



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

# The Advocate

Spring 2006

**COMMUNITY  
ACCOUNTABILITY  
JUSTICE**

## State of the Agency Address

May 10, 2006

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Susan W. Shaffer  
Director

It is with great pleasure that I confirm for you today that the state of the agency is vibrant, full of energy and creative ideas, very talented and committed staff, and many opportunities to grow. Our new vision statement captures well where we want to be headed, and I appreciate all the effort many of you put into developing it: "To thrive as a leader within the justice system by developing an empowered workforce that embodies integrity, excellence, accountability, and innovation in the delivery of the highest quality services." We are definitely on the right road, but we acknowledge we have work to do to fully embody this vision. It is inspiring, but ultimately attainable if we do it right.

The effort to review our mission statement and guiding principles started last year under Cliff's [Keenan] leadership, and ended at a 2-day meeting this past week where Agency managers reviewed all of your excellent suggestions and put our mission statement into clearer wording. We did not in any way change the message behind the mission, but simply made it easier for you to explain to others what your Agency is about. Some of the words in the mission statement were moved to the guiding principles in order to simplify it. The revised mission statement now reads: "To assess, super-

vise, 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."

This mission statement now clearly identifies the three primary operational domains we work in: risk assessment, supervision, and the provision of services for defendants. All of these arenas are necessary for us to accomplish our mission. A few of you suggested that we use the term treatment instead of services, but we wanted to be more comprehensive—services encompass treatment, drug testing, and the array of social services such as education and employment opportunities that are important for the defendant's success under supervision. Our mission statement emphasizes the importance of collaboration, and it makes clear that our job is to help the courts make decisions about the defendant's release—whether it is the initial release or the ongoing decision about whether and under what conditions the defendant can remain in the community.

It emphasizes our two primary goals—community safety and the defendant's return to court, and it recognizes that these goals are nonetheless grounded in the constitutional presumption of innocence. This presumption is important to

pretrial, and distinguishes our interventions from those of probation and parole. Once defendants are convicted of crimes, the government has a right to try to rehabilitate them. This is not the case when defendants are in a pretrial posture, where the focus is on assessing their risk and, if they are released, providing supervision and services that are geared to helping them stay arrest-free during the period of pretrial supervision. For instance, anger management groups may be options that are offered, but the presumption of innocence means that pretrial defendants should not be forced to admit to the crime with which they are charged nor given release conditions that are overly restrictive of the purpose for which they are set. Our guiding principles state this well: Pretrial defendants are entitled to the least restrictive release consistent with community safety and return to court.

I was reminded when reading the paper this morning of another of our important guiding principles: Reliance on money bail discriminates against indigent defendants and cannot effectively address community safety concerns. We are so blessed to have the bail law that we have in the District of Columbia. We don't have bail bondsmen here, though they are rampant in the rest of the country. We have a preventive detention law that appropriately puts the burden on the government and the courts to determine the defendant's likelihood of danger to the public or risk of flight, and the ongoing information provided by pretrial services is critical to the court's determination. It is the heart of what we do. By doing it well, we help keep the community safe and we help give defendants who are not such a risk the opportunity to keep their freedom until or if they are convicted. Contrast what happened in the events that led to the tragic deaths in Fairfax day before yesterday. According to the news reports, a mentally troubled 18-year old man shot and killed Detective Vicky Arnel and wounded two Fairfax County police officers in an unprovoked attack, before he was in turn killed by returning gun fire. The news is reporting this as the first fatal shooting of an officer in Fairfax County's history. The young man had allegedly escaped from a psychiatric treatment facility in Rockville; he had subsequently been charged with armed carjacking, and had been extradited from Virginia to Montgomery County, where he was seen by a court commissioner. It has been said that the commissioner did not have authority to order a psychiatric evaluation, and it appears to me that he also did not have or did not exercise the authority to order the man's temporary detention pending a pre-

ventive detention hearing. In DC, PSA would have pointed out that the defendant's charge of armed carjacking made him eligible for such a hold pending a full hearing, and I do not think this man would have been released so quickly. Instead, the Montgomery County court commissioner set a \$30,000 surety bond, the young man was released through a bondsman with no supervision or mental health services or forensic evaluation, and it appears he continued his descent. Now he and Detective Arnel, who is the mother of a five-year old and a seven-year old, are dead, and another officer is critically wounded. An immense tragedy that should not have unfolded as it did.



The national pretrial services community has been trying for some years to convince the Maryland legislature to rewrite its statutes, but just like in many other states, the bondsmen industry is strong and local governments don't want to take on the financial burden of funding a pretrial services organization adequately. As the NAPSA and ABA Standards state, a well funded pretrial services organization is critical to the fair and effective implementation of good bail laws that protect the community while assuring that defendants who do not present a substantial risk are accorded the opportunities they need to succeed. Mental health and substance abuse treatment is a critical part of the equation.

That reminds me of two of our Agency's additional guiding principles. We state: Pro-social interventions that address substance abuse, employment, housing, medical, educational and mental health issues afford opportunities for improvement and decrease the likelihood of criminal behavior. We also state: Innovation, effective use of technology, and the development of human capital lead to organizational excellence, transparency, high professional and ethical standards, and accountability to the public. All of these guiding principles provide important support for PSA's mission, and together they make up the big picture that explains the important roles we have as agents for fairness, for safety, and for change in the criminal justice system.

I hope this focus on all of the facets of the pretrial mission and guiding principles will help explain what it means to be a law enforcement agency in the context of a pretrial services agency that makes recommendations to the court and assists released defendants to stay in the community if that can be done without jeopardizing community safety. Although these seemingly diverse

roles – community, accountability, and justice – may have caused confusion at times, they are not at cross purposes. As my colleague Jasper Ormond has said far more eloquently than I can, if you think of our work as a pyramid that supports the productive integration of the defendant into the community, every step in the building block is essential. Treatment and social services must be balanced against risk, accountability and compliance with release conditions. When a piece is missing or overlooked, the balance is upset, and consequences follow. The performance standard for the defendants should be as it is for our own work: it must be clear, and although it may be challenging, it should be attainable with the appropriate supports. We succeed when the defendants succeed, but we also may succeed even when the defendants slip, so long as we are able to catch them before they fall too far and cause harm to others in our community. I look forward to talking more about all this with you shortly during our open forum, as it is so important that we all work together as an agency with the same understanding of our mission and purpose. Only then can we really succeed in moving closer to our vision.

There are so many things I would love to talk with you about today, but in the interests of time I will highlight some of the things I see ahead in the upcoming year. First, our proposed budget for FY 2007 is \$46,196,000. It has been approved by OMB but is still pending before Congress. This reflects an increase of 10.6 percent over the FY 2006 budget. This is quite an accomplishment, as OMB did not recommend increases in the President's budget for very many federal agencies this year. I would like to publicly thank CSOSA Director Paul Quander for being such a strong advocate for our initiatives to reduce our general supervision caseloads and to expand our electronic monitoring program to include wireless cellular and GPS monitoring. If Congress supports our request, we will have 15 additional positions next year to help manage our caseloads and expand our supervision technologies. We cannot be sure there will not be cuts before it is all over, but we are cautiously optimistic. We are now in the process of beginning the formulation of our FY 2008 request, and we will continue to press for some of the proposals that OMB did not recommend for funding this year. No matter what happens, we are a far cry from where we were a decade ago, when we had about 80 FTEs and Gerry Chapman singlehandedly managed our five to six million dollar budget. Our expansion over the past ten years has been nothing short of dramatic.

We have new leadership at the helm of PSA Operations, and Kim Whatley has jumped in quickly! Assisted by Mike Williams, Darren Gowen, managers, supervisors and line staff, Kim is compiling a list of projects and reviews to undertake over the next 24 months. She is listening and learning, and Cliff and I have already seen some great ideas emerging as she brings to us her experience in the federal pretrial and probation system at the Administrative Office of the US Courts.

Examples of some areas Operations plans to tackle in the near future include: an operational plan for PRISM management and an advisory board to ensure that PRISM supports the workforce and that the organization and prioritization of the change process is enhanced; an examination of the diagnostic and drug testing processes in the DC Superior Court and US District Court, including safety concerns in the court cellblocks and Central Cellblock; in fact, Kim has recommended, and I agree with her, to delay the return of PSOs to Central Cellblock to conduct interviews until we further review the safety issues and hear from staff in the Diagnostic units about suggestions for improvement. Our goal is to determine how to best ensure that our critical diagnostic work is done efficiently, effectively, and timely, while ensuring employee safety. Although some risk is inherent in our law enforcement status, it is imperative that we do everything we reasonably can do to minimize that risk.

On that front, Finance and Administration is ordering polo shirts and windbreakers with the PSA logo for our PSOs and drug collection officers who work in any of the cellblocks, including at the districts, to wear if they so choose. Although the Agency cannot ordinarily purchase personal clothing for its employees, it can be purchased for official use if the purpose is to clearly identify our staff within the law enforcement community where they work, thereby enhancing their visibility and safety. Whether to wear the clothing is a personal choice and will not be mandatory. I would also urge all of you who work in the cellblocks to take advantage of the cellblock safety training being offered by the US Marshals during tomorrow's training. I understand that the room can hold 55 people, and we can offer it again if everyone cannot get in.

A major ongoing Operations initiative involves ensuring that the Pretrial Assessment and Treatment Readiness Unit at CSOSA's new Re-entry and Sanction Center on the grounds of the old DC General Hospital campus is fully operational by this summer. This includes helping CSOSA hire and train the staff, ensuring the connec-

tions to PRISM, and delivering the assessment and treatment readiness interventions. Although we are sorry to lose Kendra Jones, we are very pleased that we won't really lose her since she will be managing the pretrial unit in the Re-entry and Sanction Center and will be working closely with us. Trudy Mitchell-Gilkey and Terrence Walton have been coordinating with Jasper Ormond and his staff to ensure that the program design will meet pretrial needs, and we are looking forward to continuing collaboration with CSOSA when the shared units for women and for the mentally ill open later in the summer. We are extraordinarily lucky to have this joint opportunity with our colleagues at CSOSA to be able to put those defendants who need more in-depth assessments and treatment readiness into a 28-day residential program that will prepare them for treatment interventions in the community. It is because of the excellent reputation that CSOSA and PSA enjoy with OMB and on Capitol Hill that we are afforded this opportunity. I urge all of you to visit the Center when you have the chance, as it is very much a state-of-the-art facility.

Trudy, Terrence and Claire Johnson are also working closely with me on the CJCC's Substance Abuse Treatment and Mental Health Services Integration Task Force. We are identifying the critical areas where we must develop collaborations with the Addiction Prevention and Recovery Administration and the Department of Mental Health so as to better serve our defendants' needs. At the same time that we are looking outward for additional treatment resources, the Treatment Branch plans to look inward and examine our own processes for delivery of treatment services. It will seek to bring together all the components of the Treatment Branch, and focus on issues such as enhancement of our assessment tools, gender-specific treatment, emerging populations of methamphetamine and other club drug users, and better services for the mentally ill and for those for whom English is not a primary language. Our Limited English Proficiency Workgroup has done some excellent groundwork that we will be utilizing throughout the Agency to enhance our services to the non-English speaking defendant population.

The Supervision Branch will also undertake a review of Superior Court and District Court supervision processes, and it is already considering various technologies that support supervision, such as GPS, wireless cellular monitoring, automated check-ins, and random drug testing. The branch is also looking at a

process to place high risk defendants who do not have a telephone into some other increased level of pretrial supervision if GPS is not appropriate or available. Eric Holder is currently reviewing all the materials that were compiled by earlier workgroups regarding the most effective and efficient distribution of work between the court representative teams and the supervision teams. He will review IT options as well before making any recommendations to the Operations Director. Whatever changes we make, we want to be able to keep the same high level of service we currently provide to the courts, an example of which was provided in a recent letter Judge Diaz wrote about PSO Derrick Robinson. I quote the letter in part:

*When Mr. Robinson appears before me, hardly, if ever, have I seen him unprepared to respond to any of the Court's questions concerning pretrial matters affecting defendants in my Felony II calendar. He appears timely, and is ready to assist the Court with inquiries that range from a defendant's particular treatment mode, the various options of services available to defendants in need of mental health treatment, combinations of bond alternatives designed to either lessen the grip of drug addiction or restore a defendant's freedom from drug addiction, etc. Even when a question arises unexpectedly in a particular case to which he is not assigned, Mr. Robinson eagerly steps up to the podium, and, without fail, provides effective assistance, or later obtains answers to the Court's questions, if he is not familiar with the case.*

Congratulations, Derrick. This is the standard we want to keep!

The Supervision Branch will also be involved with the Treatment Branch in developing and staffing the Community Justice Resource Center once a site is secured. CSOSA is taking the lead on this, but it has been difficult to find a place where the community welcomes our defendants and offenders. We will prevail in time, I am confident, and we will then have the opportunity for some of our staff to work outside of the downtown courthouse community and closer to where our defendants reside.

Operations is committed, as are all of PSA's divisions, to ensuring the quality of our work products and implementing a quality control process. Operations will work closely with Spurgeon "Kenny" Kennedy's new Office of Strategic Planning, Policy and Program Development—which Kenny just informed me has been renamed RAD—Research, Analysis and Development. As

he eloquently put it, "We're RAD and we're Bad!" Kenny's office was created through a merger of the Strategic Planning, Analysis and Evaluation team and Operations' Program and Policy Development and Special Projects Managers. Located under the PSA Deputy Director, RAD will lead the Agency's efforts to develop best practices for pretrial risk assessment, supervision and treatment; develop a formal risk validation program; guide the development of PSA's long range strategic planning, guidelines and policies, and assessment of performance measure data; build up the Agency's ability to perform and solicit collaborative research; and overhaul the presentation and delivery of management instructions and policies throughout the Agency. I know this last item is one you are particularly interested in!

Finance and Administration is managing the development of our FY 2008 budget initiatives, leading PSA's extensive COOP planning to supplement and give more operational detail to the overall CSOSA COOP, developing and implementing a formal internal control structure; coordinating our workspace needs in the DC Superior Court and US District Court; facilitating purchases; managing our travel and treatment contracts, and looking to migrate our accounting function to a new web-based system. The transition is slated for October 2007. In addition to a more streamlined and modern system for accounting, additional benefits will include smoother travel voucher payments for PSA's travelers.

The Forensic Toxicology Drug Testing Lab and the Drug Testing and Compliance Unit are managing their usual high volume of urine samples. We have recently added a creatinine test for all negative drug results to see if they truly are negative or just a reflection of water loading. Dr. Jones is starting a monthly training/information meeting in the lab for any staff who are interested. Jerry Robinson, our Director of Forensic Research, is in the middle of a research study to determine the extent of methamphetamine use in our population. He will be preparing a report on his findings that will be communicated to you and to our criminal justice partners as soon as it is complete.

The Office of Information Technology will be developing an IT Strategic Plan that reflects new technologies such as biometrics; launching a secure method of e-mailing PRISM reports to the court; continuing to refine PRISM; improving and correcting reports and

identified bugs; and migrating to the .NET framework over the next 18 months.

The Office of Human Resources will focus on supporting Operations, refining processes, and improving service delivery. One area of concern that will be addressed is how staff are selected for reassignment between branches, especially those moving from the Court Services Branch to the Supervision Branch. We are looking at these processes with the goal of making the selections more competitive and open, whenever possible. Although management retains the prerogative to assign work as needed to meet mission requirements, we believe that more formal vacancy announcements may be preferable to the less formal process of a letter of interest that we used in the past when a large number of positions are available. Those wishing to be reassigned to a different branch could then apply for the positions and be rated on the basis of their knowledge, skills and ability for the position. We are likely to pilot this effort soon and evaluate how well it works. Another suggestion being considered for future hiring for the Diagnostic PSO position is a permanent Thursday through Monday shift. It is hoped that this would remove some of the current need for Diagnostic staff to work as many weekends as are currently necessary.

HR will also be focusing for the immediate future on effective working relationships and partnership with the American Federation of Government Employees, the labor organization now representing our staff. HR will be educating management and facilitating and coordinating efforts between the union and management as a collective bargaining agreement is negotiated and implemented. I see the union as an opportunity for growth for our organization, and I welcome union leadership to sit down with management and begin a dialogue that I'm sure will be fruitful and productive. I would like to ask the new interim leadership of the PSA union to stand and be recognized: President Tarya Lewis, Vice-President Kris Smith, and Secretary-Treasurer Derrick Johnson. Congratulations to all!

Training is, of course, another key area that supports us all in accomplishing our mission. The Training Department is currently finishing up Agency-wide training on the new Career Management System and will soon begin training for all those interested on how to do an Employee Development Action Plan (EDAP). The department is also taking another look at how to best train new and re-assigned employees for their positions to see if the curriculum needs updating. A book club meeting on

motivational interviewing that Terrence Walton is facilitating is about to start, and I can promise you that it will be great! And a lot more exciting development opportunities are coming in the near future.

The agenda for the 8<sup>th</sup> Annual PSA training and professional development conference is clearly the best yet, and the accompanying effects today like posters glued to hand painted sticks make me feel right at home. I suspect I know which five year old helped his mother with the paint and sticks. I never cease to be amazed by the continuing ability of our Training Department and the training committee to put on the most imaginative and productive workshops ever. Although they are assisted by a wide array of Agency staff who make it all happen, I must mention a few individuals in particular. Our Training Director, Laura DeVol provides the inspiration and vision; Conference Co-Chairs Staci Burrough and Willie Agnew do the comprehensive planning and organizing; the committee provides its wonderful expertise and hard labor; and our in-house video producer, Melvin Tildon, is just his creative brilliant self, doing the greatest videos I've ever seen. It's an impossible combination to beat. Please join me in thanking them all for giving us such a great training and development conference.

Communication, communication, communication — is what it's all about. All the PSA Offices are committed to improving communication upward, downward and among the various entities. We know that communication is a key issue that has sometimes held us back from getting the best results, and we are committed as an Agency to rethinking our processes. I invite you to give us any and all suggestions for ways we can improve our internal communications and also undertake better outreach. As Cliff will tell you, the

interviews he and our strategic planning staff did with our stakeholders make clear that although our staff is greatly admired as our best resource, many people don't understand the full scope of what we do. Claire Johnson will be assisting Cliff and me with efforts both to enhance our internal communications network and do more with our external partners over the coming year. Our recent *Guide to Pretrial Services and Programs* is a great start, but we need to find additional venues for explaining our mission.

One upcoming opportunity will be on May 25th. Rashida Mims and Charles Windley are organizing a celebratory event for National Drug Court Month that will showcase our own Drug Court in DC, and we have invited some of our criminal justice partners and former Drug Court judges to join us. Please come if your time permits, as SCDIP's success comes in part from all the collaborations throughout PSA.

This year is the 40<sup>th</sup> anniversary of PSA's existence as an Agency, and as we reflect on all you have accomplished, you should be very proud. You, the staff, make this a great Agency, and I am honored to have served as your Director for the past nine years. Our Agency has gone through good and bad times together, and I know this year, as in past years, many of us experienced difficult personal losses and unsettling health problems as well as the ongoing discouragement of seeing defendants fail after such an investment of energy and effort on your part. The world does seem overwhelming at times. But what I believe grounds this Agency, and grounds me in watching you, are the strengths, resources, resiliency, and support for each other that you so willingly share. Thank you for inspiring and sustaining pretrial services and each other, and for giving so generously of your time, your energy, your minds and your hearts.

### **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.

### **VISION**

To thrive as a leader within the justice system by developing an empowered workforce that embodies integrity, excellence, accountability and innovation in the delivery of the highest quality services.

### **GUIDING PRINCIPLES**

1. The constitutional presumption of innocence of each pretrial defendant should lead to:
  - The least restrictive release consistent with community safety and return to court; and
  - Preventive detention only as a last resort based on a judicial determination of the risk of non-appearance in court and/or danger to any person or to the community.
2. Non-financial conditional release, based on the history, characteristics, and reliability of the defendant, is more effective than financial release conditions. Reliance on money bail discriminates against indigent defendants and cannot effectively address the need for release conditions that protect the public.
3. Pro-social interventions that address substance abuse, employment, housing, medical, educational, and mental health issues afford defendants the opportunity for personal improvement and decrease the likelihood of criminal behavior
4. Innovation, effective use of technology, and the development of human capital lead to organizational excellence, transparency, high professional and ethical standards, and accountability to the public.



Cliff Keenan  
Deputy Director

## A Couple of Things...

Hello, PSA! I hope this edition of the *Advocate* finds you and yours enjoying the spring and preparing for a terrific summer in Washington (where does the time go?!?) The last few months have seen a number of changes within PSA that are sure to influence the future for us and the Agency – the addition of Kim [Whatley] and Darren [Gowen] to our management team, Mike Williams’ becoming a Deputy Director of Ops, Kenny’s [Kennedy] becoming Director of our new Research, Analysis, and Development Office, our new collective bargaining unit, just to name a few. Our Training Conference this year, “Training for Today, Developing for Tomorrow,” sets the tone for all of us: doing all we can to learn and better ourselves today in order to develop into better persons and professionals tomorrow. As we continue to refine our vision for the future of PSA, do all that you can to be an active participant in that process – take advantage of the opportunities that are made available to you and contribute to the great institution that is PSA! Keep up the great work!



Romeyn Rowlson  
Sr. Human Resources Spec.

## AFGE Represents the PSA Bargaining Unit

**O**n Wednesday, March 15, 2006, a secret ballot election was held for the purpose of determining if PSA employees wanted the American Federation of Government Employees (AFGE) union to become their exclusive representative when dealing with management. All positions in PSA except those exempted by the Labor-Management Relations Statute, 5 USC chapter 71, are in the bargaining unit. Positions that are excluded by the Statute include supervisors/managers, management officials, and HR positions. The election determined by a majority vote that PSA employees chose to have AFGE as their representative. So, employees covered by the Statute are now part of the PSA collective bargaining unit.

On Friday, March 31, 2006, PSA received from the Federal Labor Relations Authority (FLRA) certification of AFGE as the exclusive representative of the PSA bargaining unit. Having been accorded exclusive recognition by the FLRA, AFGE will be the exclusive representative of the employees in the PSA bargaining unit it represents and is entitled to speak and act for, and negotiate collective bargaining agreements covering, all employees in the unit. An exclusive representative is responsible for representing the interests of all employees in the unit it represents without discrimination and without regard to labor organization membership.

PSA management cannot and will not involve itself with internal union affairs, such as an internal election to determine union representatives. Once union leadership is in place, PSA management welcomes the opportunity to begin discussions with the union representatives.

I hope you find this information informative. I may be reached on 220-5678 or by e-mail if you have any questions.

## Office of Finance and Administration



Johnny Cahn  
F&A Director

**T**here are so many things going on in F&A, it's hard to know where to start! One of our most challenging activities has been our ongoing attempt to recruit and retain a highly trained professional staff in the face of job competition from other Federal agencies. F&A currently is actively recruiting for a supervisory budget and accounting officer as well as a compliance officer/internal auditor. We also recently lost Norman Hurwitz, our budget formulation expert, to the Defense Intelligence Agency. We were fortunate to be able to replace him with Donna Ching, the U.S. Capitol Police Department's budget officer. We wish Norman the very best of luck in his new position; we will miss his maturity, experience and advice very much. As he departs, we are particularly appreciative of the outstanding job Norman did for us in preparing the FY 2007 Budget Request which resulted in a significant budget increase for PSA along with fifteen new additional positions in the President's budget. This budget request is still pending in Congress.

The Continuity of Operations (COOP) task force continues its important work under the chairmanship of Eric Kravchick. Their task is almost overwhelming, but it is imperative that they provide us with a roadmap for continuing the Agency's vital mission in the wake of any potential future disaster. I am told that the task force is working on two thousand data points, i.e., specific sets of instructions for the many combinations of situations, locations and staff. Every office of the Agency is represented on the task force, and they are making admirable progress.

Planning and contract work continues on the redesign and refurbishing of room C-225 in DC Superior Court. We expect the project to be completed later this summer. The upgrading of this large workspace should provide our employees in that area with seven additional workstations, new furniture, improved layout, new carpeting and fresh paint. We have already built two new supervisory offices in that area and have moved the front wall of the office to provide more workspace for PSOs. Refurbishing of new space for our offices in U.S. District Court is starting shortly.

F&A is entering a contract for official PSA polo shirts as well as windbreaker jackets. The shirts and jackets will be blue and have the PSA seal on the breast pocket. Management will be developing a policy for employees who may be issued the shirts for optional wear at Government expense, in the workplace, as well as making similar shirts available for purchase directly from the vendor via the Internet. All of the details are being worked out at this writing, but the only justification for shirts and jackets at Government expense is the safety of the employees. It is therefore likely that they will be limited to those law enforcement employees whose work may take them into the cellblock.

F&A is developing, and plans to present, a series of learning opportunities to PSA staff to expose them to the business side of our Agency. Here, as well as at many other Federal agencies, employees are experts in the program and mission aspects of their organizations but have only limited understanding of the business rules and practices that support their programs. The basic budget class which we have presented three times during the past twelve months has been well received based on the written feedback we have received from the Training office. We will continue to make that class available until all potential interested parties have taken the course.

## Remarks at State of the Agency Address

by Kim M. Whatley, Operations Director



I am delighted to join you this afternoon as the newest member of the Operations Management Team. As you know, I joined your Pretrial Services family on April 10<sup>th</sup>. I am eager to continue to meet everyone and to learn my way around.

Since I arrived, I have started to visit the various branches and units. I have tried to pace myself so that I have some time to meet each of you individually and chat. Some have said that I am on a listening tour. I think it is more basic than that. I am really trying to put faces and names together at this point, and learn a little bit about each of you. I know, for example, that in the Diagnostic Unit resides a Dallas Cowboy fan. And, I met a young woman with a bright and pretty smile whom I call *N-cubed* (Nikki N. Neal).

As I mentioned in my email to all of Operations, I am struck by your professionalism, your dedication to the work you do, and the extent of your knowledge. I came back to operational work because I missed the interaction with the professionals who do the work. You are on the front lines. You live this work. And, I am excited to be able to live a little of the work each day with you.

I would like to take a few minutes to talk about the system of pretrial services generally. You see, I came from the organization that provides support for the federal pretrial services offices nationwide. I think there are about 35 of them and the rest of them are combined with the probation offices. You see, I have dedicated my entire career to the federal pretrial services and probation system. So, I was glad that I came here at a time where the focus was on mission because I know that many people don't understand what we do. They don't have a good idea of where we fit. When I used to tell people where I worked, they used to say, "So you work for the Justice Department, right?"

This is why I thought streamlining the mission statement and developing a vision statement and guiding principles was so important. This was a good starting point for me because I know what you do.

You try to find some redeeming value in people who some believe do not deserve redemption.

You try to help those you can and try to protect the community from those who don't want your help.

You work with judges, prosecutors, defense attorneys, drug treatment providers, mental health specialists and others in the community to provide avenues of support for those who don't have a support system

You work days, afternoons, evenings, and midnights.

You collect urine.

You review release conditions.

You run drug courts, work release programs, and community service programs.

You provide treatment, run groups, and make hundreds of referrals.

You never get enough thanks when people succeed, but a lot of criticism when people fail.

Some say that I am very passionate. If this is true, it is because I believe in this system and I believe in the work that you do. I believe we distinguish ourselves by the notion of the presumption of innocence.

So, I will continue my listening tour, and I hope to learn and grow from everyone in this room. I also hope to make some positive contributions along the way. As some of you have heard me say, "This is about Pretrial Services for the Future." The future is whatever we want to be.

Thank You.



## PSA's 2006 Training & Professional Development Conference

Laura DeVol, Director  
Training and Career Dev.

**WOW!** We are very pleased with how this year's conference went. We began Wednesday, May 20th with Susie [Shaffer] and Cliff [Keenan] dancing across the stage at the Shakespeare Theatre...now that's something you don't see every day! Throughout the next two days, we offered 36 different training sessions presented by a variety of people.



We had presenters from our own Agency, the FBI, Homeland Security, MPD, local community resource centers and a number of different vendors. This year's conference was our biggest and best yet. Thank you to all of the people who made it possible: our incredible committee led by co-chairs Staci Burrough and Willie Agnew, the folks in Procurement, Facilities and IT and everyone else who pitched in. Almost all of the sessions received glowing evaluations. Of course, as is always the case with such a large training event, we had a few sessions that only received mediocre evaluations, but overall, we were very pleased with the results. The committee will be meeting next week to discuss "lessons learned," i.e., what worked and what didn't work, for next year's conference. If you have any thoughts you would like to share regarding that, please e-mail me by next Wednesday, May 24<sup>th</sup> and I will be sure to share them with the committee. Again, thank you to everyone who made this event possible and thank you to those of you who took the time to complete the session evaluations...they provide us with a lot of needed information. So, here's to next year!





Patty Sucato, Supervisor  
General Supervision Team 1

## Do we have Good or Great Teams ?

I was fortunate to attend a three-day training session by the USDA (U.S. Department of Agriculture) Graduate School on Supervision and Group Performance. Supervisors/managers from several different agencies were present, including CSOSA. One of the first exercises we conducted at our tables was to define the following terms: Blob, Clump, Herd, Group and Team. As each table presented their ideas, it was evident we all agreed that as a blob moves toward becoming a team, through the phases of clump, herd and group, there is a distinct development and progression toward a defined goal, that movements have purpose, and that actions have a specific intent. The anticipated outcome of this exercise was to have the group identify characteristics of a team. Although we didn't come up with a "quotable" definition of team, the one presented in class was one I thought worked –

### A Team Is:

- An Energetic Group of People
- Who are Committed to Achieving Common Objectives
- Who Work Well Together
- And Enjoy Doing So
- And Produce High Quality, Planned Results

I would think that anyone who looked at the different units within PSA would say we have good teams working here, but I wonder what we can do to make PSA a GREAT TEAM ! One of the suggestions from the training included asking several questions to all members of the team to help unite us to a common cause. Although the questions are pretty basic, I think that in order for all of PSA to be one great team the questions should be asked, and asked often, at all levels of the Agency:

- What are we here to do? What is our mission?
- How shall we organize ourselves to fulfill our job/mission?
- Do we have the right resources to fulfill the task?
- How will we know if we were successful?
- Who cares about our success?
- What's in it for the team members?

As a supervisor, I thought of how I could approach my team with these questions and what would some of their answers be. I know there would be a few answers that would not be suitable for print in the *Advocate*; however, if I could approach a new policy, procedure or management instruction asking staff these questions, would it help us adjust to any new processes knowing what the purpose was, how it affected us, that we were prepared to meet the challenge, and what it would mean to GSU and PSA if we were successful in carrying out this task?

Only time will tell if these questions are valuable in affecting good teams to becoming great teams. And if it does, we'll know.



Charles Windley  
Supervisor, Superior Court  
Drug Intervention Program (SCDIP)

## National Association of Drug Court Professionals May 2006—National Drug Court Month

**T**he National Association of Drug Court Professionals (NADCP) is coordinating a nationwide effort to celebrate a 2006 National Drug Court Month. Every Drug Court Program across the nation is encouraged to schedule a graduation/commencement ceremony during the week of May 22-26, 2006. The invitation to attend the ceremony will be extended to members of Congress, governors, mayors, chiefs of police and the local media representatives in the respective states and jurisdictions. Nothing communicates the vision, purpose, and effectiveness of drug courts as clearly as a graduation/commencement ceremony, and these are the people who need to hear our message. Also, the names of graduates during the month of May who sign a release to do so will be recognized at the Annual NADCP Conference in Seattle during the “Recovery Roll Call” portion of the conference.

The goals of National Drug Court Month are:

1. To increase awareness among elected officials, media and the community of the existence and effectiveness of drug courts.
2. To increase the involvement of other agencies and community organizations in the operation of existing drug courts.
3. To foster the development of proclamations, resolutions and awards by local governments and community organizations.

NADCP will host its first annual National Drug Court Month Recognition Luncheon on Capitol Hill during the Commencement week. The luncheon will honor individuals whose work exemplifies this year’s theme of “Successful Partnering for Recovery.” This year’s theme underlines the importance of creating and sustaining community partnerships that enhance the client’s prospects for recovery. The celebration will culminate with the 12<sup>th</sup> Annual NADCP Training Conference in Seattle, Washington on June 21-24, 2006.

The Pretrial Services Agency, Superior Court Drug Intervention Program, will celebrate National Drug Court Month on May 25, 2006 at 11:30 am in Courtroom 202 at the May Progression/Graduation Ceremony. Our goal is to increase awareness among local elected officials, media and the community of the existence and effectiveness of our drug court. Many of our collaborating partners have also been invited to attend to support the theme “Successful Partnering for Recovery” through the development of strong, mutually beneficial partnerships. Recovery from substance abuse/addiction requires a team effort and we want to honor those celebrants that most clearly capture that spirit of partnership and cooperation we have built here in the District of Columbia.

Please come out and help us make this a coordinated Agency-wide effort for the DC Superior Court Drug Intervention Program. SCDIP is one unit among many in the D.C. Pretrial Services Agency and it exists as a result of all our efforts.

## Same Ship, Different Destination



Ana Caro  
Pretrial Services Officer  
Superior Court Drug Intervention Prog.

In recent years, the Afro-Latino movement in Latin America has been ignited and strongly burning. An Afro-Latino is a person from Latin America / Caribbean who has Black ancestry. For many decades, Latino culture has been personified by the influence of Spaniard, Portuguese, or Indian descent, and has failed to acknowledge the overwhelming influence of African descent. Many people think that there are more indigenous peoples in Latin America than there are of African descent, but the reality is that the indigenous population is only 10 percent. The African-descended population is in the 30-40 percent range. Global Afro-Latino Americans and Caribbean initiatives total around 150 million with the Portuguese-speaking nation of Brazil having the highest number of Blacks followed by Colombia.

Africans first arrived with the Spaniards and Portuguese in the 16<sup>th</sup> century. Somewhere between 12 and 15 million enslaved Africans were brought to the Western Hemisphere from West Africa and Central African nations such as Nigeria, Benin, Angola, and Congo. Along with the native people of the Americas, theirs was the labor that built the colonies and modern Latin American nations, and provided Europe with important goods such as cotton, sugar, and tobacco. Although many of the enslaved Africans arrived in North America, far more ended up in the Latin American colonies of the Spanish and Portuguese. Some estimates suggest that the British colonies in North America (the future United States) received only 5% of the Africans brought to the Western Hemisphere, while Brazil alone received 46%. The descendants of these enslaved people continue to live throughout the Americas to this day. Traditional terms for an Afro-Latino with American ancestry include *Miskito* and *Garifuna* (in Honduras and Belize), *lobo* in Mexico, *cafuzo* or *mameluco* (in Brazil).

The mix of these African cultures with Spanish, Portuguese and indigenous cultures of Latin America has produced many unique forms of language. Yes, Spanish is not every Latino's official language. An example of a different language is *Palenquero* (Colombia). It has produced African-based religions (*Santeria*, *Candomble*, *Lucumi* and *Vodu*), and music (*salsa*, *tango*, *bachata*, *cumbia*, *meringue*, *plena*).

Although African-American and Afro-Latinos share many of the same ancestral experiences, the historical experience of Afro-Latin Americans has been marked in many ways by different dynamics than that of Black people in the United States. One of these differences is that race in Latin America is far less well-defined than in North America. In the United States, most people are seen as either black or white. In Latin America, however, race tends to be more of a spectrum, with some people being seen as more or less black or white. In the history of Latin America, the free black slaves made every attempt to equate blackness with slavery. Not only did some people manage to buy their freedom or be freed by their masters, but some of the conquistadors, such as Juan Garrido, were actually the descendants of the Christianized Africans who had lived in Spain since the end of the fourteenth century. Even more prevalent was the acceptance of some of the children of slave-owners and enslaved women into white society as mixed-race people, instead of being labeled black and consigned to slavery, as in the United States.

Throughout Latin American history, those of African descent have been forced to define blackness by social status and complexion. Many have tried to assimilate by abandoning black culture and accepting European values. The lighter you marry the "more you improve the race". Afro-Latino is a term that is recently being embraced!

Although, this is a short synopsis of Afro-Latino history / experience, it is the beginning of a few short informative articles that will be coming out in the next few *Advocates* by members of the LEP (Limited English Proficiency) work group.

Enjoy!!!!

1/ Askia Muhammad, Afro-Latino: Discovering Identity, Organizing, Pacific News Service 1/20/06

## Mentoring Program



Renee Donoho  
Training Officer

**I** moved to the DC metropolitan area in 2003 because I wanted to get into the Federal Government as well as continue in the field of Criminal Justice. I began in the Diagnostic Unit here at PSA and was happy for quite a while. Then I got to the point where I wasn't sure I was happy with my job or my decision to move to the area. I needed to re-evaluate what I was doing. The Mentoring Program opened up and I decided to try it.

When the Mentoring Program began, I was given the opportunity to choose 3 mentors that I would like to have. Well as luck would have it, I didn't get anyone that I chose. I was paired up with someone that I didn't know, Patty Sucato. Initially, I was very skeptical and unsure if I would feel comfortable with someone I didn't know. I was surely wrong. Patty and I hit it off right up front and have actually grown to be great friends. I went into the Mentoring Program with one main goal: to determine if PSA was still right for me and if I was still right for it.

The first thing that you do with your mentor is determine what goals you both want to work on during the relationship and how you plan to reach those goals. We met weekly (most weeks) and really just sat and talked about whatever I needed to talk about. We started to set up "shadowing" the other units within PSA so I could truly see how the other units work, and see if there was another unit I might be interested in. However, due to the implementation of Prism 2.0, this was cut short. During the implementation of Prism 2.0, I would have completely lost my mind with frustration if Patty were not readily available to me and on my speed dial. She had become my personal counselor here at work. Even though our schedules did not always allow us to meet weekly I knew that she was always available by phone, e-mail or in person whenever I needed to talk.

Anytime I found myself questioning my role here at PSA, Patty was always there to help steer me in the right direction. Due to the fact that she has worked here at PSA for a great number of years (I won't say how many) and worked in numerous positions, she was able to impart much wisdom to me. I am not sure that even she knows how much of a help she has been to me even though I have told her numerous times.

When the Training Officer position came available and I decided to apply, she was there every step of the way to help me. She helped me think through my KSAs, she helped me prepare for the interview, and she even helped me prepare for my presentation. I think she was possibly more wound up about it than I was. She, along with Mike Kainu and Steve Bell, were my "dummies" (no pun intended guys) and allowed me to run my presentation by them to practice and look for room for improvement, not only once, but twice. Thanks guys; the support meant so much to me. All of us being a part of the Mentoring Program, we knew there was this little unit that was there to look out for each other and apparently we did something right — I got the job!

For me, the Mentoring Program provided me with someone that I knew I could go to and feel safe talking about anything I needed to talk about. When you have a problem at work and you discuss it with your co-workers, you sometimes just end up with an upset group. By having a mentor that is not a co-worker and not in your chain-of-command, you have someone that can provide you with an outsider's view. Often the view from the outside is not as clouded as your own view from inside.

I urge everyone that has not taken part in this program to do so immediately. It is the best thing I have ever done for myself professionally and I think everyone should have a mentor. For those of you that have been a part of the program, become a mentor. You probably have more wisdom to pass on to someone else than you think you do. The relationship you build with your mentor is one that will most likely continue on an informal basis once the program has ended. I know mine will. Sorry Patty, but you are stuck with me for the long haul, like it or not!



Dr. Martin Luther King, Jr. Day  
Special Observances Program  
January 19, 2006  
Closing Remarks from  
Terrence Walton



Terrence Walton, Paul Quander, Jr.  
and Joe Madison (the *Black Eagle*)

### Health Unit News

**May 25 – GW Mammovan**  
will be outside the US Courthouse for  
mammograms. You must be 35 or older.  
For more information,  
call 202-741-3252.

**May is National  
High Blood Pressure Month!!!**  
It's free. It's easy. And, it could save  
your life or your future **QUALITY** of  
life. So, take a walk on over to the  
Health Unit this month, de-stress on the  
way and get some much needed exercise  
too...anytime between 7:30am and  
4:00pm. You will be glad you did!

~ **20-minute MASSAGE (\$20)** ~  
Thursday, June 8th (10am-4pm)  
Call 219-4739 to schedule  
an appointment! Ahhhh...

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