



D.C. PRETRIAL SERVICES AGENCY
WASHINGTON, DC 20004-2908

COMMUNITY ACCOUNTABILITY JUSTICE

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MISSION STATEMENT

The D.C. Pretrial Services Agency (PSA) honors the constitutional presumption of innocence and enhances public safety by formulating recommendations that support the least restrictive and most effective nonfinancial release determinations, and by providing community supervision for defendants that promotes court appearance and public safety and addresses social issues that contribute to crime.

The Advocate

Winter 2004

From the Director by Susan W. Shaffer



With so much going on around PSA, we did not

publish a fall edition of the *Advocate*! It is difficult to recapture what we missed, but suffice it to say that this double issue reflects a lot of interesting events since the end of the summer. After Peter Krauthamer left for PDS, Jancie Bergin took the helm as Deputy Director, and Cliff Keenan stepped into her old shoes as Operations Director. Spurgeon "Kenny" Kennedy helped hold down the fort during the transition, and the new senior management team is now moving forward at a fast pace. The support offered by all the Office Directors and their staffs has been indispensable to Janice and Cliff as they adjusted to their new responsibilities, and I thank you all for being so helpful to them.

The highlights of the fall included the NAPSA conference, which showcased the new 3rd edition NAPSA Standards. These Standards are built upon the previous editions, as well as the 3rd edition ABA Standards on Pretrial Release, but add a good deal of material that is useful for pretrial practitioners. The Standards are well

worth reading, as they remind us of the important principles on which the field of pretrial services is based. (A hard copy of the Standards is being provided to all PSA staff.)

We had some interesting opportunities led by Judge Bruce Beaudin and DC PSA staff to test the Standards against "real life" role plays that brought the principles to life. As Brian Perry remarked to me afterwards, the NAPSA conference provides great educational opportunities for all of us--reminding us of the rich history of the pretrial movement, the importance of a fair criminal justice system that is not based on money, and the critical role played by pretrial services in providing neutral information to the court to enable a bail decision based on risk and not on the financial status of the defendant. We tend to take for granted our very good bail law in DC, and it is only when I am at the NAPSA conference that I remember how different it is in so many parts of the country, where bondsmen rule the day.

PSA's FY 05 budget was approved without as many continuing resolutions as we've had in past years, and we received our mark from OMB for our FY 06 budget.

We do not anticipate being able to bring on new positions this year or next, as very few budgets of federal agencies are seeing programmatic increases. We will be able to take advantage with CSOSA of the continuation of plans for expanding Karrick Hall (the Assessment and Orientation Center), so we are lucky to at least have that increase in our Agency's overall resources. We will continue to be operating with some budget deficits, so for the time being, we will still have to freeze a limited number of vacant positions. I regret this particularly in light of how hard everyone works at PSA to accomplish our mission, but if we don't keep at least a few vacancies, we will have to cut programs such as substance abuse and mental health treatment even further than we have already done.

Despite these limitations, the Agency is thriving, and I was very proud to help present some of our many accomplishments of this past year to the Superior Court judges at their December training. They were very pleased with our redesign of the new High Intensity Supervision Unit, to be effective January 3, as

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well as our efforts to secure substance abuse and mental health treatment for pretrial defendants. We provided updated laminated charts that detail all of our programs, and those should be available for all of you shortly. We received many compliments from the judges about the overall high quality of PSA's work both in and outside the courtroom, and it is a credit to you that you have performed so well even as some of our policies and processes have been in flux, to say the least.

I have very much enjoyed the meetings of the Director's Communications Advisory Committee, as they have offered me a window into some of the issues that make it difficult for you to do your jobs as effectively as you would like. The list of CAC reps is listed for your convenience, so please utilize these staff members if you would like to bring something to my attention through that committee. These reps also act as my conduit to you so that any issues that are not otherwise being communicated clearly enough can be clarified for you.

The Combined Federal Campaign (CFC) is winding down, although the deadline has been extended to December 31. By the end of last week, 66 people at PSA had contributed a total of \$17,167, and I understand that donations are still coming in. Thank you so much for your considerable generosity. I am very pleased that we are extremely close to meeting our goal. I am also appreciative of all the contributions to the supporting fundraising events, and of the efforts of the CFC keyworkers. Led by the determined Valerie Taylor, our team consisted of: Annette Bryant, David Cooper, Natasha Davis, Deron Edwards, Pamela Johnson, Tarya Lewis, Rashida Mims, Faye Redding, Paige Reinhart, and Louis Vaughn. They all deserve kudos for their work in gently reminding us of the opportunity to remember those less fortunate, particularly as we look toward closing out 2004 and ushering in 2005.

I hope you will all join us at our **PSA Holiday Open House** this Thursday, December 16 from 4:30 to 6:30 pm on the 6th floor of 633 Indiana, Room 4A/B.

It's been rumored that Peter Krauthamer and Spurgeon Kennedy will be offering special temptations in the 6th floor pantry. The **CSOSA/PSA dinner/dance** on Friday, December 17 will also be another festive opportunity to celebrate the end of the old and the beginning of the new. Come join in the fun!

As we give thanks for all that we have accomplished, and all that we have been given, what makes PSA particularly special to me is our ability to recognize what more we want to accomplish with our lives, that we reach for the stars as we simultaneously ground ourselves in our day-to-day mission. Thank you for making my job so easy, and for being such inspiring colleagues. I hope you have a wonderful Holiday season with family and friends.



Director's Communications Advisory Committee

Office of the Director, Annette Bryant

Office of Finance & Administration
Alma Bell-Billups, Ayana Bess (alternate)

Office of Information Technology
Diana Lowery, Karen Brown
Robert Smith (alternate)

Office of Operations, Monica James

Policy and Program Development
Brian Rybicki, Dan Taylor

Human Resources, Shavon Butler

Strategic Planning, Analysis and Eval., Linda Linnell

Training and Career Development
Staci Burrough, Andrea Dunn (alternate)

Release Services, Vanessa Byerly

Diagnostic, Christina Chaillet, Steven Stoney (alternate)
District Court, Kim-Lee Watson, George Zouzoulas (alternate)

Drug Court, Ana Caro
Franklin Dunn, Angela Leonard (alternates)

General Supv. Team 1, Jocelyn Stevenson
Michael Lopez, Joyce Corley (alternates)

General Supv. Team 2, Charlene Andrews

General Supv. Team 3, Kenneth Black

General Supv. Court Reps
Stan Cockrell, Tiffany Manley (alternate)

High Intensity Supv., Kristin Kainu, Dave Cooper
Lab, Jocelyn Harris, Sabrina Drakeford (alternate)

New Directions, Kendra Jones

Sanction-Based Treatment, Michael Popil

Social Services and Assessment Center, Sheila Cherry, Ruth Jones

Specialized Supervision, Sahair Kaboli-Monfared

Drug Testing and Compliance Unit, Rebecca Gaither
Victor Alcalde (alternate)



Cliff Keenan
Operations Director

Hello, PSA! It's hard to believe how quickly time is passing by and that the holidays and the new year are already upon us. I know how grateful I am for so many wonderful things that have happened to me and my family (the opportunity to join this great Agency working with you and the birth of our first grandchild, being two of the most significant). However, I also know that life is not always filled with happiness, either — one of my 17-year old daughter's closest friends was killed in a senseless traffic accident a week ago Friday, leaving her family, my daughter and all of their friends with such a huge void as we approach the holiday season. Given all of the support they are getting from the good family and friends that they have, I know that they will come out of this tragic situation as best as they can (at least that's my hope).

However, I am once again reminded about how so very important our work is and the tremendous impact it can have on the lives of persons who are usually so much less fortunate than we in their everyday lives. Many of the defendants with whom we work have probably seen more than their share of heartache and unhappiness in their lives, some of it brought upon by themselves and some by circumstances beyond their control. But that doesn't mean we shouldn't be doing all that we can to use our resources and experience to try to help them overcome their problems and to lead more productive and, hopefully, happier lives as a result of our efforts. I know that you are sometimes frustrated in doing your job and may feel as if the system, or management, is putting up more obstacles than solutions to help you do the very best you can. If so, please let us know so we can explore the possibility of changes being made. But also take the time to pat yourself on the back and say "job well done" when you achieve one of those successes that occur every day as a result of your effort and dedication. You DO make a difference and for that I say, "Thank you."

With the holidays approaching, I also want to thank all of you who have stepped up and offered to work on the holidays in those areas needing coverage. Though ours is not completely a "24/7" operation, it may as well be in terms of the expectations that our criminal justice partners have of us, and I am proud that we always fulfill that obligation. But we are only able to do so because of the dedication that you bring to the work you do.

Lastly, I do hope that you are able to join Susie, Janice and me at our PSA Holiday Happy Hour on Thursday, December 16. We, along with many of the supervisors, are hoping to share with you some refreshments, light fare, and good times as we draw nearer to the holidays. It will be a small token of our appreciation for all of the great work you do for PSA and this community. Hope to see you then. And from me and my family to you and your family, a very happy holiday season!



P.S. -- Just in case you were wondering, a picture, or two, of the new grandson can be found in my office!



Judicial Training (Dec. 2004)



Editor's Note: The following was developed by Spurgeon Kennedy (Deputy Director, Office of Operations) and shared with the Judges, DC Superior Court Criminal Division, at the Dec. 2004 Judicial Training

FY 2004 Achievements for the DC Pretrial Services Agency (PSA)

Workload

PSA interviewed 24,551 defendants and supervised 20,000 defendants.

PSA averaged just over 7,000 supervised defendants daily. The Agency's General Supervision Unit supervised eighty-five percent of these defendants. General Supervision averaged about 120 supervised defendants per case manager.

PSA identified more than 40 percent more defendants (3,688) needing treatment assessments than in FY2003 (2,268). Ninety-nine percent of referred defendants (3,636) received an assessment and 95 percent of these assessments (3,561) indicated a treatment need.

PSA made 1,971 placements into contracted treatment services, 52 percent more than in FY2003 (1,289). PSA's in-house treatment programs—SCDIP and New Directions—and its Sanctions-Based Treatment Unit handled ninety percent of these placements. In all, Treatment Branch programs saw a 40 percent increase in caseloads in FY2004.

PSA tested over 100,000 urine specimens submitted by adult pretrial defendants for the presence of illicit drugs—an average of about 9,017 a month. (This includes tests performed pre-initial appearance and tests as conditions of supervised release.) Overall, 45 percent of pre-initial appearance tests, 54 percent of surveillance tests and 50 percent of all tests performed were positive.

Failure to Appear and Rearrest

Fourteen percent of supervised defendants were rearrested at least once during the period of pretrial supervision—three percent were rearrested for violent crimes and five percent were rearrested for drug crimes. The FY 2004 rearrest rate is slightly higher than for FY2003 (12 percent) and matched the rate for FY2002. Drug-using defendants recorded a 19 percent rearrest rate compared to five percent for non-users.

Fourteen percent of supervised defendants failed to appear for at least one scheduled court date. Drug-using defendants recorded a 20 percent failure to appear rate while non-users failed to appear eight percent of the time.

Agency Updates

Risk Assessment

PSA will implement a new risk assessment scheme in the second quarter of FY2005. This assessment is based on research conducted by the Urban Institute and on factors identified as critical to supervision by PSA senior staff.

PSA has implemented new scheduling within the Diagnostic Unit to have at least 85 percent of bail reports completed by 1:00 p.m. each business day.

Supervision

PSA is consolidating its high-risk supervision programs to provide a tighter level of monitoring for this defendant population.

PSA is investigating the utility of enhanced cellular EM and GPS tracking in high-risk supervision.

PSA is working with CSOSA (Court Services and Offender Supervision Agency) to better coordinate supervision of persons on supervision to both Agencies (about 500 defendants).

Treatment and Assessment

PSA moved its Sanctions-Based Treatment Team to the Treatment Branch and added four case manager positions to the New Directions Program.

Treatment instituted the Treatment Revitalization Program to better sanction continued drug use. This makes New Directions and SCDIP (Superior Court Drug Intervention Program) procedure more consistent with research showing the immediacy of sanctions—not severity—is key to behavior modification.

PSA has incorporated the Specialized Supervision Unit to assess and supervise defendants with mental health issues.

Membership Is Power!!!

The National Association of Blacks in Criminal Justice—District of Columbia Chapter (NABCJ-DC Chapter) invites you to join one of the most diverse and historically rich associations in the United States.

The National Association of Blacks in Criminal Justice (NABCJ) is a multiethnic, non-partisan, non-profit association of criminal justice professionals, college students and community leaders dedicated to improving the fair administration of justice. NABCJ empowers and challenges its members and constituents by acting as a resource and conduit for information, ideas and support for all disciplines within the criminal justice arena. In addition, NABCJ participates in many activities that relate to career guidance, continuing professional development and diversity.

We encourage you to join the most influential and decorated chapter in the nation. As a member, you will receive *The Commitment*—the bi-annual magazine of NABCJ, member updates (newsletters, correspondences, programs, projects, and activities) and registration discounts to the annual national conference. In addition, you will have opportunities to network with fellow professionals and receive valuable leadership training. To get the most out of your membership, join a committee or volunteer as a committee chair. We are continuously looking for support with our activities and rely on our members to help strengthen the success of the National Association of Blacks in Criminal Justice—DC Chapter. We see a fair, just and safe society where community partnerships are restoring hope by embracing a balance of prevention, intervention and advocacy. By joining NABCJ-DC Chapter, you can help make this vision a reality.



If you are interested in becoming a member of the NABCJ-DC Chapter or if you have any questions and/or concerns about membership, feel free to contact us at www.dcnabcj.org.

Submitted by Willie C. Agnew, Jr.
Pretrial Services Officer, High Intensity Program
Article Reprinted From *NEWSLINK* (Vol. 4, Issue 6-Fall 2004 ed.)

PSA and CSOSA Celebrate NATIONAL ALCOHOL AND DRUG ADDICTION RECOVERY MONTH

by Rashida Mims, Special Assistant
Community Justice Resources Branch

On October 19th, the Pretrial Services Agency's Community Justice Resources Branch joined forces with the Court Services and Offender Supervision Agency's Community Justice Programs' Treatment Management Team to present our very first collaborative event, the National Alcohol and Drug Addiction Recovery Month celebration. This year's theme, "Join the Voices for Recovery Now!", salutes those who have overcome barriers to treatment and have begun or sustained their journeys of recovery, and the dedicated counselors, healthcare providers, family members and others who helped them achieve recovery.

The morning's program began with opening remarks by the Director of CSOSA, Paul A. Quander, Jr. Mr. Quander's inspiring remarks set the tone for what quickly became a very emotionally charged event. Kim Barry did an outstanding job as the Mistress of Ceremonies as she kept the program moving in perfect pace.

Our very own Terrence Walton, Branch Manager of the Community Justice Resources Branch, literally saved the day when at the very last minute, he agreed to fill-in as the guest speaker. And like no one else, in his usual dynamic form, Terrence presented a message of hope straight from the heart that focused on (1) recovery as a **process**, (2) recovery as a **gift**, (3) recovery as a **responsibility**, and (4) recovery affording a new sense of **freedom**.

Wendy Paul and Larry Rice, both former Drug Court graduates, spoke from their perspective with over eleven years of recovery between them. As the voices of those in recovery, they made it abundantly clear that attaining and sustaining recovery is possible. Michael Nias made presentations to our guest speakers and then Janice Bergin, Deputy Director here at PSA, closed the National Alcohol and Drug Addiction Recovery Month celebration in a most fitting way by acknowledging Wendy Paul and Larry Rice for their success, reminding them that but for their own strength and by the grace of God they have been able to accomplish so much in recovery. Ms. Bergin recognized and thanked all PSA and CSOSA staff as well as others in the treatment field who dedicate their lives to helping people recover from addiction.



Trudy's Tidings: Taking the Lead

by Trudy Van Voorhis
Branch Manager, Court Services

According to legend, the Pope, after a thorough physical, was told by the Vatican doctor that he needed a heart transplant from a suitable donor or he would be dead within the year. The Pope decided to share his plight with the people. Addressing the faithful from his balcony overlooking St. Peter's Square, the Pope said, "I have received sad news. Unless I acquire a new heart, I won't be with you much longer. Who among you will give me your heart?"



Thousands of hands rose. A cacophony of voices cried, "Me! Me! I will! Please take my heart!" The Pontiff was deeply moved, but how would he choose? The Pope held out a white feather. "The person upon whom the feather lights shall offer the ultimate gift," he said. The throng applauded, and the Pope released the feather. It sailed upon the wind currents, gliding and fluttering down, down, closer, and closer, until it was inches from landing when a sound was heard.....it was the whoosh of hundreds of mouths blowing puffs of air over their heads...

Generalized endorsement doesn't require much. Being singled out is another matter entirely. What do you do when you're tapped on the shoulder? How do you respond to the voice that whispers in your ear? How do you answer when someone says, "Come with me." What do you do when the feather is overhead? What do you do when "a call" is placed upon you?

I applaud that Eric Holder (Branch Manager, Treatment) has listened to his faith's call and answered, dedicating himself into the ministry by entering Seminary. Years ago – who would have thunk it?! But that is another (couple of) *Advocate* articles....

The joke also defines to me the way many of us look at leadership these days. The Agency has recently offered many opportunities to hone and develop our leadership skills and disappointing numbers have accepted the offer.

I think the misunderstanding comes in that many believe that these leadership development courses only apply to those who want to be a supervisor in the future. If you don't plan to supervise – why be a leader? That is a regrettable way to think. Being a leader does not mean being a boss – often it is the opposite. You may have heard the saying "Remember the difference between a boss and a leader; a boss says "Go!" - a leader says "Let's go!". That pretty much says it all. It is helpful when a boss is a good leader and that is not always the case. That is why you see so many of us bosses honing our leadership skills. Effective leaders and effective people understand that there's no difference between becoming an effective leader and becoming a fully integrated human being.

Good leadership affects all points in one's life. I read a Peter Drucker quote, saying "Leadership is not magnetic personality—that can just as well be a glib tongue. It is not 'making friends and influencing people'—that is flattery. Leadership is lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations." Who can't use some of that — as a partner, as a parent or as a worker?

I continually work on my leadership skills. Like Erma Bombeck said "Never go to a doctor whose office plants have died." As a leader, I learned long ago that if you want to walk on water you have to get out of the boat.

So listen to that voice inside of you that tells you that you want better things for yourself; take the lead and go after it. You may surprise yourself. "Me – a leader?", you ask. I say yes – "who would have thunk it?!"

The feather is over your head – are you going to 'blow it'?



A Work in Progress: Mentoring at PSA by Norma Scott, HR Specialist



When asked to reflect on her experience as a mentor, Janice Bergin, our Deputy Director wrote, “The Program taught me one of life’s most valuable lessons—we’re all works in progress.” That discovery was echoed time and time again at the Mentoring Awards Celebration held on November 10, 2004, as our Pilot Mentoring Program iteration came to an end. Enthused mentors and protégés got up and spoke about their experiences, their personal growth, what they had given and what they had received. Some protégés had special gifts for their mentors. Many mentors spoke of what they had gained, both personally and professionally, from their protégés!

All agreed that they (both mentors and protégés) had changed through the program. All involved witnessed to the learning and growth that such a relationship has to offer. Dan Taylor, Policy and Program Development Manager, (mentor) wrote in our collective reflections on the pilot initiative that the program had allowed him to “share PSA’s ‘big picture’ in a practical, meaningful way.” Program participants received accolades and recognition. Terrence Walton, Community Justice Resources Branch Manager, wrote that “Serving as a mentor helped me to be more aware of the impact of my management activities and decisions and led . . . to better results.” Trudy Van Voorhis, Court Services Branch Manager, reflected on her role as mentor as it brought home to her the things that have been important throughout her career at PSA: “. . . everyone matters—defendants, staff, peers, leaders.”

Scott Hopkins, Training Officer, learned as a protégé “. . . that some decisions are difficult, but you need to find your managerial courage and remember to do what is best for the Agency.” Cynthia Cummings, High Intensity Program Supervisor, a protégé, wrote of how she had “. . . been able to talk candidly . . . about anything and on one occasion role play a situation that allowed me to gain greater insight.” Linda Linnell, Program Analyst, reflected on the program as an opportunity that “opens you to an array of challenges, knowledge, and perspectives you would not obtain by sitting in your office doing only your assigned job.”

Just as we all are indeed “works in progress,” so is the mentoring concept at PSA. We look forward to everyone in the Agency continuing to learn from one another to perfect their own personal “works in progress” and to improve the performance and profile of the Agency. One way to do this is the **formal Mentoring Program**. We are expanding the program to include 20 pairs. Our second iteration is scheduled to roll out in February. Please watch for program announcements in January! I know that the participants in the Pilot Mentoring Program would encourage anyone who wants to be better at what they do and get where they want to go to get involved in our formal mentoring initiative!

However, don’t wait for the formal program to learn from a colleague! Try **situational mentoring** as well. If there is something specific you need to learn or want to learn that will enhance or improve your current performance, find someone who already excels in that area and ask them to mentor you on an informal, temporary basis! If you as a subject matter expert see someone who needs your expertise and help, offer to mentor them on a situational basis. Reaching out to one another to learn and to support one another in achieving our Agency’s mission is what mentoring is all about!



Left to right—
Susan Shaffer; Janice Bergin

Caution, Leaders at Work!

by Norma Scott, Human Resources Specialist
Training and Career Development Center

We want to be led by leaders who are great. We want to lead others with wisdom, strength and compassion. "Leadership" is much more than a word. It is "**initiative and teamwork**," PSA values that call for all of us at all levels of the Agency to exhibit leadership on a daily basis. It is a **PSA core competency**. In other words, the Agency counts on each of us displaying the qualities of leadership in order to achieve the Agency mission.

Employees from all over PSA volunteered to explore the concept "leadership" by attending informational sessions for the **Leadership Potential Program**. In a brief hour and a half session, these employees learned about the purpose of our Leadership Potential Program, its components, how to apply, and selection criteria and process. More important than that, however, they explored the meaning of the word "leader" and reflected on their current leadership roles here at PSA, in their families and in their communities. They shared with one another those traits and characteristics of great leaders that have inspired them personally by building a leadership mural dedicated to celebrity role models or personal role models, people who inspired them to lead.

PSA employees showed great interest in the Leadership Potential Program. They instinctively understood that leadership is not a position, but a process of learning and growth. Although writing their statement of intent for the program and assembling other application components was involved and challenging, the Training and Career Development Center received 19 packets from employees who wanted to explore the leadership concept through the structured training and developmental opportunities offered by the program. The Leadership Potential Program Selection Committee was faced with the dilemma of assessing, rating and ranking 19 competitive, impassioned submissions! Originally, the program was to consist of four participants. All of the applications were worthy. Nine applicants were called in and interviewed. At that point the Committee was stumped! Through consultation with senior leadership, the program was expanded to include seven participants, all that the current Fiscal Year budget could possibly fund.

We want to acknowledge and commend all those who expressed interest in this new pilot initiative!

We congratulate those who were selected for this year's iteration of the Leadership Potential Program:



Linda Buckmon
Drug Court



Sheila Cherry
Social Services & Assessment



Rufus Felder
New Directions



Monica James
Operations



Tanya McNair
Social Services & Assessment



Stephanie Phillips
Finance & Administration



Michael Popil
Sanction-Based Treatment



Outside Employment Can Be Tricky Business

by Lisa Terry, Assistant General Counsel
Office of the General Counsel, CSOSA
Article Reprinted From *NEWSLINK*
(Vol. 4, Issue 6-Fall 2004 ed.)

The question whether an employee may hold employment outside of his/her government position can sometimes be a challenging one. As a general rule, federal employees are permitted to engage in outside employment. However, federal ethics regulations specifically prohibit employees from holding outside employment that conflicts with their official duties. Therefore, some outside positions must be carefully scrutinized and perhaps prohibited. In every case, prior approval of the Ethics Officer is required before engaging in outside employment. Failure to obtain prior approval can result in disciplinary action.

The recent case of scientists at the National Institutes of Health who are the targets of a Congressional investigation for their “double-dipping” in the private sector—and for not reporting it, is an extreme example of conflicting outside employment. In this case, senior level employees received lucrative consulting fees of as much as \$517,000 from various drug companies for work that overlapped or even conflicted with their government positions. And while it is true that NIH was exempted in 1995 from the regulations restricting outside income, it is being argued that the NIH employees took advantage of such exemptions by violating the spirit of the law. This is an example of why it is important to consider both the letter and the spirit of the law when considering outside employment.

A position conflicts with federal employment if an employee’s performance of his/her duties would be “materially impaired” by engaging in the outside position (or if it is otherwise prohibited by statute or regulation). Agencies may adopt supplemental regulations that further prohibit employees from holding certain positions that conflict with that agency’s activities and/or mission. CSOSA is in the process of publishing its own supplemental regulations and has identified several categories of outside employment that will be prohibited. These include:

- employment that involves criminal matters, unless approved by the Ethics Officer and either the CSOSA or PSA director;
- employment that creates an apparent or real conflict of interest;
- employment that creates a direct or indirect financial interest that could be affected by the performance or non-performance of government duties or responsibilities; and
- employment involving testimony as an expert witness, other than on behalf of the U.S., in any legal proceeding in which CSOSA/PSA or the U.S. government is a party or has an interest, unless otherwise approved.

Unpaid activities on behalf of nonprofit organizations, such as religious, civic, or service organizations, do not typically present the same concerns as other types of outside activities. Employees wishing to engage in such activities need not seek prior approval *unless* the participation involves providing professional services or compensated advice.

Finally, employees should also be mindful of regulations governing the use of government property. As a general rule, employees are prohibited from conducting outside employment or commercial activities while on government time or using government property.

The Agency is in the process of updating its Standards of Conduct. If you have any concerns about an outside position or your activities relating to such a position, I urge you to contact the Office of the General Counsel. If you already hold a position for which you have not sought approval, it is not too late to do so; indeed you must. Approval is obtained by completing an Outside Employment Request form available on the Intranet.

Remember, in considering whether to pursue an outside position, the ultimate question you should ask yourself is, “Would I be serving two masters if I take this position?” If the answer is yes, you should look elsewhere.

NAPSA

by Quincy D. Quartey
Pretrial Services Officer, Evening Unit

Tulsa, Oklahoma, of all places, would not have been my first choice of location for the 32nd Annual National Association of Pretrial Services Agencies (NAPSA) Conference. However, it was quite an experience for my first time. It was really good to see many other employees from the Pretrial family from so many other states all at one conference. The conference was very informative and it really gave me a greater appreciation for our D.C. location, and I realize we are far more advanced than many other pretrial agencies.

The NAPSA Conference had so many workshop sessions to choose from. There was one workshop that I found to be particularly interesting, **Employment - A Key to Success on Bond & Beyond**. It emphasized that defendants/offenders have a wide array of different needs and problems and the many barriers that prevent defendants/offenders from achieving their goals, such as: **Internal Barriers:** self-concept, self-knowledge, self-efficacy, negative-beliefs, planning and decision-making skills; **External Barriers:** race, gender, level of education, mental illness, drug abuse, and physical problems; **Additional Barriers:** limitations due to the type of offense that was committed, employer attitudes, child care options, lack of emotional support, lack of knowledge of societal norms, lack of good role models, and lack of vocational skills.

In many cases, defendants/offenders are not knowledgeable about the many resources available to assist them in adhering to their conditions of release. They do not know how to support themselves and their families without resorting to illegal means; how to balance their family responsibilities and their obligations to the court. They do not have confidence in themselves and the decisions they make, do not know how to find a job, develop a resume/cover letter, and know what an interview consists of. The community should be attentive to defendant's/offenders needs/problems/background, and criminal justice as well as social services agencies should try to provide defendants/offenders with housing, child care, employment, means of transportation, knowledge about drugs and potential health problems associated with drug abuse, and counseling.

In conclusion, when defendants have a legal means of support/a job, they are more confident in themselves and the decisions they make, are able to provide for their families, tend to have reduced violation rates, reduced substance abuse, less depression and higher self-esteem.

NAPSA Workshop:

Overview of Tulsa Gangs/ Pretrial Issues

by Catina Bryant, Assistant Pretrial Services Officer
Evening Unit



I had the opportunity to go to the NAPSA Conference this year. One of the workshops I attended was about gangs. Gang violence in Tulsa, Oklahoma has increased dramatically over the past two years, but in the District of Columbia gang violence has been around for a long time. In 2003, there were 22 gang homicides in Tulsa. The definition of a gang in Tulsa is “a group of persons having an informal or unusually close social relationship while working towards unlawful or anti-social ends.” The gangster mentality there is respect (fear/intimidation), responsibility (to the gang), retaliation (gang expectations), and revenge (against individuals/other gangs).

Kids/teens are the dominant members of various gangs. The most common gangs in Tulsa are the “Bloods” and “Crips”, but they also have “Asian” and “Indian” gangs. Gangs communicate with each other through colors, designer clothes, belts, tattoos, shoes, slang, hand signs, and graffiti. The most common ages that kids/teens are jumped into gangs are between ages 9-14. The reasons most kids/teens join gangs is for protection, power, social relationship, brotherhood, love from other gang members, fear, they want respect, and it is an opportunity for them to get easy money. Kids/teens are initiated into gangs by being *jumped in*, *courted in*, *quoted in*, and *sexed in*.

Sadly, gang involvement/violence leads to imprisonment and/or death. Parents need to be more attentive to the possible signs of gang involvement from their children—social disabilities or deficits, and defiance towards the people they come in contact with.

CSOSA FIRST ANNUAL DOMESTIC VIOLENCE CONFERENCE

“From Public Awareness to Social Change”

by Joyce M. Corley, Pretrial Services Officer
General Supervision Unit -Team 1

On October 28, 2004, I had the opportunity to attend CSOSA’s First Annual Domestic Violence conference at the Kellogg Conference Center on the campus of Gallaudet University. Traditionally, we’ve associated domestic violence with heterosexuals, mainly women being abused by their male counterparts. This conference focused on multicultural domestic violence issues with topics such as “*Domestic Violence in the Hispanic Community, Crossing Borders: Domestic Violence Doesn’t Stay Abroad When Its Victims Immigrate to America*, and *Violence in the House: The Church’s Response to Domestic Violence*.” These topics clearly indicate a broad spectrum of today’s issues involving domestic violence.

It’s been quite awhile since I’ve attended a Domestic Violence workshop, my last being some eight years earlier while residing in Houston, Texas. During that time, the focus was mainly on heterosexual relationships. While reviewing the various workshops, two items that caught my attention were “*Domestic Violence and the Elderly*, and *Same Sex Abuse*.”

In the “*Domestic Violence and the Elderly*” workshop presented by Maria Shumar, Victim Advocate, U.S. Attorney’s Office, she indicated that 48.7 % of elderly abuse involve neglect, followed by emotional abuse (35.4%), and financial abuse (29.9%). The largest percentages of perpetrators of substantiated reports of elder abuse are adult children of the victim, followed by the victim’s spouse. Victims often live with family members and depend on them for daily care. Victims are most likely to be age 75 and older, women, dependent on the abuser for basic needs, or suffering from a mental or physical illness. Situations may vary, as many other victims are financially independent and in good health. Did you know that elderly abuse is reported less than child abuse, and that most victims are helped by outside callers? Silence is just as bad as exploitation! Let’s break the silence. If you SEE IT, REPORT IT, AND PREVENT IT. Please contact Adult Protective Services at 202-541-3950. Please know that your calls are confidential.



In the “*Same Sex Abuse*” workshop presented by Officer Zunnobia Hakim, of the Metropolitan Police Department Gay and Lesbian Liaison Unit (GLLU), she discussed the history of the GLLU, stating that the unit was formed in June 2000 by two female officers as a result of hate crimes not being reported in D.C. The GLLU serves as a resource to the police department and as an outlet to the gay/lesbian/bisexual/transgender community. Officer Hakim stated that it’s harder for gay males to report crimes of domestic violence than for lesbian females. This is in part due to society’s acceptance of lesbian females compared to gay males. In most cases, complaints are not accepted due to lying to the police about the incident in question. Usually, a gay male’s family is unaware of his sexual orientation, which prompts individuals to lie about their situation, thus resulting in their complaints being dropped. If you have gay male clients on your caseload that you suspect are lying to the police about their situations involving domestic violence, please call the GLLU so that they can meet with the individual in private in order to process their case. Officer Hakim can be contacted at 202-727-5427. Emergency pager: 1-877-495-5995. If you have any questions or want to receive more information on GLLU, go to www.gaydc.net/gllu.

What is the 'Training Registrar'?

by Scott Hopkins, Training Officer
Training and Career Development Center



With the recent registrations for mandatory IT Security training filling much of my time, I thought I'd take a moment to answer the question "What is the Training Registrar?"

The Training Registrar is actually a person who works in CSOSA's Training Office. This person registers students for classes, sends email confirmations for those classes, and updates CSOSA's training records accordingly. The Training Registrar is listed in Microsoft Outlook as, (you guessed it), **Training Registrar**. So when those of us in the PSA Training Office send an email saying, "please email the Training Registrar with your preferred class date, time, and location", *please don't email us - email the Training Registrar*.

Once the Training Registrar has had time to process your request you will receive an email confirmation, which will be CC'd to me. (Please be patient – CSOSA and PSA together have over 1,000 employees, so it may take the Training Registrar a while to process your request.) Once I get the email, I enter you in PSA's training information system, thereby allowing me to track who is in which class, who hasn't signed up for classes, who has attended classes, and who was absent from classes.

Another question you may ask is, "Why do we go through CSOSA to register for some classes but through PSA to register for others?" Simple: for mandatory training (like IT Security, EEO, and Ethics), all of PSA and CSOSA must attend. In these cases, it is necessary to email CSOSA to register so CSOSA can keep track of attendance for both agencies. And since CSOSA keeps track of attendance for both agencies, they know how much space is left in each class, which is something we wouldn't know.

If CSOSA holds any other type of training (e.g., Customer Service, Self Defense), we prefer that you email us directly to request training. That way we can let CSOSA know you're interested, and CSOSA can let us know if there is space in the class.

To recap: If we tell you to email the Training Registrar, please email the Training Registrar. If you need to change the dates of a CSOSA class for which we told you to register through the Training Registrar, email the Training Registrar. If you have emailed the Training Registrar your preferred date and need to check on the status of your request, email the Training Registrar. Hope this clears up any confusion.



"BIG" Conference

by Rebecca Gaither
Assistant Pretrial Services Officer
Drug Testing and Compliance Unit

I was given the opportunity to attend the "Blacks in Government 26th Annual National Training Conference", and found it to be a great learning experience. Throughout the conference, I met a number of people from many different agencies and attended sessions such as *Attitudes at Work*, *The Weight of Procrastination*, and *Conquering Stress at Work*. I gained something different from each session. *Attitudes at Work* taught me self-awareness, how to deal with my emotions, how to effectively listen and understand my co-workers, and how to go about reaching my potential. *The Weight of Procrastination* session taught me how doing things in a timely manner and in order, can be a major stress reducer professionally and personally. This session also pointed out ways I could start to make these changes and how to go about doing it one step at a time. The *Conquering Stress at Work* class taught me how to deal with attitudes of personal empowerment, eliminate destructive stress, function calmly, and optimize clarity and effectiveness when it comes to my work production. Attending these sessions has had an impact on my professional life as well as my personal life. From these sessions, I have learned ways to build more successful relationships personally and professionally. I also learned ways to reduce stress and depression while working in the criminal justice field by worrying and procrastinating less. This will benefit me personally as well, and it has helped me to realize how short life is, and that each day should be lived to the fullest. Overall, I feel that the conference was a great experience, and would recommend that PSA employees attend if given the opportunity.

What Have You Done For Your Agency?

by Willie Agnew, Pretrial Services Officer
High Intensity Program

John F. Kennedy once said, "Ask not what your country can do for you, but what you can do for your country." After reflecting on that statement, I asked myself what can I do for my Agency? Yes, my Agency!! So, for about a year, I pondered over the question. What can I do to help my Agency? Since I joined the Pretrial Family, many things have been given to me, such as free training, paid time off and a brand new office computer. Believe-you-me, this is a blessing. When I worked for another agency, if you wanted training, you paid for it out of your pocket. In July of 2003, the answer came to me. While attending the National Association of Blacks in Criminal Justice conference in St. Louis, Missouri, I noticed that pretrial services had no representation at the conference. Not one employee who worked for a pretrial agency in the country facilitated a workshop. I saw this as an opportunity to put DC PSA on the map.

I seized the moment and presented a workshop at the 2004 National Association of Blacks in Criminal Justice conference in Jacksonville, Florida. The title of the workshop was "Male Socialization: Interrupting the Violence." This was a modified version of the National Center for Violence Interruption Program "Violence Interruption Process" (VIP). I chose to use the Male Socialization segment because I wanted to see if our defendants' definition of manhood is different from the criminal justice practitioners.

According to the conference workshop schedule, I was the only representative from a pretrial agency facilitating a workshop. Therefore, I had to have my "A" game, because I was representing a silent voice in the criminal justice system. Also, I must admit, I was a nervous wreck. This was my first time standing before a room full of criminal justice practitioners from every corner of the country. As the room slowly filled to capacity, my confidence grew. I was ready to showcase the training that D.C. Pretrial Services Agency has given me. I was ready to join the ranks of other D.C. Pretrial Services Officers who facilitated workshops on a local or national level. I was ready to help put my Agency on the map!

Once the room filled, the session started and I settled into a groove. I conducted the workshop just like I do for PSA on Thursdays. Nothing was different. The group initially acted like new students in a classroom. I had to earn their trust. I had to make them feel comfortable. After about five minutes, the group was active. The women started to dominate the group. I challenged the men to stand up and take charge. Ten minutes into the session, the group engaged in intense dialogue. The women in the group gave their definition of a "man". Naturally, the men in the group did not like their definition. Some men in the group argued with other men over their definition of a "man" and at the end of the session, I knew that I achieved my objective. The criminal justice practitioners' definition of a man is no different than the definition used by PSA's defendants.

As the room cleared, I received numerous compliments about the workshop. I even received a compliment from a woman who entered the workshop during the final 15 minutes. She stated that from what she saw, the workshop was outstanding and that she was upset that she missed the beginning. As I walked out the door, a member of next year's host chapter of the National Association of Blacks in Criminal Justice invited me to do the workshop at the national conference in Dallas, Texas in 2005. I felt honored.

Based on my experience, I encourage every PSA employee to do something for our Agency. We are criminal justice practitioners. We have a wealth of talent within PSA that needs to be exposed. I challenge each of you to utilize your talents and showcase our Agency!



Darren Brown – A Role Model to shape the future of our children



Many of you know Darren Brown, who is a Contracting Officer in the Office of Finance and Administration here at PSA. To many of us, Darren is a quiet man who keeps to himself and maintains a high-level of professionalism. What many of you don't know is that he is dedicated not only to his work, but also to his personal mission – a mission that he is passionate about – creating a bright future for our children through education and involvement. He is President of the Parent Teacher Student Association (PTSA) at Charles Hebert Flowers High School 2006 and served as 2nd Vice President for the 2003-2004 school year. He is a former PTSA President of Kettering Middle School, delegate for Dr. Ernest Everett Just Middle School, and member of the Region III PTSA Advisory Committee. He was a 2004 recipient of an Honorary Life Membership to the Maryland PTA by the State of Maryland PTA.

Besides being a dedicated father to two lovely daughters, Brittany and Darian, he has been a dedicated parent volunteer for over fourteen years. Following are some of his contributions to the school community:

- Speaker for school assemblies and ceremonial programs
- Motivational speaker at Kingsford Elementary, Kettering Middle, Dr. Ernest Everett Just Middle Schools in Maryland, and McKinley Elementary and Taft Elementary in Middletown, Ohio
- In-School Suspension Program Facilitator – Dr. Earnest Everett Just Middle School
- 2003 Father of the Year Recipient – Dr. Earnest Everett Just Middle School
- Personally funded activities that recognized students of high academic achievement such as Ronald MacDonald parties for Kingsford Elementary and Kettering Middle Schools
- Raised over \$1,500 through business partnerships for the Book Grand Award Scholarship Program for Charles Herbert Flowers High School graduating seniors
- Organized a Law Day at Charles Herbert Flowers High School
- Organized the donation of breakfast for 200 teachers as part of the 2004 Teachers Appreciation Day celebration at Charles Herbert Flowers High School
- Recognized by the Ohio House of Representatives 124th General Assembly of Ohio for Leadership and Community Service in 2001
- Profiled as a role model during Black History Month in the Middletown Journal, Middletown, Ohio
- Donated over \$1,500 in savings bonds to winners of an essay contest entitled “What Does Academic Excellence Mean to You” and “Who is Your Role Model” 2003
- Donated \$500 to Taft Elementary School in Middletown, Ohio in support of its 2004 Black History Contest
- Organized the distribution of Thanksgiving Day Baskets for students at Kettering Middle School 2001

Darren is an inspiration to us all. He is passionate in his efforts to give back to the community by reaching out and helping the children. In his own way, he is making a difference in the lives of children that may prevent them from ending up in the criminal justice system.

PSA is sorry to see Darren move on to a wonderful promotion opportunity at the Department of Transportation, but we are very proud of his personal and professional achievements. Best wishes Darren in your new endeavor!



Privacy: Tips for Protecting Your Personal Information

Submitted by Romeyn Rowison, Sr. Human Resources Specialist

Reprinted from Federal Trade Commission: FTC Consumer Alert

Every day you share personal information about yourself with others. It's so routine that you may not even realize you're doing it. You may write a check at the grocery store, charge tickets to a ball game, rent a car, mail your tax returns, buy a gift online, call home on your cell phone, schedule a doctor's appointment or apply for a credit card. Each transaction requires you to share personal information: your bank and credit card account numbers; your income; your Social Security number (SSN); or your name, address and phone numbers.

It's important to find out what happens to the personal information you and your children provide to companies, marketers and government agencies. These organizations may use your information simply to process your order; to tell you about products, services, or promotions; or to share with others.

And then there are unscrupulous individuals, like identity thieves, who want your information to commit fraud. Identity theft - the fastest-growing white-collar crime in America - occurs when someone steals your personal identifying information, like your SSN, birth date or mother's maiden name, to open new charge accounts, order merchandise or borrow money. Consumers targeted by identity thieves usually don't know they've been victimized. But when the fraudsters fail to pay the bills or repay the loans, collection agencies begin pursuing the consumers to cover debts they didn't even know they had.

The Federal Trade Commission (FTC) encourages you to make sure your transactions - online and off - are secure and your personal information is protected. The FTC offers these tips to help you manage your personal information wisely, and to help minimize its misuse.

- Before you reveal any personally identifying information, find out how it will be used and whether it will be shared with others. Ask about the company's privacy policy: Will you have a choice about the use of your information; can you choose to have it kept confidential?
- Read the privacy policy on any website directed to children. Websites directed to children or that knowingly collect information from kids under 13 must post a notice of their information collection practices.
- Put passwords on your credit card, bank and phone accounts. Avoid using easily available information like your mother's maiden name, your birth date, the last four digits of your SSN or your phone number, or obvious choices like a series of consecutive numbers or your hometown football team.
- Minimize the identification information and the number of cards you carry to what you'll actually need. Don't put all your identifying information in one holder in your purse, briefcase or backpack.
- Keep items with personal information in a safe place. When you discard receipts, copies of credit applications, insurance forms, physician statements, bank checks and statements, expired charge cards, credit offers you get in the mail and mailing labels from magazines, tear or shred them. That will help thwart any identity thief who may pick through your trash or recycling bins to capture your personal information.
- Consider ordering a copy of your credit report from each of the three major credit reporting agencies (CRAs) every year. Make sure it's accurate and includes only those activities you've authorized. CRAs can't charge you more than \$9.00 for a copy and in some states, your credit report is free.
- Use a secure browser when shopping online to guard the security of your transactions. When submitting your purchase information, look for the "lock" icon on the browser's status bar to be sure your information is secure during transmission.



What is Release Services?

by Mike Kainu, Supervisor

This past June, the Release Services Unit quietly passed the one-year mark since its inception. However, I still come across many people inside and outside the Agency who ask, what does Release Services do? I thought I would use this opportunity to enlighten you as to what goes on in our neck of the woods.

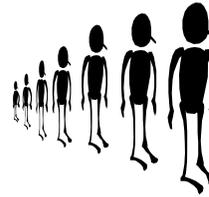
Located in Room C-301 in the Superior Court building, Release Services has three main components; FTA, DC/Traffic lock-up and Court Services. With regard to handling FTA matters, duties include, but are not limited to, assisting the court in the resolution of outstanding bench warrants, notifying the court of potential failures to appear and attempting to locate defendants once a warrant has been issued.

The unit is also responsible for conducting interviews and entering cases for defendants that appear on the DC Code and Traffic lock-up list. This is similar to what the Diagnostic Unit does for US charges with the exception that we do not make recommendations since we do not provide supervision, except for a few select cases.

The Court Services component came about with the inception of PRISM 1.0 a couple of years back. Initially, Court Services consisted of checking in defendants for court and doing Post-Release Interviews for defendants released following their arraignment/presentment. Currently, in addition to the tasks just listed, Release Services staff is responsible for entering subsequent release orders and entering the court cases, release order types and programs for defendants released following their initial court appearance, if they fall under the extensive supervision hierarchy.

Recently, the unit has been provided with an Assistant PSO from the Drug Testing and Compliance Unit to handle many of the tasks previously noted that are associated with "counter duties." Also, as of November, ISS now has one staff member working in C-301 to enter release orders, in an effort to have information entered as soon as possible following a defendant's release from court. Having ISS within arms reach has allowed the Court Services Branch to transfer interview jackets and release orders immediately without having to send them through inter-office mail.

Having supervised Release Services for a little over a year, I have gained an even bigger appreciation for how much PSA is relied upon in the criminal justice community. The Release Services Unit is essentially a second information booth in the courthouse. You can only imagine the volume of calls and number of people who report to our office seeking assistance.



We truly are a Release Services (and any other matters) operation.

Feel free to come by and see us, however, if you would like assistance please be prepared to get in line.

Diagnostic Unit Passes C-10 Pilot Program With Flying Colors

by Carlos Urrutia and Stephanie Wilson
Pretrial Services Officers

Effective September 7, 2004, the Honorable Rufus G. King, III, Chief Judge, D.C. Superior Court, implemented a new pilot program in courtroom C-10 for the month of September. This entails commencing arraignment court at 1:00 pm. The purpose of this program is to ensure that the maximum amount of cases/defendants are ready for arraignment and/or presentment in a "timely manner." In the past, the court began at 11:00 a.m., however, it would have frequent periods of "down time," due to lack of paperwork by any of the principal players in the process. These players include the U.S. Attorney's Office, Metropolitan Police Department, the Court, and Pretrial Services. Ensuring that all matters are handled appropriately, all agencies were directed by the Chief Judge to work together to complete 80% of the daily lock up by 2:00 pm. The cutoff time is 1:00. This means that each agency should have their paperwork fully prepared/complete and in C-10. The Court is tracking each agency to ensure that the required goal is met. Later the tracking information will be utilized to address problems areas that have plagued Arraignment Court in the past.

To date, since the implementation of this program, PSA has met and, at times, exceeded the performance goal that has been set. Thus far, PSA is passing with flying colors.

The pilot was extended through the end of 2004, and has been approved as standard operating procedure. The Arraignment Committee continues to smooth out the wrinkles but is generally pleased with the results.

R.S.V.P. (ASAP) - District Court PSOs invite you ...

Vaughn Wilson, Pretrial Services Officer
U.S. District Court Unit

Can you name a District Court case manager? O.K., I'll make it easier for you. Who are the two Diagnostic PSOs in District Court? If this information isn't readily available in your memory, shame on you! Both externally and internally, people frequently think that our unit is a separate entity from the D.C. Pretrial Services Agency but its not. Our unit may slightly differ; however, our mission is consistent. For those who are unfamiliar with the District Court Unit, we're a combination of the Diagnostic and General Supervision Units. We operate from two separate offices, but we are one team/unit. Our Program Assistant, Diagnostic PSOs, and Supervisor occupy room 1413; and room 1205 is where our Case Managers are located. We utilize all systems accessible to the Agency. District Court's supervision information is stored in PRISM, and is open to all PSOs within the Agency. Likewise, Public Access to Court Electronic Records (PACER) is District Court's equivalent to D.C. Superior Court's Criminal Information System (CIS). Docket numbers, court dates, and hearing excerpts may be obtained from PACER. Even better, PACER can be used to locate case information throughout the federal court system. The PACER website is www.uscourts.gov, and supervisors should have password and login information. If not, please feel free to contact us.



Quietly nestled on Constitution Avenue, sometimes it appears as though we are concealed. I know, we seem so far away from the rest of the PSA staff, and the walk looks intimidating, but it is not really (great walk on a nice day). Contrary to popular belief, District Court possesses an exciting work environment. Everyone in our unit is extremely approachable, nice, and helpful. So, put your sneakers on and get moving! Come over and receive the answers to the first two questions. We would be delighted to introduce ourselves and chat with you! Besides, I am sure that your Supervisor wouldn't mind (as long as it's not habitual). From what I gather, this is referred to as CRITICAL ELEMENT #4: "Building work relationships." The invitation has been extended. We look forward to you visiting us.

Congratulations Peer Award Recipients!

July-Sept.

Peer Awards Recipients

Alma Bell-Billups (Customer Service, Initiative, Teamwork, Work Ethic)
Linda Buckmon (Teamwork, Work Ethic)
Anthony Gales (Teamwork, Work Ethic)
Anissa Johnson
(Initiative, Teamwork, Work Ethic)
John Lucas (Customer Service, Respect)
Jamil Muhammad-2 awards this period
(Customer Service, Initiative, Teamwork, Work Ethic)
Timothy Myles (Initiative, Teamwork)
Bill Thompson (Customer Service, Integrity, Respect, Teamwork, Work Ethic)
Demond Tigs (Respect, Teamwork, Work Ethic)

October-December Peer Awards Recipients

Alma Bell-Billups (Customer Service)
Rosalyn Brown (Work Ethic)
Annette Bryant (Teamwork, Work Ethic)
Stephanie Burkhalter (Work Ethic)
Staci Burrough (Customer Service)
Bonita Cox (Teamwork, Work Ethic)
Kelly Crisp (Teamwork)
Andrea Dunn (Initiative, Work Ethic)
Rufus Felder (Initiative, Teamwork)
Scott Hopkins (Customer Service, Initiative, Teamwork, Work Ethic)
Shaila Jackson (Customer Service, Initiative)
Angela McDonald-Alieu (Teamwork)
David Mullings (Customer Service, Teamwork)
Brian Rybicki (Teamwork, Work Ethic)
Norma Scott—2 awards this period (Integrity)
(Customer Service)
Angela Simmons (Customer Service, Initiative, Teamwork)
Shelton Smith (Teamwork)
Debbie Taylor (Teamwork, Work Ethic)

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