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PSA'S MISSION

To assess, supervise and provide services for defendants, and collaborate with the justice community, to assist the courts in making pretrial release decisions. We promote community safety and return to court while honoring the constitutional presumption of innocence.



Susan W. Shaffer
Director

FROM THE DIRECTOR

Spurgeon Kennedy (a/k/a “Kenny”, for those new folks who don’t yet know our Director of Research, Analysis and Development) and I had the good fortune to attend a conference in Philadelphia last week that brought together 50 researchers, practitioners and policy makers from around the country in the field of substance abuse treatment. It was gratifying to see from the panel I participated on how much the DC Drug Court has been a model for many drug courts across the country, and how research studies are finally documenting the success of drug courts nationwide. Much of the discussion focused on the questions that policy makers need the research community to address, and the importance of ensuring that “evidence based practices” do not just become a buzzword without adequate scientific foundation.

There is an increasing body of work that supports what I know many of you have intuitively known for a long time, whether or not you work in the substance abuse field—and that is that the relationship of the treatment specialist or case manager to the client is critical to the client’s success. Motivational interviewing is an important tool that many treatment specialists (and probation case managers) are increasingly using, along with cognitive restructuring techniques that help the client look at his lifestyle choices somewhat differently. It only makes sense that if the case manager is an important influence and believes that the client can succeed, the client will be more likely to believe in his own ability to succeed. This cannot help but remind me of parenting—as I learned a long time ago that affirmative responses provided me with

many more teaching opportunities for my children than did negative ones. So too, incentives can be far more effective than sanctions, though progressive sanctions are needed as well to ensure that there is an appropriate and quick response to violations. It’s pretty great when science actually starts to support good old intuition!

I suspect that there are parallels in this analysis of what makes a good case manager (or treatment specialist, or interviewer, or program assistant, etc.) to the ultimate question of leadership. At our “graduation” for our Leadership Potential Program participants last week, I found myself thinking a lot about what makes a good leader. Although there are many qualities that define leadership, one of the most important is the ability to convince others that you have faith in their ability—that you see more in them than they perhaps see in themselves, and you will help tap that potential so that they feel comfortable accepting your guidance and moving forward with a jointly held vision. To me, this is the mark of all the strong workers at Pretrial Services—all leaders who compassionately but firmly help move the clients who need it toward a better lifestyle. No matter what your job description, everyone in this Agency is working in this same direction in one way or another. The path is sometimes full of frustration and occasional missteps, but leaders do not give up. Leaders are all around us—look to your right, to your left, and look to yourself. Congratulations on a job well done.

As we close out this calendar year, take a moment to reflect on your successes. Though they may sometimes feel less frequent than the losses, they are so vitally important. My very best wishes for a joyous holiday season.



Clifford T. Keenan
Deputy Director

Hello, PSA!

Once again, we're preparing for the holidays and will be wrapping up yet another year (where has this one gone!?!). As employees of one of the finest federal law enforcement agencies in the country, we have much for which we should be grateful. This is especially true when you consider the situation in which many of our defendants/clients find themselves, or look at those persons who have been victimized this past year, or consider the plight of the homeless, those with mental illness, or are otherwise not nearly as fortunate as we. All the more reason I want to thank Jerry Robinson, Rashida Mims, Richard Taylor, and the whole CFC Team for the wonderful work they are doing on behalf of the CFC. I also want to thank those of you who have already contributed to this year's efforts through donations or the various auctions and sales the Committee has sponsored. For those who haven't done so yet, please consider "Being a Star in Someone's Life!"

I don't need to tell you about all that's going on at PSA – what you're not already aware of, I'm sure you'll read about elsewhere within this edition of the *Advocate*. I do want to express to you my thanks for all that you do in carrying out the work of PSA in fulfilling its mission in as exemplary a manner as you do. As you already know, the work we do is too important to community safety, the individual defendants themselves, and the pursuit of justice to do otherwise. Thanks to each of you, and may you and your families have the very best of everything this holiday season!



Spurgeon Kennedy, Director
Research, Analysis & Dev.

Improving Staff Instruction— New Protocols for Diagnostic Services and Supervision

One of the Office of Research, Analysis and Development's (RAD) objectives is improving the delivery and presentation of Agency policy and work procedure to staff. This objective assumes that the best way to present appropriate work practices is in a format that is clear and consistent among all Agency offices and units, easy to follow and easily-obtained. To this end, RAD staff has considered ways to improve the current management instruction and policy statement layouts as well as alternatives to instructions and policy statements to communicate proper work procedure.

Our first stab at simplifying work procedure will be RAD and the Office of Operations' development of "protocols" for diagnostic services and supervision. These protocols will be a one-stop comprehensive information source on all significant areas of diagnostic investigation, risk assessment, case management and defendant supervision. For example, the supervision protocols will cover areas such as the goals and objectives of supervision, the steps PSOs (Pretrial Services Officers) should take once they receive a case, the proper supervision of extensive and monitored conditions, and correct steps to follow when responding to noncompliance.

As anyone who has ever tried to find out this information knows too well, these procedures (if they exist at all) are in a variety of places—management instructions, training documents, unit manuals, old procedure statements, etc.. Often, what's available to staff isn't consistent within individual units or among the various branches. (Quick quiz: What are your unit's required elements for a face-to-face supervision contact? Are these the same as those in other units within your branch?).

The protocols will present correct procedure in one place, reducing the need for some of our current instructions and policies. Further, since the idea is identifying proper procedure—not "writing an instruction"—information can be presented in formats easier for staff to access and review. For example, besides the expected diagnostic and supervision monographs, RAD, Operations and the Office of Information Technology have discussed the long-term idea of putting the protocols on a web site (say goodbye to downloading instructions) or an Info Web-based search engine. Think of it: if you want to know something about a specific diagnostic or supervision area, just type the subject word in the search engine and get sections of the protocol that best fit your query.

Working and management groups comprised of RAD, Operations, Information Technology, and Training and Career Development staff will begin work on the diagnostic and supervision protocols in January and should have final drafts of both documents completed around mid-year 2007.



Rashida Mims
Special Asst., Treatment

My First NAPSA Conference

by Rashida Mims

I recently had the opportunity to attend my very first NAPSA Conference and Training Institute in Nashville Tennessee. It may have been my first, but the National Association of Pretrial Services Agencies has been hosting this conference for thirty four years.

DID YOU KNOW: That the National Association of Pretrial Services Agencies was incorporated in 1973 right here in Washington, DC and its mission is:

- To serve as a national forum for ideas and issues in the area of pretrial services;
- To promote the establishment of agencies to provide such services;
- To encourage responsibility among its members;
- To establish a mechanism for exchange of information; and
- To increase professional competence through the development of professional standards and education.

This year's conference and training institute provided workshops, seminars and keynote speakers that drew direct connections to the NAPSA mission in their presentations. Monday's plenary session started with an initial presentation by Mr. Nick Chiarkas, Director, Public Defenders Office for the state of Wisconsin, who was the lead team member sent to New Orleans by the Bureau of Justice Assistance during the Hurricane Katrina aftermath. He described his experiences while in the Parish, what recommendations were made and the current status of the New Orleans criminal justice system. Following his presentation, our very own Deputy Director Cliff Keenan rounded out a distinguished panel of experts who facilitated a very effective exercise. We were divided into groups and invited to discuss the implications of a "mini-disaster" for our own criminal justice system, especially pretrial programs. What should a pretrial program be prepared to do if a crippling event occurs in its jurisdiction? What can a pretrial program do to best assist the justice system? Do any programs have such plans already in place and if so, how were they designed and who took part in the plan development? Some answers offered to the question of what should a PSA Program do in advance of a disaster were; (a) establish off site back-up records, (b) inventory supplies on hand, (c) have an up- to-date contact list, (d) establish an alternate means of communication, (e) ensure that staff know when to return, and (f) prepare a public announcement. Who knew this discussion would become so timely for DCPSA. On October 19, we were faced with our own "mini-disaster" situation in the form of a water main break at 633 Indiana Avenue. That unfortunate event turned into an opportunity for us to revisit our emergency plans, seek to incorporate some of the recommendations articulated at NAPSA and be even more vigilant in our preparation.

With course offerings as enticing as those listed in the NAPSA conference guide, I was faced with some hard choices. I attended Alternative Sentencing Programs, Domestic Violence and the Role of Pretrial, US Drug Trends, Problem Solving Courts and Diversion and Drug Courts: In What Direction Should We Be Headed. But, by far, the highlight of the entire conference for me was the Awards Luncheon. Our Director, Susan Shaffer, received the coveted Olgiati Award. This award was established in memory of Ennis Joseph "Joe" Olgiati and it is the highest honor bestowed by NAPSA. The Olgiati Award recognizes individuals or organizations for lifetime achievement in the field of pretrial services. I could not think of a more befitting recipient. And just when I thought it couldn't get any better, who shows up to present this prestigious award to Susie but our former Deputy Director, Janice Bergin. What an extra special treat. Even though this was my first NAPSA conference, I hope that it will not be my last.

"Only NAPSA's finest deserve such a distinction. It's an honor to pay tribute to Susie, who has had a huge impact on... innumerable other pretrial and criminal justice practitioners throughout the country. Her contributions to public service and the pretrial services field are remarkable. ... Susie holds close the core values of equality and social justice. Her humanity is obvious....."

Janice Bergin
PSA Deputy Director, Retired



Left to right: Michelle Brown (NAPSA President), Susan Shaffer, Janice Bergin, Sr. Judge Bruce Beaudin (D.C. Superior Court)

Office of Information Technology



Ron Hickey, Director

The recent broken water line and subsequent flood at 633 Indiana Avenue underscored the importance of a comprehensive IT Disaster Recovery Plan. PSA and CSOSA are in the process of implementing our plan; unfortunately, the flood occurred before we were fully prepared, and there was some disruption of IT service. Several years ago, PSA had pointed out that all the IT network connections for the CSOSA-PSA enterprise went through 633 Indiana Avenue, and that an outage in 633 would affect every other site. Last year, the CSOSA infrastructure team began a project to redesign the network architecture. Although the redesign is not completed, a direct connection between 601 Indiana (where the PRISM servers are located) and 500 Indiana was up and running. This meant that the PSA Diagnostic and Drug Collection Units and the two Labs were able to access their critical IT systems (PRISM and WinTox) despite the outage at 633 Indiana. The outage, which shut down SMART and the other CSOSA systems for nearly two days, had minimal impact on the critical PSA units. PSA did not "miss a beat" in the daily processing of lockup defendants.

Other than the excitement caused by the flood incident, it's been "business as usual" for the Office of Information Technology. The LAN staff has been working diligently behind the scenes to support PSA users, finding time meanwhile to assist the office moves in the Court Services Branch and upgrade the desktop PCs in Drug Court. The developer team has kept busy on PRISM bug fixes, upgrades, and reports. We recently received new servers and a Storage Area Network (SAN), and we will be moving that equipment into production over the next six months. We have brought to the CSOSA infrastructure team's attention that we've been encountering some network performance issues, resulting in slow response in PRISM and WinTox for our users; we are optimistic that these issues will be resolved soon.

In September, PSA Director Susan Shaffer signed off on the Charter for the PRISM Advisory Board. This is a very significant administrative accomplishment, as it formally establishes a framework and guidance for the maintenance of PRISM. Examining Change Control is a favorite pastime of auditors, and an established Change Control process is mandated by FISMA (the Federal Information Security Management Act). Operations Director Kim Whatley and her staff spent considerable time developing this Charter, and the Office of Information Technology appreciates their efforts in formulating this document.

Greetings from the Training & Career Development Center (T&CDC)

Laura DeVol, Director



As you probably already know, things have been hopping around the T&CDC. We have had a number of new hire groups recently to include Diagnostic PSOs (Pretrial Services Officers), a Substance Abuse PSO, Drug Testing Technicians and a number of IT and Finance people. Renee [Donoho] has been running around like crazy trying to manage a Diagnostic PSO group of 18 people and Willie [Agnew] and Andrea [Dunn-Jordan] have been trying to keep up with the rest of the "new hires." In addition to new employees, we are in the middle of a reassignment training program with a number of PSOs having moved from Diagnostic to Supervision.

While we are still mourning the loss of Staci [Burrough] to a supervisor position, we are very pleased to have welcomed Angela Wigglesworth to the team. Angela is replacing Staci as the training liaison for the Treatment Branch and Office of Finance & Administration. She is already adjusting to her new duties quite well and will be spending the following months going to "training for trainers." Welcome Angela!

As you know, we are currently operating under a continuing resolution (CR). While we cannot approve any major new training initiatives while under CR, we can still approve any necessary training. Therefore, if you need to go to a training class to improve your work performance, e.g., a writing class to help you write reports, or there is a conference coming up which is not offered later in the year and you really should attend, you should still submit your SF-182 as usual.

So, that's all for this *Advocate*...I hope everyone has a safe and healthy holiday season!



Johnny Cahn
F&A Director

Office of Finance and Administration

Finance and Administration has been working on a number of critical and interesting projects over the last few months, all designed to enhance the level of service we can provide to the Agency and to make sure that our mission level people have all of the tools and resources at their disposal that they need.

We are pleased to welcome our newest member of the team, Stephen Seifert, who joins us as Deputy Director. Steve comes to us from the Small Business Administration where he was an audit director. He brings excellent project management skills to the job, as well as 22 years of experience in both financial audits and performance audits. Stop by and meet him when you can.

Internal controls and audit:

No financial manager can ever go wrong implementing a program to strengthen internal controls; consequently, F&A is happy to announce that we have implemented a new program to strengthen internal controls! We have inaugurated an internal audit function, and have hired Wanda Vazquez as our first internal auditor. Wanda was a contract auditor at HHS' (Health and Human Services) Head Start program; prior to that she performed audit work at the Department of Labor in Puerto Rico. Wanda holds a Bachelor's degree in Accounting from Kean College in New Jersey, and we are delighted to have her on board. Having thus welcomed Wanda, I must confess that her first audit report, issued September 28th, highlighted internal control weaknesses right in my own office! As they say: "*No good deed goes unpunished.*" Frankly, however, I couldn't be happier. As the guardians of taxpayer dollars, we have an affirmative responsibility to constantly look for ways to employ our resources in a more efficient and effective manner and to ensure rigorous oversight of the funds entrusted to us. The new internal audit function is one of our most potent tools to accomplish that mission, and I am delighted to be the first to benefit from impartial oversight.

Submission of the FY 2008 budget request:

We have just completed our FY 2008 budget request to the Office of Management and Budget (OMB). The budget request is as much a request for funding as it is a statement of Agency policy and priorities. It is our hope that OMB will agree with our policy direction and priority assessments and will allow our request to go forward to Congress as submitted. My thirty-two years of experience, however, provide me with a clear indication that our submission will be returned to us with significant reductions. We will no doubt see a tight fiscal year in 2008 owing to such events as the ongoing war, the escalating cost of Government funded healthcare and a host of other deserving and competing priorities within the Government. In addition to requesting funding to support the annual pay raises and general inflation, the first priority in PSA's submission was funding for a reduction of caseloads in Extensive Supervision. In our face-to-face discussions with our OMB budget examiners, they indicated that we had presented a compelling argument in support of our request; however, they did caution us that they were themselves laboring under some very inelastic restrictions. They told us not to get our hopes up because most scenarios under discussion involved across-the-board agency decreases.

Transition to a new financial system:

We have just signed an interagency agreement with the Department of the Interior's National Business Center (DOI/NBC) to host PSA's automated financial systems. PSA has used the Department of Justice's FMIS system since its inception. It is our hope that the transition to a newer, more robust system will enhance our ability to process financial transactions, report them correctly and comply with a host of Government-wide rules and regulations. For those of you involved in preparing requisitions or purchase orders, we hope to make the process easier. The active transition work will begin in December, and we plan to "go live" on July 1st.

Early preparations for moving the FTDTL:

As some of you might know, the District is planning extensive renovations to the Metropolitan Police Department's headquarters at 300 Indiana Avenue. We are in the process of determining the impact of these renovations on existing PSA offices at that location, including the Forensic Toxicology Drug Testing Laboratory. One of the most likely scenarios involves moving the lab to a new consolidated location nearby on the south side of the National Mall together with three other District laboratories. Such a move is contemplated to occur around 2010, if it does indeed occur. We will keep you posted as plans develop. The Specialized Supervision Unit may have to be relocated within the next year.

Completed upgrades to C-225, and the move to new offices at 333 Constitution:

I want to take a moment to thank the staff in the Facilities office and the Procurement office for the incredible job they did in providing either new or upgraded improved space for our employees in both area C-225 in DC Superior Court and the second floor of Federal District Court. The new work areas are so much more professional and comfortable than the old space, and I am sure we all appreciate the planning and legwork it took to accomplish these projects.



Kim M. Whatley
Operations Director

News From Operations

I wanted to take this opportunity to bring you up to date on some of the activities from the Office of Operations. October was a very busy month and November kept pace.

Let's start with the Operations Retreat. The Office of Operations staff sponsored a two-day retreat where managers and supervisors met to discuss a number of key issues, including our newly revised mission statement, our new vision statement and guiding principles. We were joined by PSA Director Susie Shaffer and Deputy Director Cliff Keenan, and representatives from the Offices of Operations, Human Capital Management, Research, Analysis, and Development, and the Training and Career Development Center. The retreat's focus included extensive discussions on decision making and common human resources issues. Each supervisor has been asked to brief their respective staffs on the Operations Retreat.

We have finished all the focus group meetings defining the requirements for automated supervision tools. We now have two draft functional requirements documents. The first draft functional requirements document describes our need for tools to monitor home and location restrictions through the use of global positioning systems or electronic monitoring using land lines or cellular technology. The second draft functional requirements document describes our need for an automated check-in system to handle telephone check-ins, sanction call backs, court appearance acknowledgements, and drug testing results. This draft functional requirements document also defines requirements for a random drug testing scheduling system. My thanks go to all PSA staff who participated in the focus group discussions. Our next step in this project includes a market analysis study and the development of a statement of work. The implementation of these efforts will depend upon the FY 07 budget.

We also finished the focus group meetings to discuss the functional business requirements for the investigation and preparation of pretrial services reports for the D.C. Superior Court and U.S. District Court. We gathered input from users on the format and content of the report, the interview instrument, the content and format of prior criminal charges, and initial case planning through the release process.

I attended all of the sessions and learned a lot more about the processes in the Diagnostic Units. I really appreciated all of the thoughtful input from PSA staff who attended the various focus group meetings. A very special thanks goes out to Trudy Mitchell-Gilkey who attended each session and took quite extensive notes and provided input along the way. We have also sought input on the content and format of the report from the judges in D.C. Superior Court and U.S. District Court and we will be reaching out to all of our other stakeholders, including the United States Attorney's Office, and the Public Defender Service, as we work to finalize the requirements. Our next step is to develop a draft functional requirements document by combining the requirements from all of the focus groups and stakeholders. In short order, all of the staff who attended the focus group sessions and a larger cross-section of PSA staff will be invited to review the draft functional requirements document and provide input.

We also now have draft reports on our two process studies (for the Diagnostic Unit and the Drug Testing and Compliance Unit) under review by senior PSA management. The draft reports contain a number of short-term and long-term recommendations designed to improve the work flow. Many of the recommendations are already being implemented. As promised, we released a final report on the midnight shift in Diagnostic and the security issues at the central cell block raised by staff. We received good feedback from staff and the union. We have already incorporated many of the suggestions into the final report. Meetings were held in November to discuss the implications of the report with all Diagnostic staff.

We continue to bring new staff on board and to select staff for new assignments. For example, new staff has joined the Drug Testing and Compliance Unit and the Diagnostic Units in the Court Services Branch. A new Tuesday to Saturday shift has been established on Teams 1 and 4 of the Diagnostic Unit, alleviating by the end of the year the need for PSOs to rotate on and off the Saturday schedule. Also, several PSOs have been selected to join the Supervision Branch, and there have been other temporary and permanent reassignments in the Treatment Branch. We hope for some new hiring at the beginning of the year, depending on where we are with the budget process.

Upcoming highlights include the convening of the first PRISM Advisory Board meeting in December. We continue to work closely with IT to release needed changes to PRISM. Also, the Officer Safety Work Group is scheduled to meet in January. We hope to introduce our consultant, Robert Thornton, Director of Community Corrections Institute. Mr. Thornton is a retired federal probation officer with over 25 years' experience as an officer and supervisor. He now provides consultation and training to federal, state, and local probation, parole, and community corrections and law enforcement agencies on officer safety techniques. Mr. Thornton is under contract with PSA to provide expert help to us on our in-house officer safety program.

WHATLEY—Cont'd. on next page...



Michelle Consuegra
Court Services
Branch Manager

CHECK OUT THE CHANGES IN COURT SERVICES

Well, a lot of changes have occurred in the Court Services Branch in the past few months. The Diagnostic Unit, C225, has received a much needed face lift. The office got a fresh coat of paint, new carpeting, new and improved cubicles, and a new command center for the supervisors. Some old timers may not even recognize their old stomping grounds with the new look. In addition, we have also been cleaning house and saying good bye to the old décor (we even bid farewell to a long time friend--the office skeleton). There is still a little more work to be done in getting the office organized but we should have it done in no time.

The new cubicles also made it possible to add more desks to the unit. The additional number of desks comes just in time. We have recently hired thirteen new PSOs that are currently in the new PSO training class and expected to hit the floor December 4th. The new hires have allowed us to expand the new Tuesday through Saturday shift from five people to fifteen. This will finally give Court Services the Saturday support we desperately need.

The District Court Unit also said goodbye to the small office space we occupied for a number of years. In September the office moved from the first floor to the second floor of the federal courthouse--what a difference changing floors made! The unit is finally all located in one office and they now have plenty of space to move around. It is really a great space and we invite you to stop by to check it out if you are in the neighborhood.

A Special Thanks...

The Court Services Branch would like to thank Johnny Cahn for all the assistance he has provided to ensure a smooth transition with the renovations and office move. A special thanks to Devin Bassett and Bruce Adams in Facilities. They spent endless hours (and still counting) coordinating the renovations, and went above and beyond to make certain everything was completed to our satisfaction.

I would also like to take this opportunity to thank all of the branches for all the support they provided Court Services over the past 3 months. It was a long and hard summer in the Diagnostic Unit but we did make it through, and we could not have done it without those PSOs who volunteered for overtime or put their caseloads aside and provided assistance in C225. It was great to see everyone come together and tackle the crime emergency.

Finally, last and certainly not least, I also want to thank the entire Court Services Branch. Each and every one of you supported the Branch during this difficult time. I am proud of how we supported each other and came together as a team to accomplish the mission of the Agency each day. I know that it was not easy and I'm sure we would not want to go through this again but in the end I believe it made us a stronger Branch. Thanks, and keep up the great work.

WHATLEY- Cont'd from previous page....

Finally, we continue to work hard to improve Agency-wide communication on all fronts. This includes both formal and informal communication, up and down the chain-of-command, across branches and units, and among staff. I hope everyone sees some improvement on this front, but I continue to make this a top priority.



PSA and the Constitutional Presumption of Innocence: Hallmark of Justice or Hypocrisy at its Worst?

by Terrence D. Walton, Treatment Branch Manager

I love working in an agency that respects the principle that an individual is presumed innocent until proven guilty. There is something about that idea that resonates with me as noble and just. Nonetheless, sometimes I find myself appearing to set aside this treasured belief. When conducting treatment assessments, PSA applies criteria established by the American Society of Addiction Medicine (ASAM). Included in the ASAM criteria is the requirement that the assessor evaluate a defendant's recovery or living environment to help determine whether or not he or she is able to achieve abstinence without being removed from that environment (i.e., via residential treatment). One of the components of recovery/living environment is the defendant's actual and alleged criminal behavior. There is consensus in the treatment field that a life of crime is not conducive to or consistent with a life of recovery.

Few would argue against considering a defendant's criminal convictions as relevant and fully consistent with the "presumption of innocence" precept. However, in the Treatment Branch, we instruct our assessors to consider the arrest history and the current charge also in evaluating this life area. Specifically, they are looking for links between substance use and criminal activity in both the current and previous matters. We look for substance-related arrests and charges (e.g., possession, open container, DUI, or distribution charges). We look at the arrest, charge, and conviction history and encourage the defendant to describe if any of the items are related to their substance use. Some will acknowledge that they were *buzzing*, *tripping*, *geeking*, or *tweaking* when they were arrested (i.e., being "under the influence"). Still others will self-report having committed crimes to support their use. While convictions raise more red flags for assessors than do the arrests that have not proceeded to or resulted in conviction, we instruct staff not to ignore these non-convictions.

How do we sleep at night? How can one of the nation's premiere pretrial services agencies justify considering these matters for defendants whose innocence remains intact unless and until proven otherwise? The Treatment Branch is not alone. In the PSA risk assessment, we consider the current charge in determining risk level. In supervision, we assign defendants with more serious charges to our more intensive supervision units. We do all of this for defendants who are "presumed innocent" of the crime of which they have been accused. And, guess what? We do so with the full blessing of the National Association of Pretrial Services Agencies (NAPSA) and its official standards!

So what gives? How do we reconcile our bedrock commitment to the "presumption of innocence" with our practices that consider pending and current charges and, in the case of treatment assessments, multiple drug-related arrests even if they didn't all result in convictions? All things considered, I have concluded that the pretrial world balances this treasured constitutional inference with real world practicality. Namely, the pretrial services field honors the "presumption of innocence", while recognizing the "possibility of guilt".

It is this "possibility of guilt" that not only justifies, but mandates that we handle a defendant accused of petty theft differently than one accused as a serial arsonist. Most people would agree that the risk to the community is great if the "presumed innocent" murderer on pretrial release turns out to be "guilty as charged". Likewise, when conducting a treatment assessment, we're interested in getting a complete picture of the impact of substance use on the defendant's life. Potentially, a drug related charge or multiple arrests that appear drug related are valuable pieces of clinical information that assessors would be foolish to ignore. At last, we can all rest well tonight knowing that we can adhere to one of our most cherished principles without sacrificing common sense.

Quick Facts about the Treatment Branch

- The Treatment Branch is assessing, supervising, and treating record numbers of defendants.
- Between October 2 and November 21, 2006, PSA expended nearly \$500,000 in contract treatment funds to place defendants in residential treatment.
- Between September and November 2006, the SSAC (Social Services and Assessment Center) assessed 1278 defendants.

WALTON—Cont'd. on next page...



Tiffany Manley
PSO, Court Reps

Embracing Technology to Redefine Supervision

by Tiffany Manley, Pretrial Services Officer

The first of many work groups aimed at expanding our current automated supervision tools met on October 4th and 5th. The first work group explored ways that electronic monitoring and global positioning system (GPS) monitoring systems can be used to verify defendants' compliance, for example, with curfew, home confinement, or stay away from place. There was brainstorming, creativity, challenges, problem solving, and thinking outside of the box. Once again PSA is moving to expand our current supervision to a new horizon.

According to HISP (High Intensity Supervision Program) staff, specifically Brian Hamilton and Dave Cooper, various technologies beyond the current electronic monitoring could allow them to better supervise defendants who do not have home telephones and also to verify that defendants go to work or school, and stay away from locations as ordered by the court.

The second working group met in October to develop methods to automate the processes involved with defendant telephone check-ins and also ways to schedule random drug testing of defendants. This group focused on achieving efficiencies by automating routine steps in processes. For example, instead of a defendant calling PSA to check-in and speaking with a Program Assistant, a defendant might instead interact with an automated system to complete the check-in.

Members of both work groups included: Willie Agnew, David Cooper, Cynthia Cummings, Dan Gillespie, Brian Hamilton, Mike Kainu, David Mullings, Kori Spriggs, Wayne Abramovich, Darren Gowen, Michael Williams, Pam Brown, Gwen Corujo, Mike Kainu, Keelon Hawkins, Hy Tran, Jeff Wright, and Tonic Tep (a BearingPoint contractor), and me.

Hopefully I have sparked a bit of excitement in you to eagerly anticipate the implementation of these tools (after a few several hundred more work groups), just as I am excited about participating in a work group planning process that will soon alter supervision as we now know it.

WALTON—Cont'd. from previous page...

- The SSAC has experienced a notable increase in the numbers of mental health assessments completed—with 67 being completed in June and 79, 83, 99, and 96 being completed in July, August, September, and October, respectively.
- All of these assessments have resulted in increased numbers of defendants being assigned to the Treatment Branch—as this edition of *The Advocate* goes to press, the Specialized Supervision Unit is supervising 297 defendants—the highest number in the Branch.
- New Directions is nearing its capacity with 286 defendants.
- Drug Court is experiencing a welcome surge in admissions. During October and November of 2005, Drug Court admitted 40 defendants. During that same period this year, we've admitted over 100 defendants.
- The Sanctioned Based Treatment Unit PSO (Pretrial Services Officer) to defendant case ratio has increased to over 30:1.
- Despite the clear increase in workload, as we approach a new year, the Branch remains committed to delivering “gold standard” supervision, case management, treatment, and assessment services to substance abusing, mentally ill, and dually diagnosed defendants.

Hats off to all of the team for making this a banner year for the Treatment Branch!

PSA's Pilot Leadership Potential Program Participants Recognized!

Norma Scott, Sr. Human Resources Specialist
Training and Career Development Center

Every year, hundreds of books are written exploring the concept of leadership. Great thinkers ponder the definition of leadership: Is it position? Is it nature or nurture? Every year, private sector corporations and public sector organizations spend millions to develop leadership in their employees. They assess employees for leadership capability. They recruit for leadership ability. They provide training on leadership skills and characteristics. The field is alive and thriving, yet there are no conclusive answers to the mysteries of leadership!

In the interest of exploring the leadership concept at PSA, the Leadership Potential Program (LPP) was established in 2004. The announcement advertising the program received many responses and the selection committee was faced with 26 outstanding applications. The program design had originally called for four slots. It was expanded to seven. The LPP participants were: Linda Buckmon, Superior Court Drug Intervention Program (SCDIP); Sheila Cherry, Social Services and Assessment Center (SSAC); Rufus Felder, New Directions; Monica James, Office of Operations; Tanya McNair-Buckner, then with the SSAC, now with the Specialized Supervision Unit (SSU); Stephanie Phillips, Finance and Administration; and Michael Popil, Sanctions-Based Treatment.



LPP Participants with PSA Director and Deputy Director, and LPP Program Coordinator: Left to Right—Norma Scott, Susie Shaffer, Monica James, Linda Buckmon, Tanya McNair-Buckner, Cliff Keenan, and Rufus Felder. Seated—Sheila Cherry

The program was challenging. First, participants went to one of OPM's Management Development Centers and attended the Leadership Potential Seminar. This two-week course gave them the opportunity to assess where they were as leaders and to develop a plan to get where they wanted to be. Upon their return, each participant drafted and implemented an LPP Employee Development Action Plan (EDAP). Participants read four definitive books on leadership and discussed them with their peers and an Agency leader in a book club format. Each participant also took on a special project or detail that allowed them to learn about the Agency's "big picture." All projects contributed directly to the PSA mission.

In their exploration of leadership, participants found that change and how we meet its challenges often defines us as leaders. Many of our participants dealt with change as the program progressed. Mike and Stephanie found new Federal jobs outside of PSA and left to continue their journeys elsewhere. Tanya moved from the SSAC to SSU. Monica had the opportunity to experience several different PSA leaders as supervisors during the transition after Janice's [Bergin] retirement, working with Cliff [Keenan], Kenny [Spurgeon Kennedy] and Kim [Whatley]. Rufus, too, will experience change as he has just accepted an offer for a supervisory position with CSOSA.

The participants also discovered that leadership is about leading in place. Rufus and Linda continued to mentor Treatment Specialists and teach in our Substance Abuse Treatment Training Program (SATTP). Both Tanya and Sheila were recognized at our Agency Awards Ceremony for their leadership qualities. Tanya received a PSA values award for "Integrity." Sheila received a PSA values award for "Customer Service."

On December 5, we recognized program participants for their commitment to leadership and their contribution to the Agency. Susie Shaffer spoke on leadership and being a leader in an ever-changing work environment. Cliff Keenan reminded the assembled group of PSA executives and managers that leadership is tied to the vision of our Agency, and achieving that vision requires that every employee be a leader where he or she is now.

We discovered during the event, as each participant spoke about their experiences, that each journey was different. Only the participants can do justice to expressing what their investigation of leadership meant to them. Following are testimonials from each participant!

Leadership is Learning from other Leaders (Tanya McNair-Buckner)

Prior to being selected for the Leadership Potential Program, I viewed myself as a leader “behind the scenes”. I’ve always been told by others that I exhibited the qualities of a leader. However, I was always afraid to step outside of what was comfortable for me.

After participating in this program, I’m grateful to PSA for giving me this opportunity. The two-week Leadership Potential Seminar in Shepherdstown, West Virginia was excellent! I’ve learned so much about myself in the different personality instruments that we’ve taken. Becoming a productive leader and teacher can be difficult. Hats off to those in such positions!



Tanya receives her Certificate of Achievement

As for the Agency, I had the pleasure of working closely with three exceptional women: Susie Shaffer, Janice Bergin and Claire Johnson. To watch them at work and how they represent PSA with such ease is commendable at best. I was afforded the opportunity of working closely with Claire on the preliminary process of CSOSA/PSA’s Institutional Review Board (IRB). Discussing with Janice and Susie the secret to juggling both personal and professional endeavors was priceless. All three women are cool and confident during speaking obligations.

It has truly been a pleasure participating in this pilot program. I hope that future participants will receive the same benefits and more.

Leadership is About Behaviors (Linda Buckmon)

While leadership is easy to explain, leadership is not so easy to practice. Leadership is about behavior first, skills second. Good leaders are followed chiefly because people trust and respect them, rather than for the skills they possess. Leadership relies on so many qualities such as integrity, honesty, humility, courage, commitment, sincerity, passion, confidence, wisdom, determination, compassion and sensitivity.

My experience with the Leadership Potential Program has allowed me to nourish my current leadership knowledge and skills with the help of many other great leaders. I learned that leadership is the lifting of others’ visions to higher heights, raising others’ performance to higher standards and building others’ personalities beyond their normal limitations. More importantly, I learned that a “True Leader” must gain willing followers.

My experience with this program has shown me that PSA truly invests in its potential future leaders. As we all know, leaders are not born; they are developed. PSA has truly played its part in the development of future leaders. This was evident in the time allowed to participate in the program. This was also demonstrated in the trainings that each participant was afforded to gain experience. Most important was the personal time that senior manager contributed to each participant’s experience. Having a Senior Management Mentor really allowed me to learn new things about leadership from the top to the bottom.

I would encourage each person at PSA to become an active participant in the LPP to help shape his or her future and the future of others.

Leadership is Overcoming Personal Obstacles and Knowing Yourself (Sheila Cherry)

I responded to the LPP announcement as a personal challenge. I knew I could step into the position of leader if needed, but I realized that I was not comfortable accepting that position. After attending the very informative workshop in Colorado, I learned so much about myself. Through the many different tools used at the workshop, I was able to confront my own fears and insecurities that were holding me back.

During the time I spent in Colorado, I realized I wanted to overcome these things that were crippling my progress in life and that I needed to step outside of those fears. In doing so, I became successful at moving forward and taking on new challenges.



Linda receives her Certificate of Achievement

After completing two weeks of intense training in Colorado, I gained a better perspective and respect for anyone in a supervisory position. I learned that having to address the day-to-day crises that may occur, the different personalities, temperaments, expectations and just the normal daily duties, can be rather challenging. It really inspired me to be more supportive to all of my co-workers, superiors and even my family. It also assisted me in becoming more open to others' ideas, opinions and suggestions, and to remain focused on the big picture.

PSA has great leaders and having to influence, encourage or get people to buy into a vision or mission is a big task. I commend each leader at PSA and the roles they have to perform daily to keep PSA producing quality performance for the courts and for the city. If you are operating in the spirit of integrity, self-respect and courage, you are a leader in your own right. As for myself, I will continue to give my best and look forward to greater challenges.



Sheila receives her Certificate of Achievement

Leadership Skills are Transferable (Rufus Felder)



Rufus receives his Certificate of Achievement

I actually felt very confident about my leadership training and abilities, given my previous experience in the military. Despite my previous experiences, I did learn more creative ways to enhance my leadership skills. I thoroughly enjoyed reading about what modern day leaders thought and learned to contrast that with my military experiences. I also learned that I am still growing and evolving as a leader.

What I learned about others: I learned that some people need more leadership than others, desiring more direction, while others seem to find their own way. I also learned that people watch our leaders.

What I learned about the Agency: I learned that Agency leadership is very committed and supportive of the process of developing leaders from within. I also learned that every leader has room to grow! Additionally, I discovered that technical expertise in a field and the ability to lead are two different things. A leader must exhibit management/leadership skills in order to excel; technical expertise is not sufficient, and leadership skills are transferable from one position to the next, even from one field to another.

Above all, I had fun and highly recommend the training to anyone who seeks leadership insight and desires to learn leadership skills. Thanks for this opportunity!

Leadership is About Leading in Place (Monica James)

My experience with the LPP program has been enriching as well as eye-opening. I realized that leaders are present on every level because of the characteristics that are possessed by every good leader. A good leader, in my assessment, is not solely associated with position or title. A good leader possesses many traits that set him/her apart from others. They possess skills that influence others to want to follow and support their vision and goals. It is not the technical skills or knowledge that a person has that will make him/her a good leader; that is what makes a supervisor or boss. Characteristics such as integrity—when your actions match your words; compassion—having or showing genuine concern for others; and courage—having the strength to make tough decisions that will impact you and others are just a few characteristics that are found among good, effective leaders.

My experience in the LPP afforded me the opportunity to work closely with leaders that possess these traits and more. The guidance I received from each of the senior leaders at PSA helped me to recognize and develop characteristics within that have helped me become a better leader in my professional and personal life.



Monica receives her Certificate of Achievement

Stay tuned for the second iteration of the Leadership Potential Program coming to PSA soon!



Kori Spriggs
Acting Supervisor, General
Supervision Team 2

My Experience: From Pretrial Services Officer to Acting Supervisor

"Where once I was blind, now I can see."

Supervisors at PSA conduct themselves with such confidence and grace that their jobs may sometimes be mistakenly viewed as "easy". Well, I am here to spread the truth!

When I was selected for the position of Acting Supervisor in the General Supervision Unit (GSU), I was totally elated to say the least. I felt that I was fully prepared to take on the responsibility of supervisor for I had read practically every book there is on supervisory skills, leadership tactics and conflict resolution. I had mastered the duties of a Pretrial Services Officer (PSO), had participated in several PSA focus groups and even acted as supervisor in the absence of my superior. However, it only took one week on the job for me to quickly realize that the evolution to a supervisor's confidence and grace is not easily obtained. I had yet to run the race of challenge, walk the steady path of consistency, campaign for fairness, weather the storm with patience, advocate for change, lay the ground work for authority, keep an open-mind to life's individual casualties, and balance work with empathy. I quickly learned that to successfully master all of these experiences is to graduate to the level of confidence and grace as displayed in our PSA supervisors.

As a PSO, I was primarily concerned with the supervision of **my** caseload. I was concerned with **my** leave and **my** training requests. **My** scheduled date for promotion, **my** progress review, timely answers to **my** questions and feedback from **my** suggestions. I expected my court reports to be reviewed and returned to me expeditiously. I expected my supervisor to keep me informed of managerial changes. I expected to be able to voice my concerns (whether good or bad) and still be treated fairly. I expected my supervisor to immediately let me know if I needed improvements in any area and of course, I expected my supervisor to remember all of my accomplishments.

My list of expectations was immense, and yet I was only one of twelve employees whom my supervisor had to consider. Take my list of expectations and add the lists of twelve additional employees. The tallied result will reflect the enormous sum for which supervisors are held accountable. While a PSO is specifically concerned with his/her own individual interests, a supervisor, on the other hand, must be attentive to all employee concerns.

In addition, supervisors serve as the line of communication between line staff and management. Supervisors advocate employee concerns to management while also articulating operational instructions to staff. Supervisors are the seasoned liaisons tasked to collaborate and promote Agency functions on all levels. Therefore, I say, "Hats Off to our PSA Supervisors!" They successfully live up to the expectations of management and line staff, a job that's far from being easy!

In my role as Acting Supervisor, I have the tremendous opportunity to work closely with PSA Directors, Branch Managers and Unit Supervisors. The knowledge I've acquired from our leaders is greater than words can express. As a PSO, I could not fathom why management attended so many meetings. "Surely, they cannot have that much to discuss," I thought; however, I now better understand. I found that management is consistently implementing new and improved plans for enhancing the Agency. I can truthfully say that weekly meetings are devoted to the development of procedures which will assist employees' overall work performance. While PSOs must remain attentive to their caseloads, management must convene routinely in order to analyze Agency functions and successfully uphold and fulfill PSA's mission and goals.

Where I once thought that the case manager's duties exceeded most, I now sing a different song. This experience has opened my eyes to acknowledge and applaud all PSA components. While all are distinctively different, they all play a significant role in PSA Operations.



Fentanyl-Laced Cocaine and Heroin: Deadly Combinations

Richard Taylor, Ph.D.
Technical Director, FTDTL

The dramatic increase in arrests and deaths involving a highly potent Opiate-like medication, Fentanyl, was a hot topic at the recent 2006 Society of Forensic Toxicologists annual meeting in Austin, Texas. Fentanyl is 80 times more potent than morphine in relieving pain, and is a highly dangerous drug especially in people who are Opiate non-tolerant because it can cause fatal respiratory depression. This could be especially dangerous to a non-opiate using cocaine abuser who unknowingly uses Fentanyl-laced cocaine. Experienced heroin users are also at risk for sudden death from this drug. Fentanyl is available as a transdermal patch (Duragesic®), a lollipop like product Actiq® that is used by Opiate tolerant cancer patients, and as an illicitly manufactured drug mainly from labs in Mexico. In February 2006, U.S. Customs and Border Protection (CBP) agents seized 2.6 pounds of 83% pure fentanyl powder just north of the U.S.-Mexico border. That is more than 100,000 doses.

Fentanyl is abused for its intense euphoric effects. Fentanyl patches are abused by removing the liquid contents from the patches and then injecting or ingesting these contents. Patches have also been frozen, cut into pieces and placed under the tongue or in the cheek cavity for drug absorption through the oral mucosa. Used patches are attractive to abusers as a large percentage of fentanyl remains in these patches even after a 3-day use. Fentanyl oral transmucosal lozenges and fentanyl injectables are also diverted and abused. Through seizures from clandestine laboratories and drug busts it was determined that illicit Fentanyl was being manufactured and sold by itself or mixed with cocaine or heroin. During the first week of May 2006, the Federal Bureau of Investigation (FBI) and the Philadelphia police arrested eight drug distributors and seized 25,000 bags of fentanyl-tainted heroin in Philadelphia, Pennsylvania.

Fentanyl related deaths are perhaps our best leading indicator of the spread and use of Fentanyl. Fentanyl has been linked to hundreds of fatal and non fatal overdoses across the Midwest, Northeast, and mid-Atlantic since late 2005, according to a U.S. Department of Justice bulletin. In Chicago, at least 80 people died of drug overdoses caused by Fentanyl between April 2005 and June 2006. The Wayne County Michigan (Detroit) medical examiner's office reports a rise from 29 cases of deaths involving Fentanyl in 2004 to 63 in 2005 to 118 cases in the first six months of 2006. SAMHSA (Substance Abuse Mental Health Services Administration) reports that an outbreak of overdoses and deaths involving Fentanyl combined with heroin or cocaine has been reported in a number of urban areas in the United States, including, among others, Chicago (IL), Detroit (MI), Philadelphia (PA), and Camden (NJ). After more than 100 overdose deaths over two months, SAMHSA has alerted the addiction treatment community about a deadly combination of heroin and Fentanyl. The alert was issued by SAMHSA's Center for Substance Abuse Treatment Director H. Westley Clark: "Individuals involved in the public health need to be aware of this new dangerous drug combination." Recently the White House Office of Drug Policy has weighed in on this problem by conducting a forum on Fentanyl abuse in July of this year in Philadelphia.

Laboratories have traditionally not tested for Fentanyl because of the low doses needed for pain relief. It will not be detected by our Opiate screen and while there are a few Fentanyl screening assays new to the market, they use a different technology than we use in our large scale drug screening program. At the moment our only tools are awareness and what our defendants tell us. So far, it hasn't been a problem in Washington, D.C. and let's hope it stays that way.



Romeyn Rowlson
Sr. Human Resources Spec.

Thrift Savings Plan (TSP) Facts You Need to Know

Beginning in 2006, there are no longer any percentage limits on employee contributions to the TSP. TSP contributions will be limited only by the restrictions imposed by the Internal Revenue Code. For 2007, the IRS will permit you to contribute up to \$15,500 to the TSP.

If you reach the annual maximum too quickly and you are in FERS (the Federal Employees Retirement System), you could lose some Agency Matching Contributions because you only receive Agency Matching Contributions on the first five percent of your basic pay that you contribute **each pay period**. [Note: CSRS (Civil Service Retirement System) employees do not receive any Agency Automatic (1%) or Matching Contributions.] If you reach the annual limit before the end of the year, your contributions (and consequently your Agency Matching Contributions) will stop. To determine a dollar amount you can contribute each pay period so that your contributions are spaced out over all the (remaining) pay dates in the year, use the Elective Deferral Calculator on the TSP Web site (www.tsp.gov).

If you will be age 50 or older during 2007, you may contribute up to \$5,000 in additional "catch-up" contributions (same as during 2006) if your regular contributions for the year reach the \$15,500 limit (\$15,000 for 2006). The IRS limit for **all** contributions made to eligible retirement plans during 2007 — including tax-deferred and tax-exempt contributions, Agency Automatic (1%) contributions, and Agency matching contributions to the TSP, as well as similar contributions to other eligible retirement plans — will be \$45,000 (or 100% of compensation, whichever is lower).

If you are — or will be — age 50 or older during this calendar year and you are already contributing the maximum amount in regular TSP contributions, you can still make additional catch-up contributions up to a total of \$5,000 in 2006. Check with Claudine Cuffee for information about how to make your election.

Catch-up contributions are applied to the year of the pay date for which they are made. This means that, for example, if your payroll office reported your catch-up contributions for the pay date December 21, 2006, and the TSP posted this contribution to your account on January 2, 2007, the 2006 limit would apply.

SPRIGGS— Cont'd from page 13....

To all my fellow PSOs, I say this: "Although your job is demanding, do not fret. Rather, know that PSA management has your best interests at heart. Support PSA management as they support you—working together to provide exemplary services to our community".

I thank PSA for extending the opportunity to serve as Acting Supervisor. "Fostering employee development is to build a bridge that will not fall."

From a Pretrial Services Officer to Acting Supervisor, I have developed a brand new respect for PSA Management, Operations and Agency functions as a whole.

THE ADVOCATE

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