

Annual Report Fiscal Year 2006

October 1, 2005 — September 30, 2006



Federal Courthouse Wichita, Kansas

U.S. Probation and Pretrial Services District of Kansas

**Honorable John W. Lungstrum, Chief Judge
U.S. District Court**

Gary Howard, Chief U.S. Probation Officer

January 2007

Prepared for the Administrative Office of the U.S. Courts

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Message From The Chief

by Gary Howard, Chief U.S. Probation Officer



This past year the Federal Probation and Pretrial Services system faced yet another uncertain budget coupled with an increasing workload. Nevertheless, here in Kansas and across the country, our staff persevered. The challenge before them was to continue to fulfill the mission without compromising quality of service. Our approach involved teamwork and better coordination of services along with a commitment to use innovations to help achieve our mission. The result was that both our system and our district emerged as a productive and more efficient operation driven by a clear understanding of our priorities and direction.

The beginning of a new year is generally a time to reflect on the events that have passed and to consider the possibilities for the year ahead. This Annual Report provides the opportunity to recognize last year's achievements. The report describes progress in many areas with particular attention focused on pretrial, presentence, and supervision services in our district. It also addresses administrative support, substance abuse treatment services and staff safety. The fact that our district has been able to accomplish so much under such adverse and challenging conditions is testimony to the excellent work of our very dedicated employees. The role they play is key to an efficient and fair justice process and their contributions truly make our communities safer places to live.

There have been a number of notable accomplishments this past year. We have made great strides toward improving the quality of data collection. Improved data quality management moves us a step closer to building a results-based framework that will enable us to develop policies and make decisions based on empirical evidence in order to achieve desired outcomes for our district and system.

Many of our own staff have worked closely with the Office of Probation and Pretrial Services in Washington, DC, to update the monographs in order to reflect the cost containment strategies adopted by the Criminal Law Committee of the Judicial Conference. Several officers have received firearms instructor training from the National Training Academy in Charleston, South Carolina, while others have worked to develop a more effective treatment services program in our district.

Mobile technology has helped us to focus on the unique needs of officers who perform their duties outside the office. Funds have also been allocated to allow our offices to enhance their continuity of operations in the event of an unexpected emergency.

Through prosperous years and lean years, in times of war and times of peace, during periods of great change and growing responsibility, the mission of the United States Probation and Pretrial Services System has remained constant. So has the dedication to duty of the men and women who carry out our mission to assist the federal courts in the fair administration of justice, to protect the community, and to bring about long term positive change in individuals under supervision. On behalf of the entire staff we are grateful for the support of our judges and our many other stakeholders in helping us to achieve our mission.

Judiciary for the District of Kansas

U.S. District Court Judges

Honorable John W. Lungstrum, Chief Judge
 Honorable Monti L. Belot
 Honorable Kathryn H. Vratil
 Honorable J. Thomas Marten
 Honorable Carlos Murguia
 Honorable Julie A. Robinson
 Honorable Wesley E. Brown, Senior Judge
 Honorable Richard D. Rogers, Senior Judge
 Honorable Sam A. Crow, Senior Judge

Holds Court

Kansas City
 Wichita
 Kansas City
 Wichita
 Kansas City
 Topeka
 Wichita
 Topeka
 Topeka

U.S. Magistrate Judges

Honorable Karen M. Humphreys, Chief Magistrate Judge
 Honorable Donald W. Bostwick
 Honorable David J. Waxse
 Honorable Gerald L. Rushfelt
 Honorable James P. O'Hara
 Honorable K. Gary Sebelius
 Honorable John Thomas Reid

Wichita
 Wichita
 Kansas City
 Kansas City
 Kansas City
 Topeka
 Wichita

Organizational Profile: The probation & pretrial departments are led by the Chief U.S. Probation Officer with the assistance of the Deputy Chief and 6 Supervising U.S. Probation Officers (SUSPO). The District of Kansas is comprised of 3 divisions with 5 offices:

- | | |
|--------------------------------|-------------------------|
| ★ Wichita ~ Headquarters | 401 N. Market |
| ★ Kansas City | 500 State Avenue, M35 |
| Leavenworth (reports to KC) | 4715 Brewer Place |
| ★ Topeka | 444 S. E. Quincy |
| Fort Riley (reports to Topeka) | Building 200, Room 111A |

Committees maximize productivity and give staff the opportunity to work in teams. We empower standing and special purpose committees to make recommendations for process improvement or help develop a particular work product or function. The District encourages participation on national committees. Membership is voluntary and local committees are led by various staff members with oversight by the Deputy Chief.

FY2006 Committees

Charter for Excellence
 EXCEL—Awards
 HACC—Computer Crime
 Operations—Management
 PACTS-Forms *new in 2006*
 Presentence Unit
 Pretrial Unit
 Supervision Unit
 Firearms/Safety

Staff Directory

Management

Gary Howard, Chief USPO	Wichita
Terry Sisson, Deputy Chief USPO	Wichita
Trey Burton, Supervising USPO	Topeka
Jim Dier, Supervising USPO.....	Kansas City
Mary Handley, Supervising USPO	Topeka
Steve Kohman, Supervising USPO	Wichita
William Martin, Supervising USPO.....	Wichita
Kimberly Rieger, Supervising USPO	Kansas City
Linda Roberts, Office Manager	Topeka
Diane Schwartzman, Chief Office Manager.....	Kansas City
Connie Stroot, Office Manager.....	Wichita
Barbara Wade, Operations Analyst.....	Wichita

Administrative Services and Automation Support

Skyler O'Hara, Deputy Director of Administrative Services	Kansas City
Jeff Breon, Financial Manager	Kansas City
Brent DeShazer, Systems Engineering Manager	Topeka
Ben Krehbiel, User Support Manager	Kansas City
Carie Shirley, Procurement Administrator.....	Kansas City

Senior U.S. Probation and Pretrial Services Officers

Michael Barber, Sr. USPO-Guidelines Specialist	Kansas City
Bryce Beckett, Sr. USPO-Guidelines Specialist	Wichita
Janice Dyer, Sr. USPO-Pretrial Specialist	Kansas City
Michele Madden, Sr. USPO-Pretrial Specialist.....	Wichita
Wade Reichmann, Sr. USPO-Contract Specialist.....	Wichita
Milton Ruble, Sr. USPO-Guidelines Specialist	Topeka

U.S. Probation and Pretrial Services Officers

Stacey Beilman, USPO	Topeka
Jeffrey Blessant, USPO.....	Wichita
Lorraine Bolle, USPO	Kansas City
Shawn Brewer, USPO	Topeka
Paul Buhl, USPO	Kansas City
Michelle Caples, USPO.....	Kansas City
Marlin Carlson, USPO	Kansas City
Evelyn Chirinos, USPO	Wichita
Toni Corby, USPO	Wichita

Staff Directory *continued*

U.S. Probation and Pretrial Services Officers (*continued*)

Roy Day, USPO	Wichita
John Derby, USPO	Kansas City
John Deters, USPO	Topeka
Rod Freeman, USPO	Kansas City
John Gabrielson, USPO	Wichita
Melissa Goldsmith, USPO	Kansas City
Lynn Harris, USPO	Wichita
Lori Hase, USPO	Wichita
LaTonya Hayles-Davis, USPO	Wichita
J. Scott Jones, USPO	Wichita
Chris McNiel, USPO	Wichita
Brooke Paulson, USPO	Topeka
B. Scott Phillips, USPO	Topeka
Kristine Thomas, USPO	Kansas City
E. Chris Towner, USPO	Wichita
Krishna Wilbers, USPO	Kansas City

Probation Technicians / Job Specialist

Cheryl Barrow, Probation Technician	Wichita
Melvin Marsh, Probation Technician	Kansas City
Barbara Nuss, Probation Technician	Topeka
Annelies Snook, Offender Job Specialist	Wichita

Support Staff

Joni Cassity, Sr. AAPO	Wichita
Connie Cooley, AAPO	Kansas City
Tennille Gibbs, Probation Clerk	Kansas City
Linda Grissom, DQA-DATS	Kansas City
Janice Johnson, AAPO	Kansas City
Sherri Lagoski, Sr. AAPO	Kansas City
Theresa Lundquist, Sr. AAPO	Topeka
Peggy Mathews, Sr. AAPO	Wichita
Carla Ray, AAPO	Wichita
Linda Stancliffe, AAPO	Topeka
Catherine Stanton, Sr. AAPO	Topeka
Cindy Stiverson, Sr. AAPO	Wichita
Robyn Swanson, Sr. AAPO	Wichita

AAPO—Administrative Assistant to USPO

UNIT REPORTS / STATISTICS—Pretrial

One of the most significant issues impacting pretrial services this past year dealt with the July 17, 2006, passage of the *Adam Walsh Child Protection and Safety Act of 2006*. This *Act* significantly revised the statutes regarding sex offenders and impacted the judiciary in several areas.

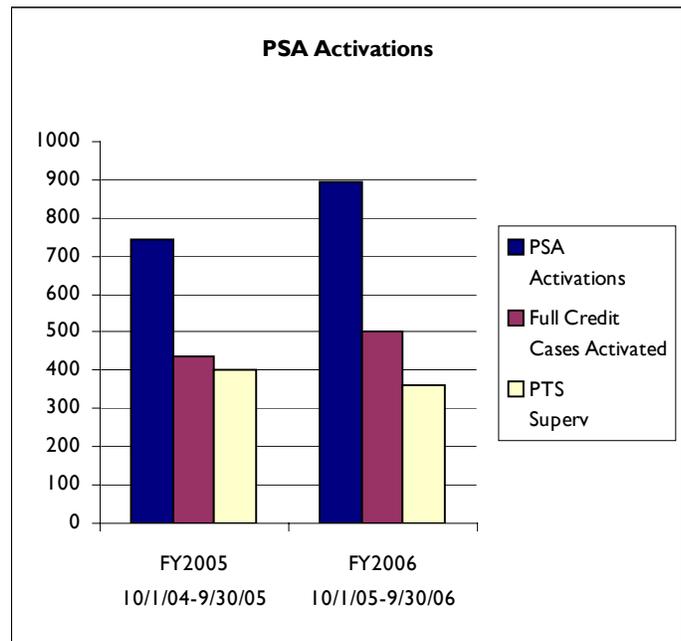
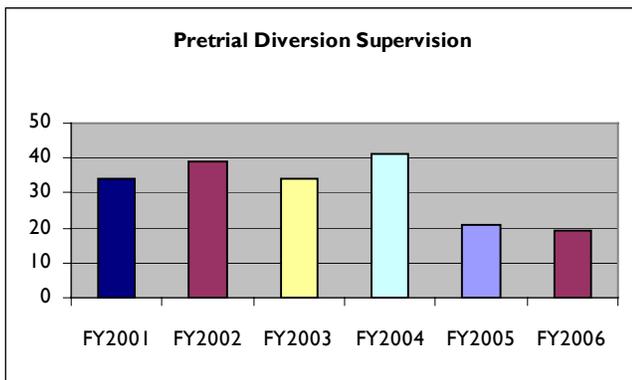
With respect to pretrial matters specifically, the *Act* now requires the judicial officer to impose mandatory conditions of release when defendants are charged with specified offenses, primarily sex offenses involving a minor, as well as the charge of Failing to Register as a Sex Offender. Among the requirements, electronic monitoring is now mandated in these cases if the defendant is released on bond.

The Probation and Pretrial Services Office in the District of Kansas has implemented these changes, and officers are committed to assisting the court by recommending not only the least restrictive conditions of release pursuant to the *Bail Reform Act*, but also conditions that are now mandated in 18 U.S.C. § 3142(c)(1)(B).

During this past year divisional meetings were held providing Magistrate Judges and officers an opportunity to collectively discuss a variety of issues. Some of those topics included: GPS/ Electronic Monitoring, Drug and Alcohol Treatment programs, Monographs 111 and 112 which guide officer work, and bond reports. These sessions were very beneficial and continue the history of our excellent working relationship with the Magistrates Judges.

Pretrial Statistics

The district noticed a slight increase in pretrial activations this past year as referenced in the “PSA Activations” chart. Despite the slight increase in activations there was a slight reduction in the number of pretrial supervision cases. This statistic is impacted by several factors; the detention rate, and those released without supervision.



In line with the cost-containment initiatives, we saw a slight decrease again this year in the Pretrial Diversion supervision numbers. As in past years, most of the diversion workload in the district originates from the misdemeanor cases filed by the Special Assistant U.S. Attorney at Ft. Riley.

UNIT REPORTS / STATISTICS – Presentence

There has been great interest this past year regarding the impact the Booker decision has had on sentencing practices in Kansas. After the Supreme Court's *U.S. v Booker* decision on January 12, 2005, which rendered the sentencing guidelines advisory instead of mandatory, many expressed an interest in seeing what changes, if any, in federal sentencing practices would result. The Commission responded by reconfiguring its data collection, analysis, and reporting efforts to provide real time data reporting from the submitted documents.

For FY2006, 688 defendants were sentenced in Kansas with 432 or 62.8% sentenced within the advisory range. (The national combined average was 62% and the previous year it was 61.8%). Additionally:

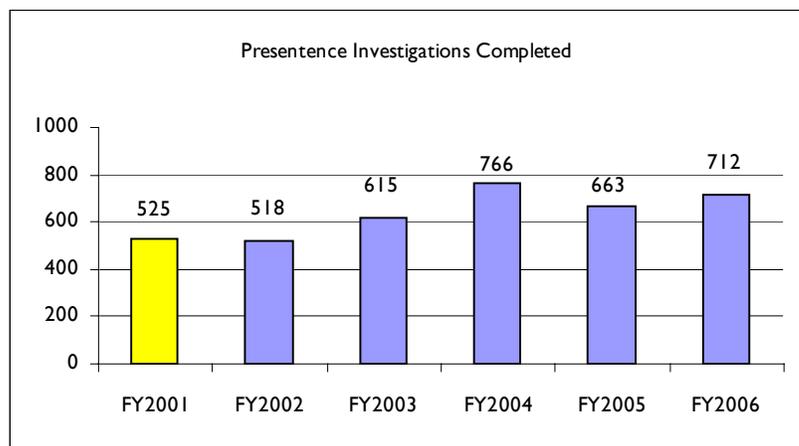
- 9 defendants were sentenced above the range as a departure where neither Booker or 3553 factors were cited;
- 27 or only 3.9% were sentenced above the range with Booker being cited. (All cases with a sentence outside of the guideline range with no departure indicated and which cite *U.S. v Booker*, 18 U.S.C. § 3553, or related factors as one of the reasons for sentencing of the guideline system.) The national average was 0.7%;
- 93 cases or 13.5% received a sentence due to substantial assistance;
- 43 or 6.3% were categorized as "other government sponsored" sentences;
- Below range sentences with Booker amounted to 61 cases or 8.9%.

For comparison purposes or to help understand the Booker impact, the data gathered for the year prior to the Booker decision in fiscal year ending September 2004 shows:

- 487 people sentenced in Kansas.
- 79.1% or 385 defendants were sentenced within the guideline range. (national average was 71.8%);
- 85 or 17.5% received a substantial assistance departure;
- 2 cases were "government initiated departures";
- 14 defendants received a downward departure; and
- 1 case received an upward departure.

For a complete detailed account of numerous statistical categories for this past year, please refer to http://www.ussc.gov/Blakely/Quarter_Report_4Qrt_06.pdf. Another helpful site for similar reports is found at <http://www.ussc.gov/bf.htm>.

The chart at the right reflects the presentence investigation statistics for the past five years in the District of Kansas.



UNIT REPORTS / STATISTICS – Post-Conviction Supervision

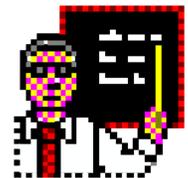
EVIDENCE-BASED PRACTICES

As we continue to move toward an outcome driven agency, our district wants to assure we implement practices which have been proven to be effective in reducing recidivism. Adequate research has been conducted in the criminal justice field to provide a set of principles to follow which will ensure the most effective use of resources and focus on providing services that are scientifically proven to reduce offender recidivism. Implementation of these principles is known as the use of **Evidence-Based Practices**.

The Evidence-Based Practices model has been endorsed by the Criminal Law Committee and the Administrative Office. This initiative will enable us to become a results-driven organization with a comprehensive outcome measurement system. By building an outcome-based framework, we are creating a structure for ongoing empirical analyses of what the probation and pre-trial services system accomplishes rather than simply what the system does.

Using Evidence-Based Practices is a slow and methodical process. Complete nationwide data will not be known until 2009. The U.S. Department of Justice's National Institute of Corrections (NIC) has found that implementing evidence-based principles reduces the likelihood that offenders will commit new crimes. Although the research does not point to a single most effective program, there are guiding principles that characterize the most effective programs. These include:

- Assessing actuarial risk and need.
- Enhancing intrinsic motivation of persons under supervision
- Targeting supervision interventions based on the specifics of the case.
- Training staff in areas of directed practices.
- Increasing positive reinforcement for person under supervision.
- Engaging in ongoing support in the community.
- Measuring results produced by chosen practices.
- Providing measurement feedback to staff and decision makers.

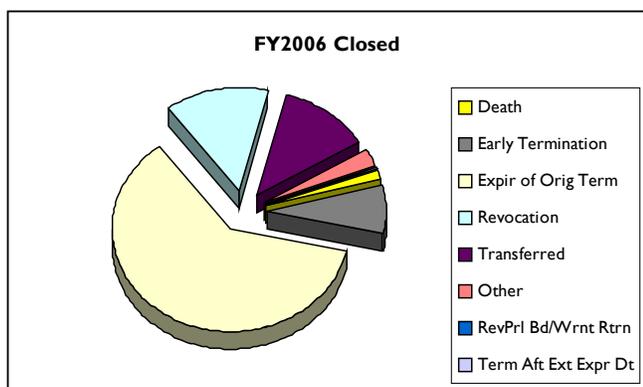
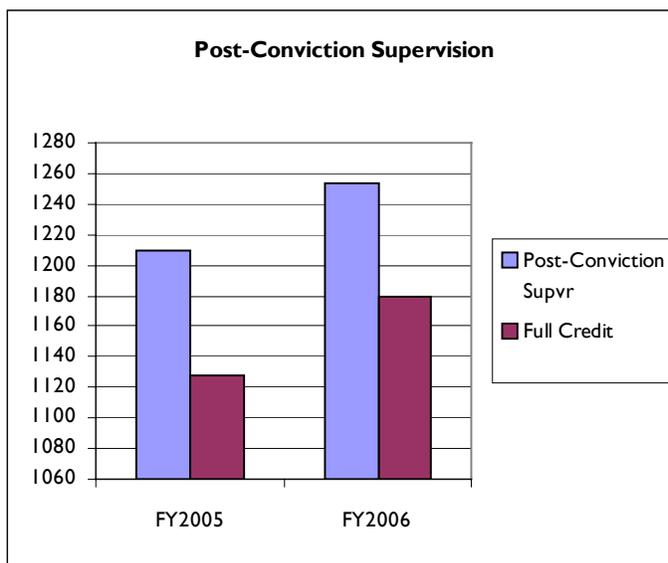


With these guiding principles in mind, the District of Kansas began implementing Evidence-Based Practices in FY 2006. The implementation of evidence-based measuring outcomes will have a direct affect on our budget. Congress is interested in learning if implementing these practices will produce positive results while being cost effective. If so, implementing these practices not only in our district but also on a national level will be crucial so we can demonstrate the importance of continuing to receive appropriate funding.

Assuring staff are trained in these evidence-based practices will be a priority. National community corrections organizations such as the National Institute of Corrections and American Probation and Parole Association emphasize the application of Evidence-Based Practices. The Office of Probation and Pretrial Services also endorses the use of these proven practices.

UNIT REPORTS / STATISTICS – Post-Conviction Supervision

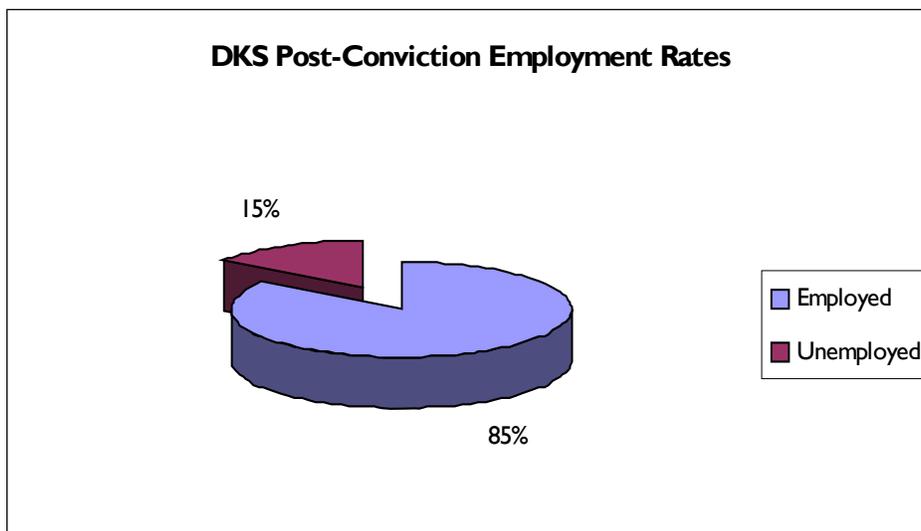
Fiscal year 2006 reflects a gradual increase with the number of post-conviction supervision cases in our district. With cost containment guiding our workload, approximately 93–94 percent of the caseload receives full-credit. Of the approximate 6 percent post-conviction cases receiving reduced credit, 5% fall in the Low Risk, Class A Misdemeanor and Felony cases category. The 1,254 cases supervised during this reporting period are categorized as follows: 453 were initially received for supervision, 493 were supervised for the entire period, and 308 were under supervision at the start of the reporting period and then closed.



Over 60 percent of the cases are closed due to expiration of the original term of supervision followed by less than 15 percent of the cases closed due to revocation. Transfers and early terminations make up 20 percent of the closings with less than 5 percent of the cases closed due to death or other reasons.

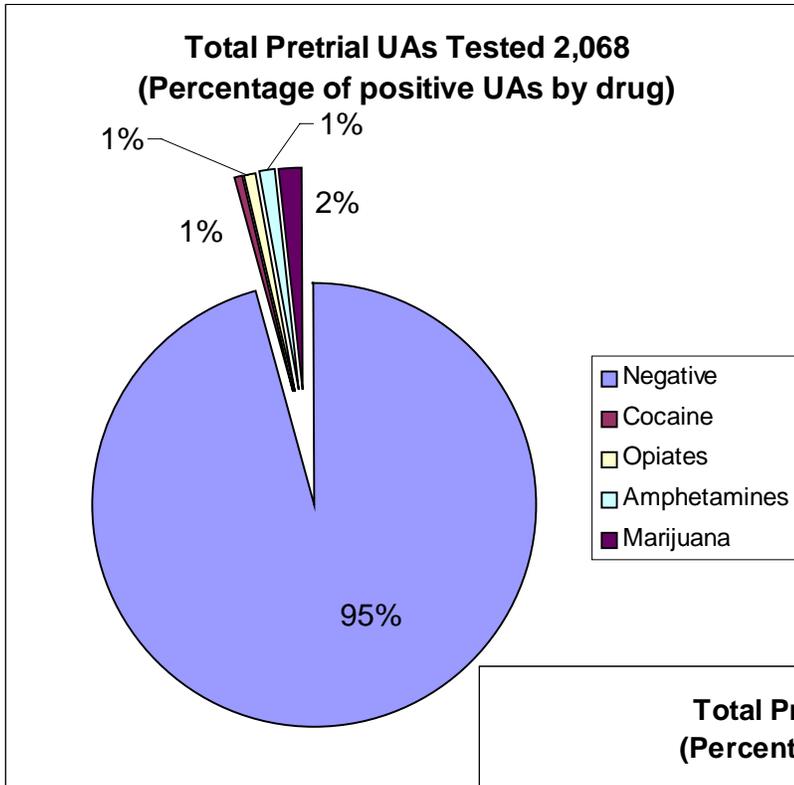
Employment Statistics:

Fiscal Year 2006 was the first full year that the District of Kansas utilized the efforts of an Offender Job Specialist. During that time, 145 individuals on either post-conviction or pretrial supervision were provided with employment services, which included attending job readiness workshops, workforce development tours, and individual employment services provided in the Kansas City, Topeka, and Wichita division offices. Offenders and defendants were also given the opportunity to attend life skills classes that covered such topics as monthly budgeting, housing costs, and dressing for success. The employment rate of individuals on post-conviction supervision is reflected in the chart to the right.



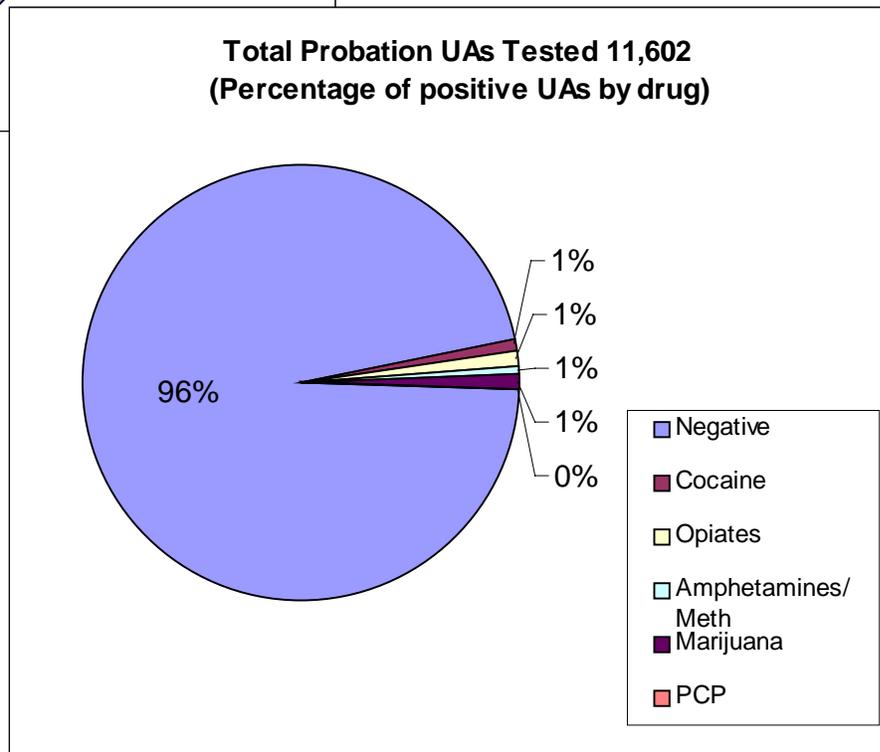
UNIT REPORTS / STATISTICS—Drug Aftercare/Mental Health Unit

The District of Kansas drug detection program consists of a three-fold approach, which includes use of an onsite testing laboratory, the national laboratory, and non-instrumented drug tests. The UA statistics represented here reflect the total number of urine samples tested at the onsite laboratory and those tested utilizing non-instrumented drug tests.

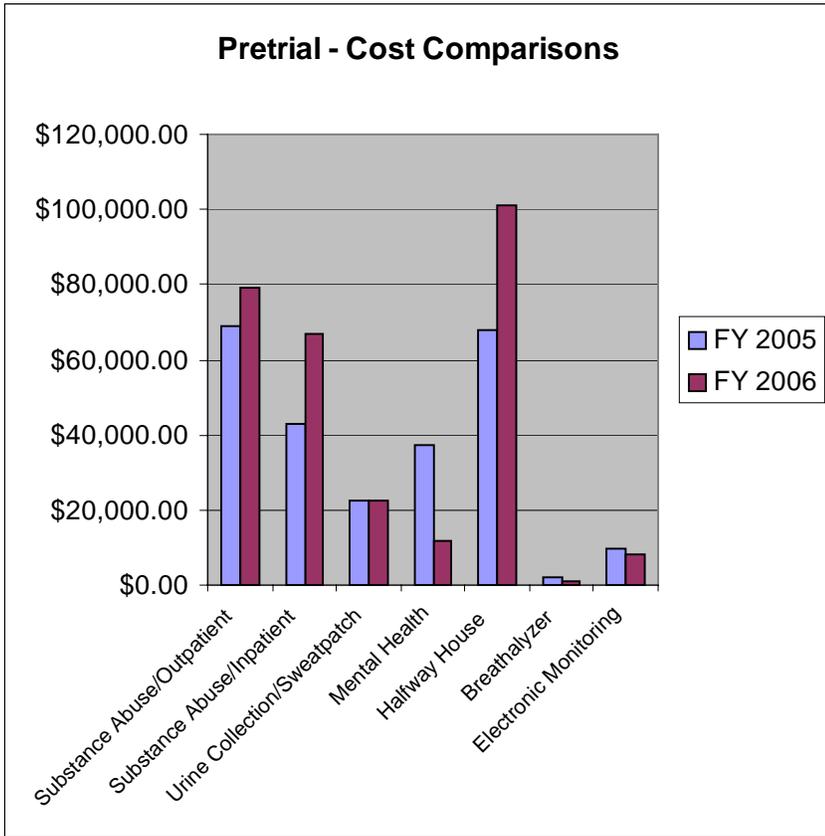


The district uses the U.S. Probation and Pretrial Services Laboratory in Albuquerque, New Mexico, for initial screening of urine samples. The Albuquerque laboratory is one of 27 operated by U.S. Probation and Pretrial Services offices across the country. These laboratories are guided by the AOUSC's quality control program and, as such, are subject to quarterly proficiency testing conducted by an independent company. Non-instrumented drug tests remain available for use by probation officers in the field and in instances in which immediate test results are needed. In addition to the quality of testing

& available statistics, use of the Albuquerque laboratory has resulted in a cost savings. The total cost to test each specimen at the lab is \$6.47/test. This figure represents the cost of collection supplies, shipment to the laboratory, & the actual cost to test the specimen. To test each sample at the national laboratory would cost \$8.40/sample. During FY 2006, we spent \$65,681.46 compared to \$85,285 if all samples been sent to the national laboratory.

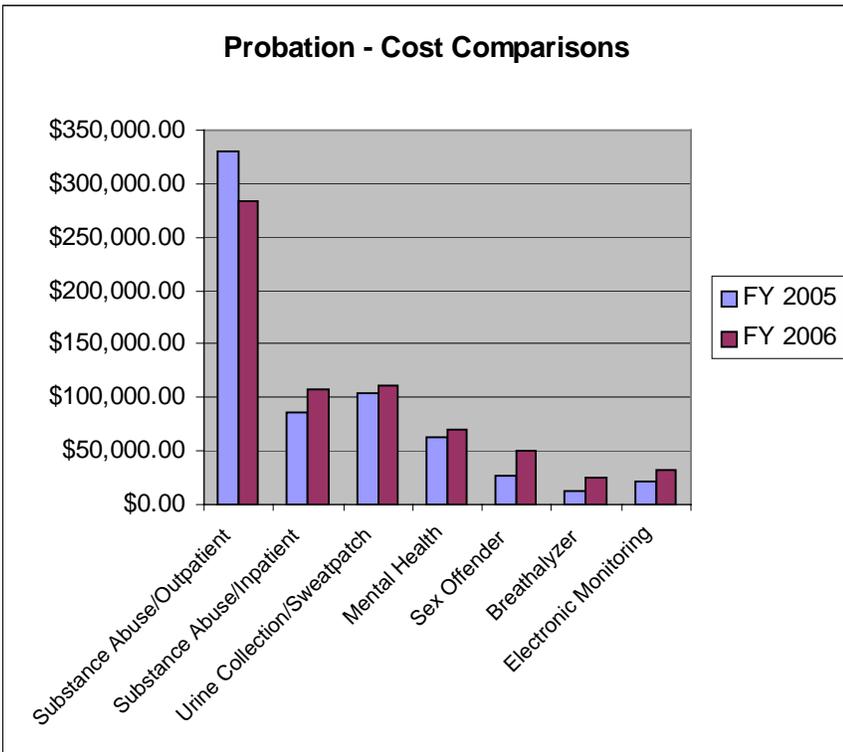


UNIT REPORTS / STATISTICS: Drug Aftercare/Mental Health Unit

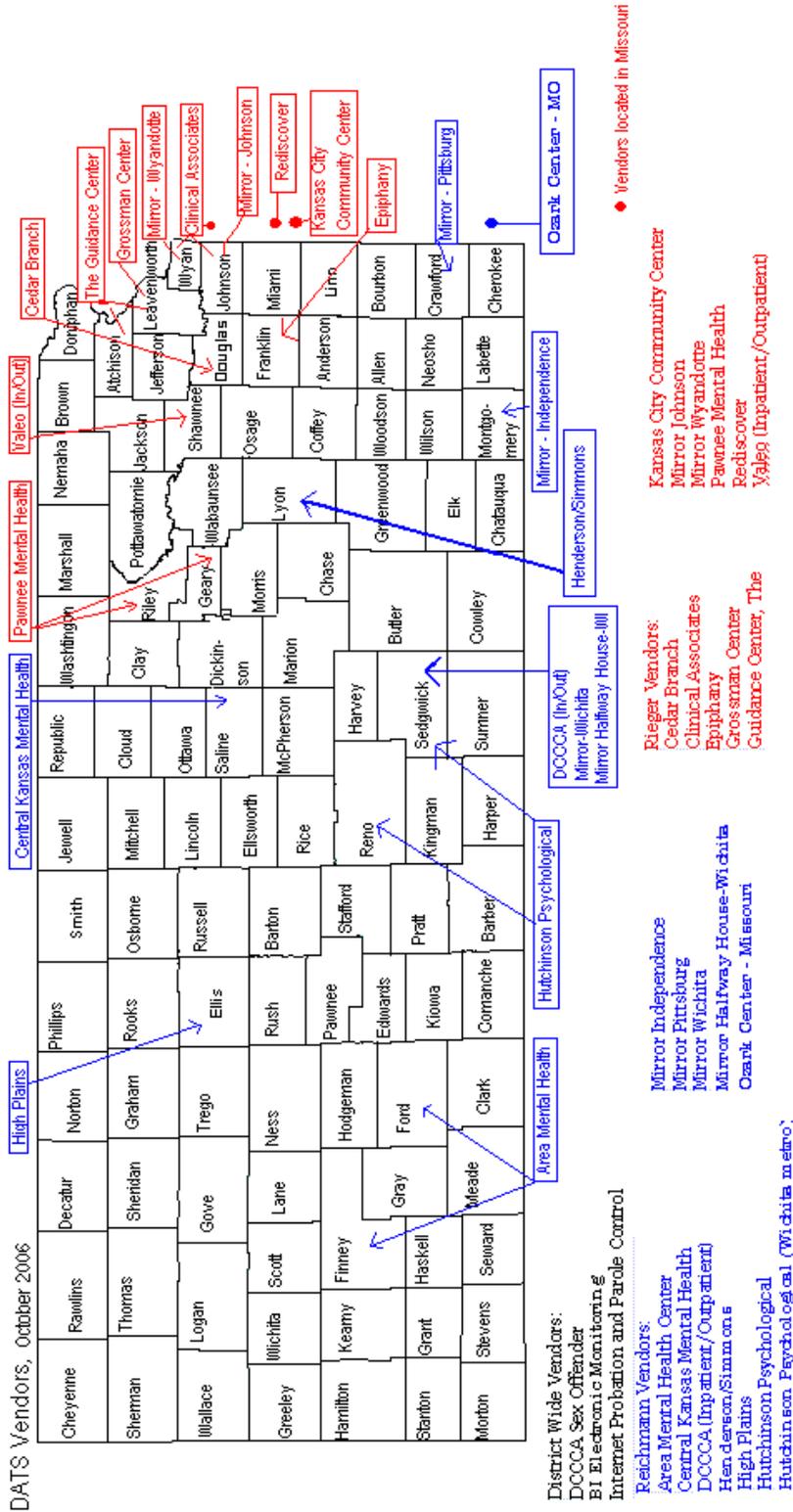


The relationship between illicit drug use and crime is well documented. Combating criminal behavior involves early detection of illicit drug use so that appropriate interventions can occur. The U.S. Probation and Pretrial Services Office in the District of Kansas has a longstanding commitment to providing effective community protection through our drug detection and substance abuse and mental health counseling programs.

The Probation and Pretrial Services Office maintains contracts with 29 vendors across the district that deliver services to federal defendants and offenders. During fiscal year 2006, 198 pretrial defendants (69% of the population) and 602 post-conviction offenders (69% of the population) participated in drug detection, substance abuse counseling, and/or mental health counseling. Mental health counseling includes the district's sex offender treatment program. The district spent a total of \$1,012,242.59 for these services. This represents a \$62,475.59 increase from fiscal year 2005 totals. As indicated in the charts at left, the largest expenditure increases came in the areas of pretrial inpatient treatment and pretrial halfway house placement.



UNIT REPORTS / STATISTICS: Drug Aftercare/Mental Health Unit



UNIT REPORTS / STATISTICS: Electronic Monitoring

Electronic monitoring utilizes a Global Positioning Satellite (GPS) tracking device or a Radio Frequency (RF) monitoring device. The Active GPS Tracking Unit is attached to the participant's person and gathers GPS data points while the participant moves about within the community. It immediately reports the information to the supervising officer. The Passive GPS Tracking Unit is also attached to the participant's person. It gathers and stores GPS data points while the participant moves about within the community. Upon the participant's return to their residence, the information is reported to the supervising officer.

RF Monitoring is attached to the participant's person and emits a radio frequency which is received by a base station, located at the participant's home, when the participant returns within range of the base station. It transmits information that the participant is within range of the base station; thus, it is assumed the participant is home.

Sobriety Alcohol Monitoring is an electronic alcohol testing device that works in conjunction with RF or GPS monitoring. The device collects breath specimens from the participant for alcohol testing.

FY2006 Statistics:

Division offices' average number of monthly clients on RF monitoring:

Kansas City		Topeka		Wichita	
Probation:	17	Probation	12	Probation	16
PTS	13	PTS	10	PTS	01
<u>TOTAL</u>	<u>30</u>	<u>TOTAL</u>	<u>22</u>	<u>TOTAL</u>	<u>17</u>

Post-Conviction average:

Kansas City	83 days
Topeka	78 days
Wichita	69 days
<u>TOTAL</u>	<u>77 average # of days</u>

Pretrial average:

Kansas City	88 days
Topeka	49 days
Wichita	2 days
<u>TOTAL</u>	<u>46 average # of days</u>

In FY 2004 (10/01/03 to 09/30/04) the District of Kansas spent \$19,718.27 on electronic monitoring services. In FY 2005 (10/01/04 to 09/30/05) this increased to \$23,287.17. In FY 2006 (10/01/05 to 09/30/06) this again increased to \$39,731.03. In essence, costs associated with electronic monitoring services have doubled since FY2004. On a positive note, in FY2006 our district collected \$5,568.73 in co-payments from participants.

The primary device utilized is RF Monitoring; however, officers have begun utilizing passive GPS monitoring more frequently. Currently, training for sobriety alcohol monitoring is being finalized and we expect this to be another valuable resource for officers to use to manage risks.

The daily cost of:

- Radio Frequency (RF) Monitoring is \$3.26;
- Passive Global Positioning Satellite (GPS) Monitoring is \$5.75
- Sobriety Alcohol testing is \$2.98.

UNIT REPORTS / STATISTICS: Electronic Monitoring

ADAM WALSH CHILD PROTECTION & SAFETY ACT/2006

On July 17, 2006, the Adam Walsh Child Protection and Safety Act of 2006 was passed into federal law. The Act requires judicial officers to impose mandatory conditions of release when defendants are charged with specified offenses, primarily sex offenses involving a minor, as well as the charge of failing to register as a sex offender.

The Bail Reform Act has been amended in 18 U.S.C. § 3142(c)(1)(B) requiring the court impose electronic monitoring and other conditions listed below as conditions of pretrial release in any case that involves a minor victim under the following offenses:

18 U.S.C. § 1201 -	Kidnaping
18 U.S.C. § 1591 -	Sex Trafficking of Children, or by Force, Fraud, or Coercion
18 U.S.C. § 2241 -	Aggravated Sexual Abuse
18 U.S.C. § 2242 -	Sexual Abuse
18 U.S.C. § 2244(a)(1)	Abusive Sexual Contact
18 U.S.C. § 2245 -	Sexual Abuse Resulting in Death
18 U.S.C. § 2251 -	Sexual Exploitation of Children
18 U.S.C. § 2251A -	Selling or Buying Children for Sexual Purposes
18 U.S.C. § 2252A(a)(1)-(4)	Certain activities relating to material constituting or containing Sexual Exploitation of Minors
18 U.S.C. § 2260	Production of Sexually Explicit Depictions of Minor for Importation into the U.S.
18 U.S.C. § 2421	Interstate/Foreign Transportation. of an Individual w/intent to engage in illegal sexual activity
18 U.S.C. § 2422	Coercion & Enticement of Interstate/Foreign Travel to engage in illegal sexual activity
18 U.S.C. § 2423	Transportation of Minors for Criminal Sexual Activity
18 U.S.C. § 2425	Use Interstate facilities to transmit Minor Info w/Intent to entice minor to engage in illegal sexual activity
18 U.S.C. § 2250	Failure to Reg or Update Reg as a Sex Offender pertains to all sex offenders, not just those involving minor

If the defendant is charged with any of the offenses listed above and the judicial officer determines release is appropriate, 18 U.S.C. § 3142(c)(1)(B) requires the court to impose the following conditions of release:

1. Electronic Monitoring;
2. Abide by specified restrictions on personal associations, place of abode, or travel - §3142(c)(1)(B)(iv);
3. Avoid all contact with an alleged victim of the crime and with a potential witness who may testify concerning the offense - § 3142(c)(1)(B)(v);
4. Report on a regular basis to a designated law enforcement agency, pretrial services agency, or other agency - §3142(c)(1)(B)(vi);
5. Comply with a specified curfew - § 3142(c)(1)(B)(vii);
6. Refrain from possessing a firearm, destructive device, or other dangerous weapon - § 3142(c)(1)(B)(viii).

Subsequently, in light of the Adam Walsh Act, the District of Kansas will likely have a significant increase in electronic monitoring services in pretrial cases.

CONSOLIDATED ADMINISTRATION

Human Resources: Our district continued to have multiple staffing changes throughout Fiscal Year 2006. During this time period we saw the departures of the Manager for Consolidated Administrative Services and Manager of Human Resources. Skyler O'Hara joined the Admin Unit as Deputy Director and assumed many roles to keep pace with the needs of District Court and Probation. Other staffing changes across the district were reflected in the transfer of systems personnel and USPOs within divisions, the departure of two USPOs, one probation officer assistant, three student interns, and one probation clerk. We welcomed the addition of Christopher Sapp as Automation Support Specialist in the Wichita division. Cheryl Barrow, Melvin Marsh and Barbara Nuss joined the probation office as Probation Technicians working in the Wichita, Kansas City and Topeka divisions respectively. At the conclusion of FY 2006, probation and pretrial services for the district employed a total of 61 individuals.

Training: The U.S. Probation and Pretrial Services staff in the District of Kansas participated in 159 different training courses in FY 2006, totaling 3,855.85 training hours. Many of these training hours were provided by the officers and staff of the District.

A large number of employees took advantage of the FJTN broadcasts and tapes. Topics ranged from investigation and supervision issues to retirement planning, health care, and the US Supreme Court. Several national seminars and conferences were offered which allowed officers to not only receive great training, but also network with fellow officers around the country.

One of the major training events this year was Evidence-Based Practices. Our district has received assistance from a nationally recognized firm to help us with an implementation plan and to provide training in evidence-based practices. The plan consisted of training staff with an introduction to the skills necessary to apply Evidence-Based Practices and in-depth training on the techniques needed in day-to-day contact with defendants and offenders. Multiple training sessions were held for all officers in the district focusing on several key elements. Trainers that lead the nation in this area provided training on Evidence-Based Practices, Individual and Group Cognitive-Behavioral Approaches, and Motivational Interviewing.

The district is also exploring the use of a new assessment tool and will train all officers in FY2007. The district will continue efforts to establish an outcome measurement system and with the assistance of the Administrative Office, we will make necessary changes in PACTS and other data systems to be able to track our accomplishments. We look forward to sharing more about this model in the coming years.

Our District has many training opportunities available for all our employees, many of them are free or very cost effective. The Judicial Online University is proving a wide variety of training courses, including courses for credit. These courses can be taken at one's own pace. JOU-Books24x7 provides access to over six-thousand books online with more books added daily. It is a resource to find information on a specific subject, dealt with in several publications, without having to read the entire book cover to cover.

United States Probation and Pretrial Services

Charter for Excellence

We, the members of Probation and Pretrial Services of the United States Courts, are a national system with shared professional identity, goals, and values. We facilitate the fair administration of justice and provide continuity of services throughout the judicial process. We are outcome driven and strive to make our communities safer and to make a positive difference in the lives of those we serve. We achieve success through interdependence, collaboration, and local innovation. We are committed to excellence as a system and to the principles embodied in this Charter.

We are a unique profession.

Our profession is distinguished by the unique combination of:

- A multidimensional knowledge base in law and human behavior;
- A mix of skills in investigation, communication, and analysis;
- A capacity to provide services and interventions from pretrial release through post-conviction supervision;
- A position of impartiality within the criminal justice system; and
- A responsibility to positively impact the community and the lives of victims, defendants, and offenders.

These goals matter most.

Our system strives to achieve the organizational goals of:

- Upholding the constitutional principles of the presumption of innocence and the right against excessive bail for pretrial defendants by appropriately balancing community safety and risk of nonappearance with protection of individual liberties;
- Providing objective investigations and reports with verified information and recommendations to assist the court in making fair pretrial release, sentencing, and supervision decisions;
- Ensuring defendant and offender compliance with court-ordered conditions through community-based supervision and partnerships;
- Protecting the community through the use of controlling and correctional strategies designed to assess and manage risk;
- Facilitating long-term, positive changes in defendants and offenders through proactive interventions; and
- Promoting the fair, impartial, and just treatment of defendants and offenders throughout all phases of the system.

We stand by these values.

Our values are mission-critical:

- Act with integrity.
- Demonstrate commitment to and passion for our mission.
- Be effective stewards of public resources.
- Treat everyone with dignity and respect.
- Promote fairness in process and excellence in service to the courts and the community.
- Work together to foster a collegial environment.
- Be responsible and accountable.

Conceived at the Federal Judicial Center's 2000 and 2002 National Chiefs' Conferences.