountability contract is an effective tool in eliciting positive client behavior during treatment.

Improving Treatment Quality

With the significant increase in treatment services, CSOSA has placed high emphasis on maintaining outstanding levels of quality for the services provided. During FY 1999, the Agency developed a system for evaluating all contract substance abuse treatment providers. The evaluation system is based on the American Society of Addiction Medicine ("ASAM") standards of care coupled with the contract statements of work crafted by CSOSA.

At least twice yearly, Agency staff conduct an in-depth site visit consisting of an interview with each treatment vendor under contract, as well as an extensive review of all medical charts for CSOSA offenders. The interview questions evaluate contractors in the areas of adherence to ASAM placement requirements; adherence to substance abuse testing requirements; ability to serve offenders with special needs; and adherence to meal planning requirements. The medical chart review examines several areas, including existence of a treatment plan for each offender and frequency of progress note updates. The third piece of the evaluation is a satisfaction survey, which is completed by all supervision officers with offenders in each program. The satisfaction survey rates programs in the areas of communication with Community Supervision Officers and overall suitability of the treatment environment. Individual program results are provided in a feedback report with recommendations for improvement when necessary.

In FY 2000, CSOSA added several components to its quality assurance plan. Through the services of a nationally recognized health and nutrition consultant, CSOSA evaluated the nutrition services of all residential substance abuse treatment contractors. The nutrition evaluation focused on compliance with offenders' nutritional needs (i.e., specialized meal planning for offenders with special health considerations such as HIV/AIDS and diabetes) and general food safety. Each contractor received an individualized report detailing its strengths and recommended areas for improvement. In addition to the evaluations, CSOSA conducted a nutrition and food safety workshop to provide additional technical assistance to contractors in this area. Furthermore, CSOSA also offered training for contractors on serving the criminal offender. This one-day workshop offered contractors strategies and techniques for improving service delivery to offenders.

CSOSA is revising the current evaluation protocol for contract treatment providers. We are locating best practices and national standards in the areas of criminal justice supervision, substance abuse treatment and sex offender treatment to ensure that all

CSOSA contractors are performing in accordance with appropriate standards. We are also working closely with the D.C. Department of Health to ensure that the CSOSA evaluation protocol is consistent with the substance abuse treatment program certification standards that will be issued by the Department of Health. Finally, we are developing performance measures for the contract treatment programs, which will ultimately become the basis for the development of a performance-based contracting system, which is scheduled for implementation in FY 2001.

In addition to improving treatment quality externally, CSOSA has implemented internal performance measures to govern the treatment referral process. Supervision officers requesting assessments for offenders are issued assessment dates within five to seven days and consultations are held within five days following the assessment. All referral packages are responded to within five-business days. Officers receive confirmation via email or fax within five days of submission of all required referral materials.

Learning Lab

CSOSA's new community-based learning lab typifies the agency's focus on establishing effective partnerships that help reduce the rate of repeat crime among the defendant and offender population. In support of CSOSA's Re-Entry Program, the computer-equipped lab offers a host of educational and vocational services critical to offenders' reintegration to society following incarceration. This resource is the product of CSOSA's collaboration with governmental, neighborhood-based organizations, and faith-based organizations. Located at St. Luke's Center in the heart of the District's far Northeast and Southeast neighborhoods, the lab demonstrates CSOSA's and St. Luke's common commitment to improve a neighborhood's quality of life by providing offenders with the tools and opportunity to gain and sustain viable employment. A partnership with the University of the District of Columbia ensures that offenders benefit from effective adult learning and general education services. CSOSA utilized Bureau of Justice Assistance and Executive Office of Weed and Seed grant funding to hire Empowerment Technology, a minority-owned business in Southeast D.C., to equip and network the site for computer-based learning. Collaboration with Project Bridges, a consortium of churches in the District and Maryland organized to support and strengthen families, reinforces these opportunities by recruiting volunteer mentors who offer offenders pro-social relationships that deter repeat criminal behavior. Through effective partnerships, CSOSA helps develop community resources that increase opportunities for offenders while improving public safety. In addition, as we establish additional community supervision centers, we are including a learning lab at each new location.

Critical Success Factor 4: Partnerships

Partnerships among criminal justice agencies and social agencies will be developed.

Performance Objectives:

- ❖ Expanded Number of Community Justice Partnerships and Action Networks
- ❖ Offenders' Employment and Training Needs Identified and Met
- ❖ Community Service Opportunities Identified and Service Completed

Intermediate Outcomes:

- ❖ Law Enforcement Community Accepts Reintegration Strategy
- ❖ More Jobs Available for Offenders
- ❖ Offenders Benefit from Assistance

Advocates of community corrections reform call for an end to ineffective “fortress probation,” a model of supervision that has more to do with bureaucratic processing than with changing offender’s antisocial behavior. Fortress probation requires an offender to do little more than report to a downtown office and listen to reminders about keeping a job and staying out of trouble. CSOSA is taking bold steps to replace “fortress probation” with “community supervision.” Two of CSOSA’s major initiatives, Community Justice Partnerships and the Re-Entry program, place Community Supervision Officers in a position to improve enforcement of release conditions, establish partnerships to help reduce rates of repeat crime among offenders, and provide effective interventions that enable offenders to reintegrate into society as law-abiding, productive citizens.

Community Justice Partnerships work by combining the resources of community corrections, law enforcement, and the community. On the law enforcement level, supervision officers and police meet regularly to share information on offenders. Police and supervision officers also conduct accountability tours – or joint field visits – with offenders in the community. The purposes of the visits are to raise the visibility of the partnership and show the offender population that community supervision and law enforcement entities work together. If police encounter offenders in the community, they notify the offender’s supervision officer of the nature of the contact – it may have been positive, or the person may have been seen engaging in behavior in violation of his or her conditions of release.

CSOSA and the Metropolitan Police Department launched our first partnership in Patrol Service Area 704 in Southeast D.C. in late November 1998. During calendar year 1999 as compared to calendar year 1998, Patrol Service Area 704 witnessed a 36 percent reduction in offenses such as homicide, assault, robbery, burglary, auto theft, theft from auto and other serious violent and property crimes. On an individual level, the results of effective supervision with a focus on offender reintegration are even more

powerful. CSOSA and the Metropolitan Police Department are tracking the reductions in violent crime in all of the Patrol Service Areas surrounding CSOSA's field sites.

CSOSA is well on the way to making the neighborhood, not the office, the place of supervision. CSOSA and the Metropolitan Police Department have extended the partnerships into twelve additional Patrol Service Areas during 1999. During fall 2000, the partnerships will expand to an additional 18 Patrol Service Areas. For FY 2001, we plan to expand the partnership to address crime hotspots in each of the Metropolitan Police Department's seven districts. By close of FY 2001, we anticipate having Community Justice Partnerships in 40 of the 83 Patrol Service Areas.

These partnerships also facilitate the development of Community Justice Advisory Networks to identify and solve residents' public safety priorities. These networks provide a forum for the Metropolitan Police Department, CSOSA, residents, businesses, and other community stakeholders to identify and solve quality of life issues. During FY 2000, CSOSA had Community Justice Advisory Networks operating in six of the seven police districts.

Expanding on the Community Justice Partnerships concept, with support from the Washington/Baltimore HIDTA, the Agency launched a "Cross Border" Initiative in February 2000. This initiative expanded the Community Police/Community Supervision Officer team concept along the District's Southeast border to include our counterparts in Maryland – the Prince Georges County Police Department and the Maryland Division of Parole and Probation. The cross-jurisdictional teams meet monthly to exchange information and ensure that appropriate offender accountability is maintained.

CSOSA has entered into a series of interagency agreements that enhance supervision and support offenders in gaining employment and in completing community service requirements. From 1998 to 2000, CSOSA established 13 interagency agreements. The agreements are with various D.C. Government entities, such as the D.C. Department of Employment Services and the Metropolitan Police Department, with other public organizations, such as the Chevy Chase Regional Library, and with private associations, such as the America the Beautiful Fund, the Hispanic Link Journalism Foundation, and Food and Friends. CSOSA plans to expand its partnerships to 18 additional agencies during FY 2001. Beyond 2001, we will continue to solicit agreements with agencies based on the employment, community service, and supervision needs of the offender population.

Community Justice Partnerships also provide the structural framework to support CSOSA's innovative re-entry system to re-integrate offenders into the community upon release from incarceration. The first re-entry project began in PSA 605, a neighborhood in the eastern corner of the District, in spring 2000. This current re-entry project is a pilot, which we intend to use as a roadmap for creating an assessment-based re-entry process for all offenders returning to the community anywhere in the District. By 2005, all offenders returning from prison or jail to the community will participate in the re-entry model.

The Re-entry project's goal is to enable offenders to become law-abiding and productive members of society. In the process, Re-entry promises to reduce crime and enhance public safety by reinforcing assessment-driven case management services with effective partnerships among Community Supervision Officers, residents, police, other city agencies, businesses, and faith-based organizations. The initial Re-Entry project reintegrates offenders returning to the community from prison or from split-sentence probation sentences.

Offenders are prepared for successful transition back to the community through a 30 to 120 day placement in a community transitional center. In this highly structured setting, offenders receive comprehensive diagnostic assessments, submit to drug testing twice weekly, and work to secure employment and stable housing before moving directly into the community. After the offender leaves the community transitional center, the intensity of services and drug surveillance will decrease over the next six months if the offender is achieving the goals established in his/her performance contract and the reassessments indicate decreased risk of re-offending. The final six month stage of the program focuses on the offender being more independent in the community, and emphasizes the importance of a firm support system to help resist illegal activities. Offenders continue to receive appropriate counseling, work with their mentors, and participate in community-based self-help support groups.

Sanctions program participants were significantly less likely...to be arrested the year following sentencing

Issues and Findings, Evaluation of the D.C. Superior Court Drug Intervention Programs

Throughout all stages of the re-entry program, every detected community supervision violation results in a prescribed and immediate sanction. At appropriate intervals, severe or multiple violations will result in a disciplinary hearing before the appropriate releasing authority. Conversely, compliance and graduated progression is rewarded through incentives, such as reduced reporting requirements and ceremonial recognition upon the completion of each phase. Offenders who successfully complete the final phase are encouraged to form alumni groups to continue their support network and to become mentors for current participants.

Critical Success Factor 5: Timely and Accurate Information

Decision-makers will have access to complete, accurate and timely information.

Performance Objectives:

- ❖ Timeliness, Quality and Objectivity of Reports
- ❖ Data Accuracy
- ❖ Ability to Access and Analyze Case Management Information

Intermediate Outcome:

- ❖ Release and Revocation Recommendations are Accepted by the Courts and the U.S. Parole Commission

The management of defendants and offenders requires an ability to have and use up-to-date information to make appropriate placement and reassessment decisions. The courts as well as the U.S. Parole Commission rely on CSOSA to provide accurate, timely and objective reports which are used in determining the disposition of those under supervision. Currently, supervision officers have limited access to information on the defendants and offenders that they jointly supervise and the information that is available is scattered among a variety of disparate information systems. This lack of easily accessible and timely information impedes effective case management. To deal with this problem, CSOSA and the Pretrial Services Agency are developing a new strategic supervision and treatment information system and a related communications wide-area network. With these tools, supervision officers will be able to access defendant and offender photos, compliance information, and criminal histories and address information. Data from the new case management system will also be used to evaluate and modify programs and policies. In addition, CSOSA will continue to re-assess the quality, timeliness and usefulness of its reports.

MANAGEMENT STRATEGIES

Although by design our strategic goals are focused on operational issues, certain administration and support functions are integral to the implementation of our strategies and deserve special recognition. Issues regarding human capital, information technology, and the resource allocation process have widespread implications for the successful implementation of our strategies. Consequently, each managerial and programmatic support function will develop a separate but aligned plan outlining actions that they intend to take in order to support CSOSA's goals and strategies. Aligned plans are essential to ensure that the entire organization is focused on achieving the same outcomes.

CSOSA's support organizations will make their most significant contributions by analyzing the critical success factors and interpreting their implications from a support program perspective. At a minimum, however, these support plans need to address the following issues that emerged from the planning process.

Human Capital

The subject of human capital has recently become a critical management issue throughout the Federal government, given both the need and competition for talented individuals in the current labor market. In many agencies over 50 percent of the senior staff, many with critical policy development and technical experience, will retire in the next few years. CSOSA, along with most federal agencies, will have to deal with the difficulties of recruitment, training, compensation, and similar human resources concerns over the next several years. However, given the nature of our work, human capital issues within CSOSA present a special challenge.

The human capital issue is significant for CSOSA due to the critical role that our staff, particularly our front line officers, supervisors and managers, play in achieving our strategic goals. Key aspects of our strategies involve establishing positive and influential relationships with the defendants and offenders we supervise, other criminal justice organizations, and the community. Each day we have an opportunity to build and reinforce these relationships, and establish the credibility of our programs.

Our success depends on the day-to-day activities and judgments of individuals and teams who are responsible for carrying out our community and sanctions-based strategies. For example, our second critical success factor deals with close supervision of offenders and high-risk defendants in the community. In support of this strategy, we hired additional pretrial service officers and community supervision officers to reduce unrealistically high caseloads. However, studies show that *simply reducing caseloads will not result in reduced arrest rates*. Merely having contact with the individual under supervision does not translate into establishing a positive rapport, which is the critical factor that increases the likelihood of compliance with conditions of release. The *nature of the relationship that is established* between the individual and the officer is what differentiates success from failure. Creating this rapport is critical to altering the

behavior of individuals under supervision and assisting them in reintegrating into the community. It requires a level of insight into human behavior gained from a combination of knowledge, experience, and intuition that our human resource management processes must develop and support. In addition, our management practices must address the delicate balance between ensuring consistent treatment of those under supervision without stifling creativity or hindering the rapport between the officer and the individual under supervision.

CSOSA must compete in a tight labor market to recruit and retain a high caliber staff that is up to the challenge set forth in this plan. The ability to perform well in the areas cited above requires special skills that are perfected through on the job experience and interaction with other professionals. Teamwork will also be emphasized, as offenders are assigned to individual supervision officers, and to teams located in the communities where the offenders live. In addition, the administration functions that support operations have many technical and support positions that require a combination of technical, analytical and interpersonal skills. Because human capital issues are so central to our long-term goals, we initiated a project to:

- ❖ Assess the core competencies required of positions in our pretrial and community supervision functions and establish related training programs,
- ❖ Establish performance standards tied to the strategic and annual plans for evaluating team and individual performance, and
- ❖ Implement a performance based compensation system that is tied to the goals and strategies in the strategic plan.

This project will form the framework of the companion human capital plan that will support our long-term goals and strategies. In addition to the actions listed above, the human capital support plan will explore specific strategies tailored to the needs of CSOSA in the areas of recruitment, management training, employee development, and organizational structure and responsibilities.

Information Technology

The use of information technology plays a critical role in the successful implementation of our strategies in a number of ways. First, quick and easy access to timely, accurate and complete information regarding the population under supervision is needed to support day-to-day operations. Second, we need a comprehensive system for case management to manage individuals under supervision and ensure that our supervision policies are being implemented. Third, management and decision support information to be able to analyze the effectiveness of our programs and track performance data is essential for success. These capabilities need to be supported in various locations throughout the city as community supervision teams move to distributed sites.

Since CSOSA was established nearly three years ago, the automation staff has been occupied with providing basic automation support – installing personal computers and networks in various field locations throughout the city, and providing maintenance and

support. Efforts have also been directed at creating a comprehensive application to replace legacy application systems and provide the capabilities discussed above. The agency has hired a Chief Technology Officer and established IT best practices policies and procedures to effectively manage critical operations and apply proven project management techniques to create project accountability and monitor progress. An IT Oversight Committee of senior managers has been formed to raise business issues surrounding the purchase and deployment of IT on an enterprise scale, to create awareness of the Total Cost of IT Ownership, to prioritize IT purchases and projects based upon the Agency's strategic goals and objectives, and to review proposed business cases for cross-functional impacts and benefits.

These initiatives have been successful in establishing basic services and a framework for decision-making, but more is required to move our automation program forward. The organization must be able to take advantage of changes in technology and respond to business needs. To this end, we are arranging for a benchmark study of our operations that will compare our performance to information technology functions of similar size. Information from the study will be used as input in developing the Information Technology support plan that addresses automation strategies for supporting our strategic goals. The plan will contain specific goals and strategies to address architecture, application development, data quality, knowledge management, infrastructure support, and security issues.

CSOSA has a prominent IT leadership role in the District's Criminal Justice Coordinating Council, a group formed out of the need for near-time knowledge-based information to support real-time decision-making by judges, police officers, and determination entities. CSOSA is a partner with other area law enforcement and criminal justice agencies in a proof-of-concept project to demonstrate how internet-based technologies enable secure, online collaboration and access to synchronized and complete criminal data. The pilot project, called JUSTIS, is projected for completion in early 2001.

A secure, collaborative Internet workspace is in development for the collection and exchange of sex offender registry data. Under the new Sex Offender Registration law⁸, CSOSA is responsible for the collection and validation of information supplied by sex offenders living or working in D.C. That data, plus any photographs, fingerprints and supporting documents, are bundled for electronic posting by the Metropolitan Police Department to notify the public under conditions of the law. This system will be operational in the fall of 2000.

⁸ The Sex Offender Registration Act of 1999, D.C. Law 13-137, effective July 2000. Pursuant to this Act, on September 29, 2000, the Interim Director certified that CSOSA was ready to assume responsibilities for sex offender registration in the District of Columbia.

Resource Management

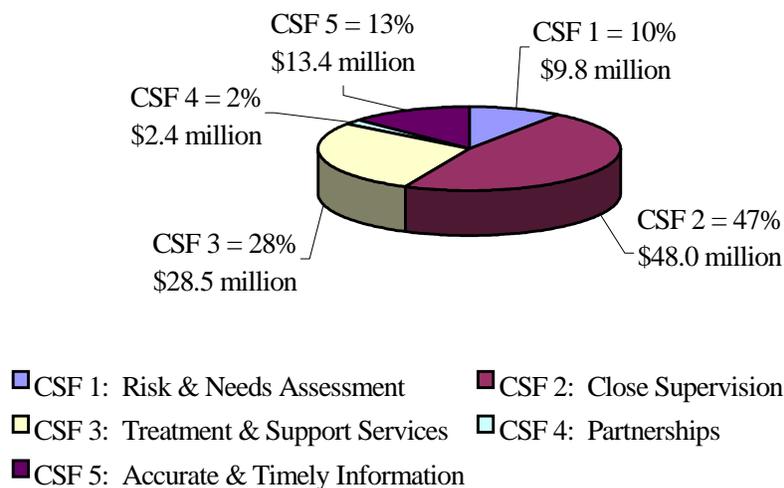
The budget is *the tool* that provides the leverage to force change. Consequently, performance budgeting – the concept of linking performance information with budget dollars – is fundamental to the success of strategic planning. Implementing a performance-based budget requires:

- ❖ Instilling a fundamental change in culture from task-based, incremental budgeting to a process that links resource expenditures to results;
- ❖ Adopting a long-term perspective to resource requirements; and
- ❖ Implementing an infrastructure that allows resources allocation decisions to be based on the strategic goals and strategies of the organization.

The Federal government's budget structure is based on discreet accounts; however, we have estimated the costs associated with each critical success factor to provide the necessary link between our strategies, costs and results.

FY 2001 Resources by Critical Success Factor (CSF)

Total: \$102.1 million⁹



Although a more precise allocation process is being developed, the existing estimates provide sufficient precision to support decision-making and program analysis. Resource allocation decisions will be made based on the goals and strategies within the strategic plan.

For FY 2001 we anticipate approximately \$102.1 million and 940 permanent positions. Our size and resource base has now reached a critical mass that has allowed us to begin

⁹ Amounts based on the President's FY 2001 Budget for CSOSA, including the Pretrial Services Agency.

to implement the strategies in this plan. Therefore, although CSOSA grew rapidly from its initial existence until now, the relative increase in the size of the organization and associated budget requests should diminish. The companion budget and resource allocation plan will address resource requirements over the next five years as well as strategies for providing better management information that links our costs to results.

Managing for Results

CSOSA's performance management process is designed to "operationalize" our Strategic Plan. Specifically, performance management is the broad umbrella under which all our planning, financial management, and policy-making activities are conducted. It integrates our executive leadership, management, budget and performance evaluation functions into a coherent process that focuses the entire organization on key priorities and strategies. Specifically, the process establishes a framework for:

- ❖ Establishing our strategic direction based on an analysis of external factors,
- ❖ Formulating specific outcomes, strategies and performance measures,
- ❖ Developing a budget that allocates resources based on priorities in the strategic and annual plans,
- ❖ Communicating expectations and establishing accountability for resource utilization and program performance, and
- ❖ Monitoring program performance, adjusting strategies and reporting on results.

We are a new organization with the opportunity to establish a culture that has a strong performance orientation. Moving to a performance management process will help us set high expectations and manage to achieve our planned results.

Senior Management Council

To be successful, the executive leadership and senior management of CSOSA must be engaged in implementing the strategic plan and managing performance. To this end, a Senior Management Council, consisting of senior leadership within CSOSA and Pretrial Services, has been established to improve communication and decision-making throughout the organization. The Council serves as a forum to discuss and evaluate issues that have a broad management or program impact or that affect the overall management of CSOSA. It addresses Agency-wide cross-cutting policy, management, and resource issues involving strategic plan implementation and any associated administrative support issues. The Council's jurisdiction extends to all matters relating to refinement and implementation of the strategic plan, related policy, and the full range of implementation issues that affect the strategic goals, major strategies, and major initiatives of the strategic, annual, and support plans and reports.

CROSSCUTTING ISSUES: D.C. PRETRIAL SERVICES AGENCY

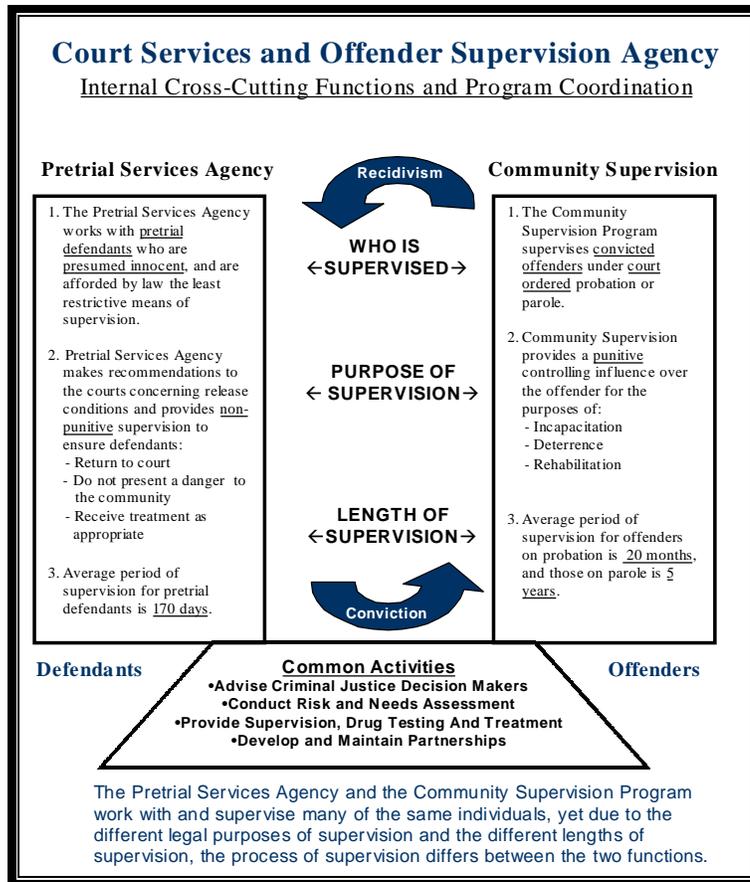
The presumption of innocence is a cornerstone in criminal law, a fact that is reflected in the organizational structure of CSOSA. The Revitalization Act established the D.C. Pretrial Services Agency as an independent entity within CSOSA; the Pretrial Services Agency has supervised the pretrial defendant population of the District of Columbia for the past 30 years. As an integral but independent part of CSOSA, the Pretrial Services Agency has a discreet and distinct mission to formulate recommendations to promote the use of non-financial pretrial release under the least restrictive conditions that are consistent with public safety, and to provide supervision for individuals accused of criminal behavior in a manner that:

- ❖ Honors the constitutional presumption of innocence;
- ❖ Assists the judiciary to ensure that the individual will return to court and will not be a danger to the community while on pretrial release; and
- ❖ Seeks to address the concomitant social problems of persons under criminal justice supervision – most notably, substance abuse – that substantially contribute to criminal behavior.

The Director of the Pretrial Services Agency is appointed by two federal judges in consultation with an Executive Committee which includes the four chief judges of the local and Federal trial and appellate courts, the United States Attorney for the District of Columbia, the Director of the D.C. Public Defender Service and the Director of CSOSA. In addition, the Pretrial Services Agency has a separate budget that is submitted through CSOSA by the Director.

Many of the defendants that the Pretrial Services Agency is responsible for either have been or will be supervised as probationers or parolees by the community supervision function within CSOSA. Consequently, in order to present “one face” to the defendant/offender, the Pretrial Services Agency and the Community Supervision Program coordinates their activities, which include sharing drug-testing resources and information, monitoring personal information such as employment and address changes, and sharing drug treatment strategies and other support services. Coordination also means establishing a common automation infrastructure that can provide seamless access to information.

The relationship between the community supervision function within CSOSA and the Pretrial Services Agency is illustrated below:



As discussed further, companion goals and strategies have been established between the two functions, taking into consideration the Pretrial Services Agency's specific role in the criminal justice process.

Pretrial Services Agency's Support for CSOSA Goals

The Pretrial Services Agency plays a critical role in helping CSOSA achieve its two strategic goals by serving the D.C. and Federal Courts in their decision-making processes and by affecting the behavior of pretrial defendants, most notably in the area of substance abuse, during the period they are under the Pretrial Service Agency's supervision. The quality of that supervision has a direct and significant impact on the defendant. This is especially significant for the Agency if the defendant moves from pretrial to probation or parole supervision.

In support of CSOSA's goals, the Pretrial Services Agency has established four strategic goals of its own. They link directly to the Agency-wide goals, but focus on the defendant population in particular. The Pretrial Services Agency's strategic goals span the major functions and operations of the agency and are linked to program results. The goals relate directly to the Pretrial Services Agency's commitment to honoring the constitutional presumption of innocence and enhancing public safety by formulating recommendations that promote the use of non-financial pretrial release under the least

restrictive conditions and by providing effective community supervision for defendants in a manner that: 1) ensures that defendants will return to court and will not be a danger to the community while on pretrial release; and 2) addresses the social problems that contribute to criminal behavior.

GOAL 1: Assessments, Release Recommendations and Compliance Reports

Support judicial officers in making the most informed and effective non-financial release determinations throughout the pretrial period by formulating and recommending to the courts the least restrictive release conditions that will assure the defendant will:

- i. Appear for scheduled court dates; and
- ii. Not pose a threat to any person or to the community while on release.

Anticipated Outcome: The use of a revised risk assessment instrument will lead to a release condition recommendation that more closely matches the defendant to an appropriate level of supervision.

Long Term Impact: The administration of justice will be more efficient and effective and public safety will be enhanced.

Strategic Objectives:

- ❖ Conduct a risk assessment for each defendant to determine the probability of the risk of flight and the potential for criminal behavior.
- ❖ Provide to the courts current, verified, and complete information about the history, relevant characteristics, and reliability of each pretrial defendant.
- ❖ Recommend for each defendant the least restrictive non-financial release conditions needed to protect the community and ensure the defendant's return to court.
- ❖ Notify court officials of defendants' compliance with release conditions in a timely manner, and provide recommendations, as needed, to address non-compliance.
- ❖ Represent the Pretrial Services Agency in the courtroom in an informed, professional manner.

GOAL 2: Monitoring and Supervision of Released Defendants

Provide effective monitoring or supervision of pretrial defendants, consistent with release conditions, so that they return to court and do not engage in criminal activity while under pretrial supervision.

Anticipated Outcomes: Flight and re-arrest will be reduced.

Long Term Impact: The administration of justice will be more efficient and public safety will be improved.

Strategic Objectives:

- ❖ Provide defendants with timely notification of upcoming court hearings.
- ❖ Provide a continuum of release conditions – ranging from monitoring to intensive supervision – designed to meet the unique supervision needs of the defendant population in the District of Columbia.
- ❖ Promote swift and effective consequences for violations of release conditions by providing timely recommendations to the court to address non-compliance.
- ❖ Promote incentives, such as reducing the frequency of contact, for defendants who are consistently in compliance with their release conditions.
- ❖ Integrate Pretrial Services Agency supervision, where applicable, into the overall CSOSA continuum of supervision.

GOAL 3: Integrate Supervision with Treatment

Provide for, or refer defendants to, effective substance abuse, mental health, and social services that will assist in ensuring that defendants return to court and do not pose a danger to the community.

Anticipated Outcomes: Flight and re-arrest due to drug use will be reduced.

Long Term Impact: Defendants will be more likely to remain crime and drug free after their period of pretrial supervision ends.

Strategic Objectives:

- ❖ Coordinate and provide for substance abuse and mental health interventions, including evaluation and referral to appropriate community-based treatment services.
- ❖ Coordinate with community and social services organizations to provide for medical, educational, housing, and employment services.

GOAL 4: Organizational Excellence

Advance the Pretrial Service Agency's ability to manage for results and innovation.

Anticipated Outcomes: The Pretrial Services Agency will allocate its resources properly.

Long Term Impact: Improved decision-making, accountability, and the ability to develop and implement innovations.

Strategic Objectives:

- ❖ Enhance leadership and strategic management.
- ❖ Align human capital policies and practices to support the agency mission.

- ❖ Provide each employee with the tools needed to be effective.
- ❖ Create and maintain a customer focus.
- ❖ Establish and maintain systems that produce results-oriented and performance-based information necessary to resource the Agency, comply with laws and regulations, link financial and programmatic activities, meet decision support requirements, and hold staff members accountable for achieving results.

Specifically, in support of CSOSA's first goal to establish accountability and prevent the population that CSOSA supervises from engaging in criminal activity, the Pretrial Services Agency will:

- ❖ Provide effective monitoring or supervision of pretrial defendants consistent with release conditions so that they return to court and do not engage in criminal activity while under pretrial supervision; and
- ❖ Provide for, or refer defendants to, effective substance abuse, mental health and social services that will assist in ensuring that defendants return to court and do not pose a danger to the community.

This will ensure that a greater percentage of defendants comply with their release conditions and appear for trial on their assigned dates. In support of CSOSA's second goal of supporting the fair administration of justice, the Pretrial Services Agency will:

- ❖ Support judicial officers in making the most informed and effective non-financial release determinations throughout the pretrial period by formulating and recommending to the courts the least restrictive release conditions that will assure the defendant will appear for scheduled court dates, and not pose a threat to any person or to the community while on release.

Developing an effective and efficient risk assessment, recommendation and notification process will enhance the quality of the information given to judicial officers so that they may determine appropriate release conditions for defendants. Lastly, in order to support both of CSOSA's goals, the Pretrial Services Agency will:

- ❖ Advance its ability to manage for results and innovation.

This will lead to increased coordination between the Pretrial Services Agency and CSOSA.

The Pretrial Services Agency's strategies for fulfilling the goals above include a combination of CSOSA's five critical success factors; improved risk assessment techniques, graduated sanctions, treatment and support, partnerships, and improved access to accurate and timely information. Over the next five years, the Pretrial Services Agency will focus on eight particular enhancements within the framework of its strategic goals. A more detailed discussion of its strategies and anticipated enhancements is provided in the *D.C. Pretrial Services Agency Strategic Plan, 2000-2005*.

Although the Pretrial Services Agency has coordinated its goals and strategies with the Community Supervision Program of CSOSA, it has tailored the implementation of the strategies to reflect the requirement to balance the needs and rights of the pretrial defendant with the needs and safety of the community and the needs of the court for defendants to appear at scheduled court dates. Because pretrial supervision is the first step in supervision provided by the criminal justice system, the Pretrial Services Agency plays an important role in the overall continuum of supervision. Coordination between the Pretrial Services Agency and CSOSA is vital to maintain a seamless continuum in which defendants sometime becomes offenders and offenders sometimes become defendants.

ISSUES & CHALLENGES IN ACHIEVING OUR GOALS

At the highest level, the dramatic change we seek in the recidivism rate and the related increase in public safety, as well as confidence in the criminal justice system, are dependent upon our ability to change the behavior of individuals under our supervision. Our strategies are designed to achieve this outcome. They were developed using empirical results of a large body of professional research and the successful implementation of similar programs in other areas. However, we do not have unilateral authority to ensure the ultimate implementation of our strategies. CSOSA performs its functions within the larger criminal justice process. We do not operate in a vacuum. Our activities are designed to support the courts, the U.S. Parole Commission, and in a larger sense, the Congress and the community. Specifically, the success of the strategies laid out in this strategic plan depends on CSOSA obtaining:

- ❖ Support from the Courts and the U.S. Parole Commission for the sanctions process,
- ❖ Support from the community for our community supervision program and partnership strategy, and
- ❖ Resources to further reduce caseloads, provide drug and other treatment services, and provide overall support to the supervision function.

Support for the Sanctions Process

An accountability structure is the cornerstone of supervision and must be established at the beginning of supervision. Our strategy to provide close supervision for convicted offenders assumes that an accountability contract is established between the offender and the releasing authority at the beginning of the supervision period. This contract includes the conditions of release and describes a series of sanctions to redress the behavior of the person under supervision. The strategy is predicated on swift and certain consequences for non-compliant behavior – i.e., during the supervision period, every detected accountability contract violation will be met with a prescribed and immediate response, as prescribed in the contract. The Pretrial Services Agency uses a similar accountability structure for high-risk defendants who violate their conditions of release.

While CSOSA monitors the conditions of release, the Judiciary and the U.S. Parole Commission have responsibility for determining whether the defendant or offender has abided by the conditions of their release. If the releasing authorities do not accept and support the implementation of accountability contracts and processes are not structured in such a way as to provide quick and meaningful responses, then the unintended message to the individual under supervision is that the condition is not important. The speed and outcome of decisions made by these organizations will directly affect successful implementation of our supervision strategy. Lack of support for the accountability contracts would undermine the tenets of swift and certain consequences and hamper our ability to control noncompliant behavior. It would also negatively

affect our treatment strategy, since empirical data indicates that individuals are more likely to successfully complete their treatment if the releasing authority provides a coercive incentive.

Community Support for Partnerships

Establishing partnerships and gaining community support for our programs is central to our overall strategy of community-based supervision. Forging alliances with local police helps us to monitor offenders and hold them accountable to their release terms. Community leaders play a vital role in this strategy as well by extending the resources for job training, educational assistance, mentoring, and substance abuse support. Moreover, the active involvement of individuals and community organizations helps establish a sense of unity and common purpose in preventing and controlling crime.

However, successful partnerships are not easily established, nor are they built over night. Citizens and community leaders are often leery of criminal justice organizations and may view other community efforts as more deserving of their time and resources. Gaining this support is integral to our long-term success in achieving our goal of reducing recidivism and reintegrating the offender into the community.

Resources

As discussed in the situational assessment, CSOSA was formed from three separate organizations that for a long time lacked adequate resources, curtailing their ability to adequately protect public safety. The strategies and performance targets in this plan were formulated based on the assumption that the Agency will continue to receive adequate funding to fully implement its community and sanctions-based approach to supervision. The increased funding CSOSA has already received has allowed us to make significant strides in reducing caseloads, expanding drug testing, providing treatment services and improving automation. Over the next five years, additional funds will help the Agency make further improvements in these areas. Establishing a sanctions center to stabilize relapsing individuals in a secure environment will also contribute to increased public safety in the District of Columbia.

Influencing the External Factors

Although the external factors discussed above are outside of our *direct* control, they are not beyond our span of influence. It is highly unlikely that the releasing authorities will completely reject the graduated sanctions scheme; that all community leaders will decline to establish partnerships with us; or that we will receive no funding for additional needed programs. Instead, we are likely to have varying degrees of success in each of these areas depending upon how well we can explain the overall logic of our programs. We can best influence these external factors **by demonstrating successful results** from implementing our strategies and by maintaining an internal climate of fiscal responsibility and prudence.

PERFORMANCE MEASURES AND EVALUATION

Establishing appropriate performance measures and using performance information is an integral part of the performance management process at CSOSA. The measures are empirical interpretations of our performance in meeting our strategic goals. They establish specificity in our goals and are measurable rather than abstract and vague and, consequently, create focus and accountability for managers and staff.

We have established an ambitious agenda to reduce the recidivism rate for violent and drug-related crime for the individuals under our supervision by 50 percent over the next five years and to reintegrate offenders into the community to become productive members of society. We have also pledged to support the fair administration of justice by ensuring that decision-makers receive complete, timely and accurate information and that similarly situated defendants and offenders are treated the same.

In conjunction with these long-term strategic outcome goals, we have established intermediate outcome goals and targets as well as output goals that relate more directly to our day-to-day operations. The output goals and targets have been included as performance standards and will be used to evaluate individual and team performance. Our compensation system has also been tied to these goals.

Key Performance Measures

We are using both quantitative and qualitative performance goals and measures to demonstrate our progress in achieving our strategic goals and objectives. Collectively, these performance goals and measures will demonstrate the extent to which we reduce recidivism for violent and drug-related crime and improve the administration of justice in the District of Columbia. For our strategic goals, we will continue to use the following measures of results:

- ❖ Recidivism rate for violent and/or drug offenses: arrest and conviction during the period of supervision.
- ❖ Percentage of reports completed within established timeframes and meet quality control standards.
- ❖ Level of consistent application of risk/needs assessment and sanctions.

For each of our strategic objectives, we will use qualitative, multiyear performance goals that are intended to capture the breadth and depth of our work. To assess our progress in attaining these goals, we plan to gauge the extent to which the courts and the U.S. Parole Commission use our information and accept our recommendations towards achieving potential outcomes for our strategic objectives.

Although performance measures will be used to set performance expectations and enforce accountability, they also serve a much broader purpose – to gauge the effectiveness of our strategies, diagnose problems, and make adjustments. Strategic

planning and performance management are dynamic, not static processes. Our performance measures, the results of performance evaluations, and other indicators provide the means to evaluate the effectiveness of our programs in achieving results. Careful analysis should provide insight into what is not working and why. For example, if performance over a reasonable timeframe does not meet or exceed expectations, we will explore the following potential causes:

- ❖ The strategies were not implemented, or were not implemented as intended,
- ❖ The strategies were implemented, but are not working as envisioned and need to be revisited,
- ❖ External factors were underestimated and strategies need to be re-examined and adjusted in light of the additional information, or
- ❖ The performance targets are unrealistic and need to be revised in order to create more realistic expectations.

Officials within the program areas will be responsible for reviewing performance information and making the necessary adjustments. The Senior Management Council will also have a role in monitoring performance information and recommending appropriate action, including the reallocation of resources if necessary.

Program Evaluations

Performance evaluations are an essential part of our performance management process because they provide a broader long-term analysis of program effectiveness. We will use them in conjunction with performance measures and other performance indicators to help evaluate our progress and refine our strategies. They will also be used to identify any unintended results not foreseen in the development of the program, and for planning purposes, to set future goals and strategies.

In 1998, CSOSA commissioned a study, “Understanding Supervision in the District of Columbia: The Baseline Study” (the baseline study) to better understand the existing supervision practices of the three D.C. government agencies from which CSOSA was formed. The study, conducted by an independent third party, included the following objectives.

- ❖ Examine the characteristics of defendants and offenders supervised by the supervision agencies and the type of conditions of release,
- ❖ Measure the type of services provided to defendants and offenders in the different agencies,
- ❖ Measure the range of services provided to defendants and offenders in the different agencies,
- ❖ Measure the system features that impact service delivery,

- ❖ Measure the impact of services (e.g. face-to-face contacts, collateral, drug testing, day reporting, electronic monitoring, etc.) received on outcomes (e.g. compliance with supervision requirements, satisfactory completion of services, revocation, etc.), and
- ❖ Develop models of effective services to increase the likelihood of positive outcomes for different types of offenders.

Results from the baseline study were used to help develop the goals and strategies in this strategic plan. In addition, we have contracted with a local university to conduct the first annual validation of our community supervision risk and needs assessment model (Critical Success Factor 1). During the five-year planning horizon, we anticipate conducting additional program evaluations to address the following types of questions:

Critical Success Factor 2 – Close Supervision

1. Have offenders and high-risk defendants entered into accountability contracts as intended?
2. Are conditions of release being enforced through the accountability contracts?
3. Does enforcement of provisions in the accountability contract result in offenders and defendants successfully completing drug treatment?
4. Can the implementation of the sanctions and incentive program be linked to a statistically significant reduction in the recidivism rate?
5. Has the close supervision strategy had any unintended results?

Critical Success Factor 3 – Treatment and Support Services

1. Have treatment and support plans been developed based on the risk and needs assessment?
2. Do we have access to an adequate range of treatment and support services to meet the needs of the individuals under our supervision?
3. Is there a correlation between successfully completing treatment and obtaining appropriate after-care and a reduction in recidivism?

Critical Success Factor 4 – Partnerships

1. How effective have we been in establishing a broad range of partnerships to support close supervision and to reintegrate offenders in the community?
2. How many months must a Community Justice Partnership be in place before significant results are observed?

3. Has there been a statistically significant greater reduction in crime in areas where we have established Community Justice Partnerships compared to areas where we have not established partnerships?
4. If some partnerships have been successful and others are not, what factors account for the difference?

Currently, these are the types of issues that we believe deserve attention. A definitive evaluation schedule will be developed and adjusted over the next five years to evaluate program effectiveness.

Data Validation

Our strategic goals are not achievable unless we invest in an infrastructure that provides complete, timely and accurate information for case management, reporting, and internal administration. Our existing automated systems are not integrated and were not designed to provide the comprehensive range of analytical support needed to truly analyze our performance. The lack of adequate automated support has also led to serious data quality problems. To this end, we are attacking the problem on two fronts through initiatives to 1) replace our existing applications with a comprehensive automated system that will help ensure data quality and provide the analytical tools needed to analyze our programs, and 2) review and validate all of our existing data.

Efforts are already underway to improve the automated applications for case tracking and management. However, a comprehensive system will not be available for another 12 to 18 months. Therefore, interim solutions are being implemented that will meet the most critical needs as quickly as possible. For example, individual drug testing information available through our existing Drug Testing Monitoring System is available electronically to all of our community supervision officers and special reports have been developed on an aggregate basis to analyze drug use patterns and, over time, the effectiveness of our programs.

The new systems will be useless without complete and accurate data. To correct our data quality problem, we are embarking on a comprehensive data clean-up effort. The validation will occur on several different levels. First, a team of supervision officers has been detailed to CSOSA's Information Technology (IT) staff, who will assist the IT staff in analyzing the historical information and developing consistent definitions for data, which will facilitate data retrieval and analysis. Second, each supervision officer will reconcile his or her active caseload with the automated systems to ensure consistency between our automated and paper files. After the initial review, procedures for on-going data validation will be developed.

STAKEHOLDERS

Our work affects a wide range of stakeholders who represent many points of view. They include the citizens of the District of Columbia; the Congress; the Judiciary; the Mayor; City Council; the U.S. Parole Commission; the Metropolitan Police Department; the D.C. Department of Corrections; the Federal Bureau of Prisons; the D.C. Corrections Trustee; the D.C. Public Defender Service; the U.S. Attorney for the District of Columbia; interest groups; community leaders; community organizations; and, of course, our own employees.

Consultations with Stakeholders

Since CSOSA was established in October 1997, we have worked closely with many of our stakeholders to develop our goals and strategies. From the beginning, we have worked with the Metropolitan Police Department and the D.C. Department of Corrections to close the gaps in supervising post-conviction offenders and high-risk defendants. The Community Justice Partnership model in Patrol Service Area 704 is a terrific example of how CSOSA worked with community police officers and the community to reduce crime. We have also developed critical partnerships with the U.S. Parole Commission and the D.C. Superior Court to implement sanctioning programs to provide quick and meaningful responses to an offender's or defendant's violation of release conditions.

In pursuit of our strategies, we work to maintain strong partnerships with community organizations and District residents. For example, as we move our supervision officers from downtown offices into the neighborhoods throughout the city, we meet with community groups and residents in the affected areas to gain their support for our community supervision centers. We listen to their concerns and work to address issues and resolve the concerns of the community. Once we describe the results we have achieved in neighborhoods where we already have community supervision centers – reductions in the crime rate – we usually gain the community's support.

Further, budget submissions will continue to be performance based, with our resource requests based on the specific strategies laid out in our Strategic Plan framework. This document has and will continue to be shared with our major stakeholders. In addition, we have begun preparing quarterly budget and program reports that track our progress consistent with the Agency's goals, objectives and critical success factors. The quarterly reports are shared with all CSOSA and Pretrial Services Agency senior managers, with our House and Senate Authorizing and Appropriations Subcommittees, and with the Office of Management and Budget.

This Agency is comprised of over 800 law enforcement and administrative professionals who know "what works" in community corrections programs and what it takes to manage these programs. Throughout the development of our Strategic Plan, we have incorporated input from our employees to strengthen our strategies. The Agency's strategic direction has been developed and instituted throughout the

organization by the use of focus groups, presentations and briefings to staff. Every manager, community supervision officer, and accounting technician knows that we must reduce recidivism for the individuals under our supervision by 50 percent over the next five years.

To date, the majority of feedback we have received from our stakeholders on the goals and strategies presented in our Strategic Plan have been very favorable. The only concern expressed, which we share, is our ability to produce credible performance information and data. As explained within the Performance Measurement and Evaluation section of this plan, CSOSA has adopted a comprehensive approach to verify and validate performance information throughout the organization.

RELATIONSHIP TO ANNUAL PERFORMANCE PLAN

Our Strategic Plan lays out our overall strategic direction and describes the outcomes and associated strategies we will pursue over the next five years. It provides an overall framework for planning future activity. Our Annual Performance Plan describes our tactical approach for implementing the broad strategies described in the Strategic Plan, and serves as a critical element in managing performance. The Annual Plan contains more targeted goals and measures that drive our day-to-day operations and provide us with feedback regarding the effectiveness of our strategies.

In establishing the goals and measures, the planning team used a detailed, structured approach to 1) define intermediate outcomes for each of our critical success factors (strategies), 2) establish performance standards that link and support the desired outcomes, and 3) describe and document the relationship between our goals, strategies, and measures. The team also identified risks and obstacles to implementing the strategies and achieving the desired level of performance and priority actions to overcome the risks. Many of these risks centered around resource, information technology and human capital issues.

The goals and performance standards will be used in evaluating team and individual performance at both the management and staff levels. Key measures, such as drug test results, re-arrest rates, treatment results, and employment levels will also be used to evaluate the success of our strategies.

Beginning in FY 2001, our Annual Performance Plan was completely integrated with our Congressional Budget Justification. Because it is linked with the budget, the details of the Annual Plan are organized by critical success factor, program activity and funding availability. Structurally, the Annual Performance Plan links to our Strategic Plan in three ways.

- 1) The Annual Performance Plan contains a section entitled, "Strategic Alignment: Linking CSOSA Strategic Plan, Programs and Budget Activities," which displays resources (dollars and FTE) devoted to each of our strategic goals by strategy and program activity.
- 2) The Annual Performance Plan lists all the individual annual program goals, standards and targets that relate to each Strategic Plan goal and objective.
- 3) In the body of the Annual Performance Plan, as each program or management area is discussed, its annual goals are shown along with the strategic goal and objectives to which they are contributing. Also included are the resources allocated for each program or management area. Thus, the Annual Performance Plan clearly demonstrates how specific performance measures and incremental performance improvements are expected to achieve our long-term goals and objectives.

APPENDIX A: A CLOSER LOOK AT CSOSA

Agency Overview

For FY 2000, CSOSA was appropriated 1,032 positions, 938 FTE and \$93,443,000, including resources for the D.C. Public Defender Service.¹⁰ In addition to directly appropriated funding, CSOSA, including the D.C. Pretrial Services Agency, is eligible to receive grants due to our local law enforcement mission. The D.C. Public Defender Service also receives grants. For FY 2000, our grant funding availability was \$4,443,664. In total for FY 2000, CSOSA, the D.C. Pretrial Services Agency and the D.C. Public Defender Service received \$97,886,664 in total funding availability.

The President's FY 2001 Budget requests 1,140 positions, 1,094 FTE and \$103,527,000 in direct appropriations for CSOSA, including the D.C. Public Defender Service. An additional \$17,064,000 is requested as an earmark from the Community Oriented Policing Services (COPS) grant program within the U.S. Department of Justice appropriation. In total, the President's FY 2001 Budget for CSOSA provides \$120,591,000, a 29 percent increase in funding over the FY 2000 direct appropriation.

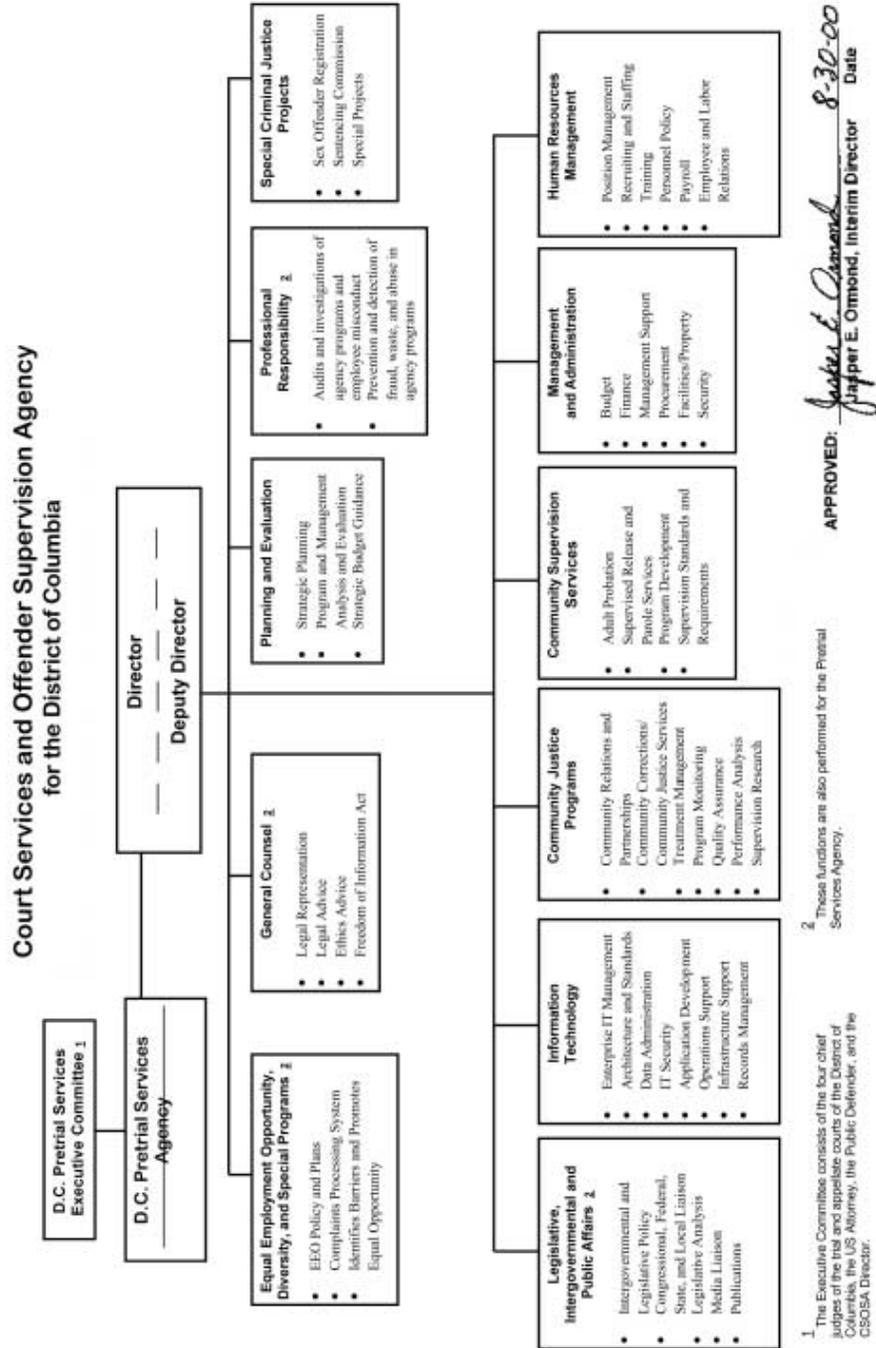
Crosswalk of CSOSA Resources FY 1999 Enacted through FY 2001 Request¹¹

<u>Component:</u>	FY 1999 Actual		FY 2000 Enacted		FY 2001 Request	
	<u>Pos.</u>	<u>(\$000)</u>	<u>Pos.</u>	<u>(\$000)</u>	<u>Pos.</u>	<u>(\$000)</u>
Community Supervision Program	463	\$37,799	610	\$56,293	648	\$69,871
Pretrial Services Agency	<u>167</u>	<u>12,963</u>	<u>229</u>	<u>19,793</u>	<u>292</u>	<u>32,233</u>
CSOSA Total:	630	\$50,762	839	\$76,086	940	\$102,104
Public Defender Service	154	\$14,486	193	\$17,357	200	\$18,487
Appropriation Total:	784	\$65,248	1,032	\$93,443	1,140	\$120,591

¹⁰ Pursuant to the Revitalization Act, the funding for the D.C. Public Defender Service is appropriated through CSOSA. However, the D.C. Public Defender Service is an independent District of Columbia agency.

¹¹ Resources reflected include appropriated funding only – direct budget authority and earmarked grant funding.

Organization Structure



Locations

**Court Services and Offender Supervision Agency
Planned FY00 Staffing Allocation By Location**

<u>LOCATION</u>	<u>CSP</u>	<u>PSA</u>	<u>CSOSA TOTAL</u>
DOWNTOWN DC			
633 Indiana Ave., NW	131	119	250
300 Indiana Ave., NW	133	17	150
500 Indiana Ave., NW	29	70	99
601 Indiana Ave., NW	0	18	18
409 E St., NW	125	0	125
808 E. 17th St., NW	11	0	11
333 Constitution Ave., NW	<u>0</u>	<u>5</u>	<u>5</u>
Subtotal	429	229	658
FIELD UNITS			
401 New York Ave., NE	28		28
1707 Kalorama Rd., NW	15		15
1418 Good Hope Rd., SE	30		30
3850 S. Capitol St., SE	48		48
1230 Taylor St., NW	<u>51</u>		<u>51</u>
Subtotal	172		172
HALFWAY HOUSES			
Fairview	1		1
EFEC	3		3
Hope Village	<u>5</u>		<u>5</u>
Subtotal	9		9
TOTAL	610	229	839

Offender Residence Addresses and CSOSA Community Supervision Offices

