



**United States Probation
and Pretrial Services
District of New Hampshire**

2002 Annual Report

2002 ANNUAL REPORT

**U.S. PROBATION AND PRETRIAL SERVICES OFFICE
DISTRICT OF NEW HAMPSHIRE**

SEPTEMBER 30, 2002

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On the cover: In the aftermath of September 11, 2001, several hikers placed Old Glory on the forehead of the Old Man in the Mountain, New Hampshire's venerable symbol which subsequently collapsed in May 2003.

MESSAGE FROM THE CHIEF

The events of September 11, 2001 and the recent failings of the financial markets have had a profound and negative effect on governments at all levels. Although financial swings and economic cycles come and go, recent events are quite different from any our system have experienced. How Probation & Pretrial Services will respond to these new challenges and corresponding fiscal uncertainties will in large measure determine our future success.

There is no doubt that as a result of those events, fiscal resources will continue to be redirected to address homeland security issues. The challenge for Probation & Pretrial Services will be to maintain its hallmark quality level of service to the court, the public, and crime victims in the face of uncertain resources and growing workloads. Indeed, the District of New Hampshire has recently experienced exponential growth in case referrals from the U.S. Attorney's office, a trend that is projected to continue into the immediate future. Meeting the workload challenges in the face of anticipated "lean" fiscal years ahead provides us with an opportunity to consider a number of strategies in addressing the challenge, such as:

- Reorganizing the agency and reassigning duties;*
- Consolidating services with other court units;*
- Implementing creative strategies in the hiring process, and;*
- Focusing on results and what really matters.*

Concentrating on what really matters and demonstrating our "worth" in a competitive fiscal environment means linking our agency mission and goals to outcomes and results. As a starting point, we have, in this Annual Report for 2002, attempted to assess our outcomes in both the Pretrial and Postconviction Supervision categories. We are also in the process of evaluating data concerning offenders/defendants enrolled in treatment programs for both mental health and substance abuse and plan to include those results in our next report. It is our belief that by focusing on results, conclusions can be drawn about how we go about our work, which ultimately will lead to the accomplishment of our main goals of providing the court and public with timely and accurate information, reduced recidivism, and increased public safety.

Sincerely,

*Thomas K. Tarr
Chief U.S. Probation Officer
District of New Hampshire*



U.S. PROBATION AND PRETRIAL SERVICES DISTRICT OF NEW HAMPSHIRE

MISSION STATEMENT

It is the mission of the U.S. Probation and Pretrial Services Office for the District of New Hampshire, as a component of the federal judiciary responsible for community corrections, to provide protection to the citizens of New Hampshire and to assist in the fair administration of justice.

GUIDING PRINCIPLES

We believe ...

- ☆ In protecting the community while offering every offender the opportunity for meaningful change.
- ☆ In being sensitive to victims' concerns and responsive to their needs.
- ☆ In pursuing proactive change and continuous improvement in our quest for quality.
- ☆ In seeking justice through integrity, honesty, and fairness.
- ☆ In promoting collaboration and communication within the office and with other agencies.
- ☆ In recognizing, rewarding, and developing every staff member.

VISION

The U.S. Probation and Pretrial Services Office for the District of New Hampshire strives to exceed the highest ideals in community corrections.

DISTRICT OVERVIEW

The U.S. Probation & Pretrial Services Office for the District of New Hampshire is a combined office located in the Warren B. Rudman U.S. Courthouse, Concord, New Hampshire. Twenty-one staff members, including a chief, deputy chief, supervisor, two team leaders, one drug & alcohol treatment specialist, eight probation officers, one part-time drug testing technician, one part-time student contractor, one administrative officer, and four support staff are permanently assigned to this location. The office also shares with chambers and the Clerk's Office a six member automation unit and pays the salary of one of the unit's staff members. Since 1997, the district has also operated a small sub-office in the Norris Cotton Federal Building in Manchester, New Hampshire. This office, situated in Hillsborough County where the greatest number of federal offenders reside, is used on a rotating, as-needed basis by officers. No staff member is permanently assigned to the Manchester office.

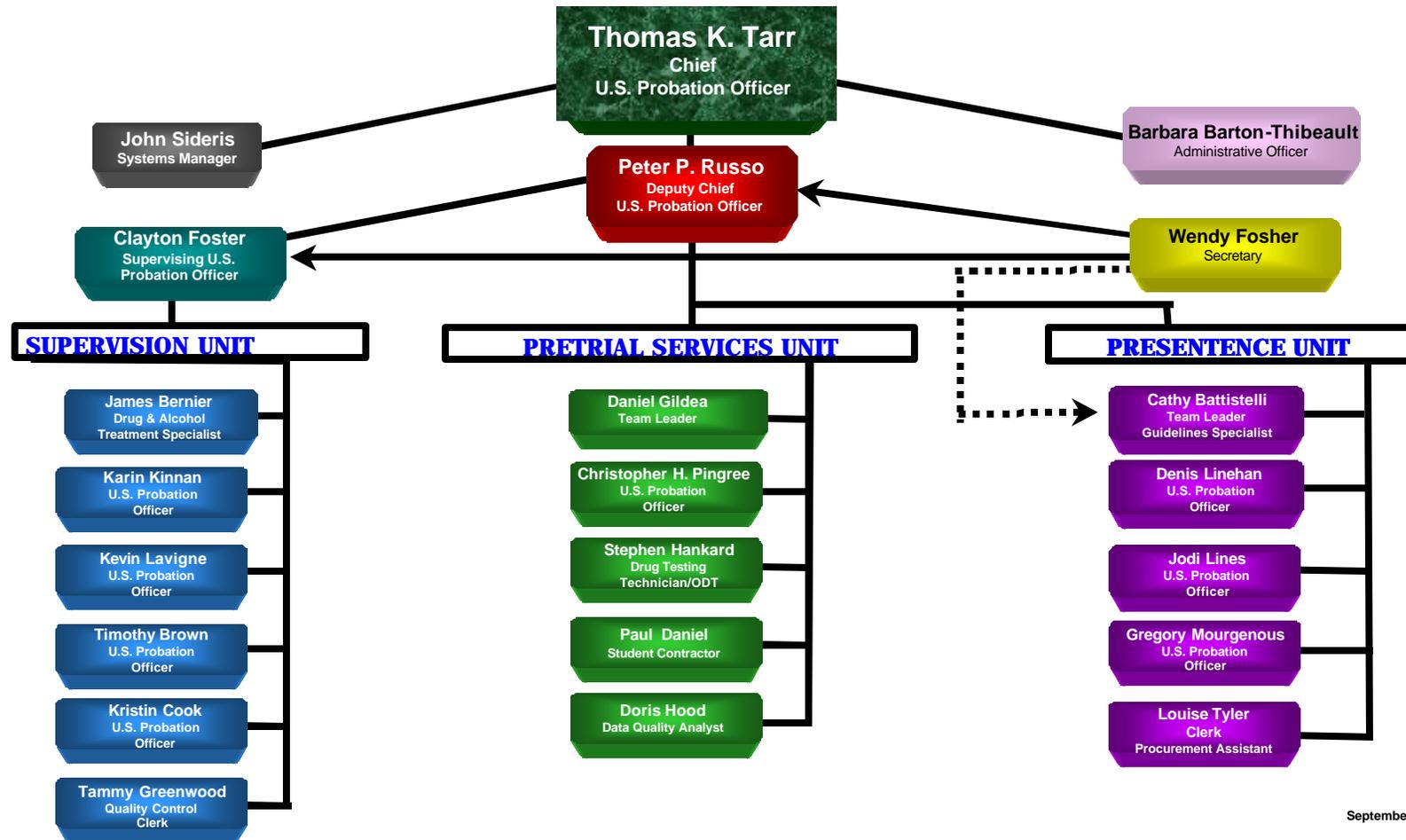
The office serves the U.S. District Court for the District of New Hampshire which consists of three full-time judges and one full-time magistrate judge. Investigative services in the form of pretrial services reports and presentence investigation reports are one aspect of the office's responsibilities to the Court. Supervision services of pretrial defendants and postconviction offenders (i.e., probationers and supervised releasees) are the second aspect of the office's responsibilities. The office also supervises parolees and military parolees under agreement with the U.S. Parole Commission, and provides investigative and supervision services to the U.S. Attorney's Office for its Pretrial Diversion Program. The office is responsible for all such matters in the state of New Hampshire, an area of approximately 10,000 square miles.

The chief probation officer is the unit executive responsible for all administrative functions, personnel, and budget. The deputy chief and administrative officer report directly to the chief. Additionally, a management team consisting of the chief, deputy chief, supervisor, and two team leaders exists to address all office management issues, including inter-unit cooperation, resource allocation and planning, intra-office communication, training and automation needs, and other issues having an office-wide impact. The management philosophy is a marriage of the notion of continually seeking to improve the quality of our services to the Court and public ("Total Quality Management") and of seeking to become more efficient through modification of processes to accomplish our work ("Process Improvement").

As rendered in the Organizational Chart on the following page, the office is organized to accomplish its mission by trifurcation of its major functions: pretrial services, presentence services, and supervision services. Although each officer is assigned to an individual unit, it is the office philosophy that, because the district is small by national standards, every officer serves the Court best if he or she is able to perform all of the major functions of the office. The deputy chief is essentially operations manager over the three units, with a supervisor as head of the supervision unit, and team leaders as heads of the pretrial and presentence units. The drug & alcohol treatment specialist administers the office's contracts with treatment providers in addition to carrying out other treatment related responsibilities. One clerical support staff member is assigned to each of the units.

ORGANIZATION CHART

**United States Probation and Pretrial Services Office
District of New Hampshire**



September 2002

ADMINISTRATIVE SERVICES

Personnel Changes and Highlights

The U.S. Probation and Pretrial Services Office experienced a stable year overall in personnel. One vacancy occurred which was quickly filled. Highlights of the year were:

- U.S. Probation Officer Brian Pelletier resigned his position in March 2002 in order to accept a position as an Air Marshal.
- Gregory Mourgenos, a New Hampshire probation & parole officer, was hired to replace U.S. P.O. Pelletier in May 2002. He became a member of the Presentence Unit, as U.S. Probation Officer Christopher Pingree elected to transfer to the Pretrial Unit.
- Drug Testing Technician Steven Hankard transitioned from being a contract employee to a part-time employee in October 2001.
- Former Student Contractor Paul Daniel became a part-time Probation Officer Assistant after graduating from the University of New Hampshire in May 2002.
- U.S. Probation Officer Daniel F. Gildea was named the office's Officer Safety Instructor in July 2002.
- Jennifer Lynch (New Hampshire Technical Institute) and Bradley Thibodeau (University of New Hampshire) served as interns in the Supervision and Presentence Units, respectively, during January to May 2002.

Budget

District Expenditures

The office's overall budget grew by 13% over the previous fiscal year. As indicated in the following graph, the increase was fueled in large measure by greater expenditures for Operations (95.4% increase), Treatment Services (63% increase), and Automation (135% increase).

EXPENDITURES				
	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
Salaries/Contractor Fees	\$1,064,422	\$1,153,994	\$1,194,444	\$1,246,297
Operations	57,257	54,799	41,647	81,372

Treatment Services	96,007	156,240	143,337	233,697
	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
Furniture & Equipment	2,103	3,974	2,159	180
Telecommunications	13,700	14,594	16,589	21,299
Automation	3,698	26,081	20,790	48,845
TOTALS	\$1,237,187	\$1,409,682	\$1,418,966	\$1,631,690

Treatment Services Expenditures

After Salaries/Contractor Fees, expenditures for Treatment Services was the largest item in the office's budget. The aforementioned 63% increase is attributable to two important factors. One is the office's supervision of a continuing high number of defendants/offenders having substance abuse, mental health, or co-occurring treatment issues. The second is the greater use by officers of the expansion of the noncompetitive contracts and blanket purchase order agreements throughout the state which had been established by Drug & Alcohol Treatment Specialist James P. Bernier in the previous fiscal year. At the same time, the District remains part of a regional treatment contract with the Districts of Maine, Massachusetts, and Rhode Island. Participation in this contract permits use of the three inpatient contract facilities situated in the District of Massachusetts. This arrangement continues to provide generally high quality and cost effective treatment alternatives for our defendants and offenders.

The following graph reflects the breakdown by category of the various treatment services carried out by the office.

TREATMENT SERVICES				
	<u>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>
Drug Aftercare	\$51,371	\$87,493	\$69,803	\$113,999
Pretrial Services	28,091	50,848	47,511	62,174
Electronic Monitoring	3,357	5,399	11,789	2,100
Mental Health	13,188	12,500	14,234	55,424
TOTALS	\$96,007	\$156,240	\$143,337	\$233,697

Very significant is the 63.3% increase in the Drug Aftercare category which reflects expenditures for persons under postconviction supervision. Even more striking, however, is the 289% increase in expenditures for Mental Health services, again an indicator of a noteworthy trend toward cases requiring

such treatment intervention.

Management Team

The office's Management Team, consisting of the chief, deputy chief, supervisor, and two team leaders, addressed a number of issues of office-wide impact during the year. Most noteworthy were the following matters.

Comprehensive Sanctions Center. Efforts continued to establish such a facility in New Hampshire after the failure to secure Zoning Board approval for same in Nashua in 2001. One potential vendor targeted other sites in southern New Hampshire for a center, but little headway was made. In a related matter, the team explored the possibility of participating in President Bush's Offender Re-Entry initiative. The President's proposal, however, did not make it out of Congress.

Critical Incident Stress Management (CISM) Initiatives. The office sponsored three staff members (U.S.P.O.s Kevin Lavigne, Cathy Battistelli, and James Bernier) to attend Federal Judicial Center developed training in White Plains, New York on critical incident stress management. Subsequently, the district hosted a regional training session on the same topic. One important outcome of the latter was the acknowledgment of the need for and decision to establish a regional CISM team which could respond promptly to such incidents in the future.

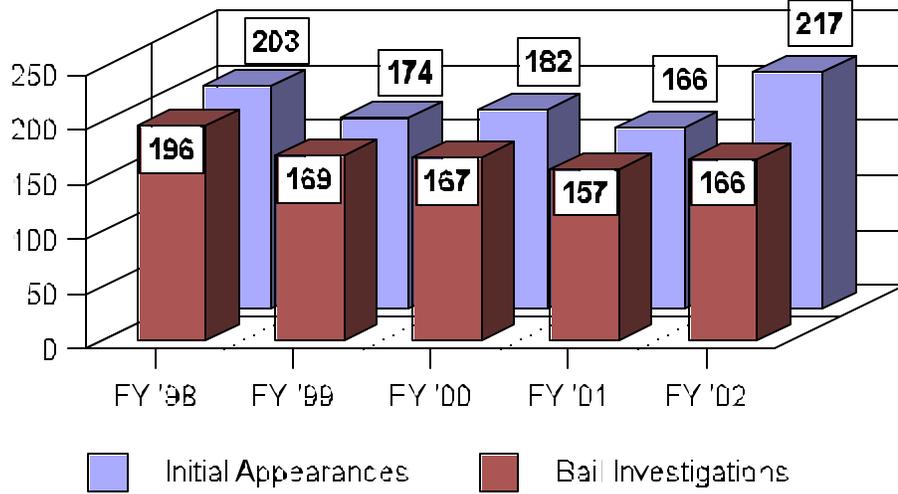
Compliance with "DNA Backlog Elimination Act of 2000." Congress passed legislation creating a law enforcement database of DNA profiles of convicted offenders known as the Combined DNA Index System (CODIS). In early 2002, responding to the above followup legislation, the office identified more than twenty such offenders under active supervision and arranged through an outside contractor to collect the required DNA and submit it to the F.B.I. Additionally, all future defendants convicted of qualifying violent offenses will be subject to a mandatory DNA submission condition imposed at the time of sentencing.

PRETRIAL SERVICES

Investigation Caseload

During fiscal year 2002, there were 217 case activations and 166 bail investigation reports prepared by the Pretrial Unit for the Court. The former represents a significant 30.5% increase and the latter a 5.7% increase over the comparable figures for fiscal year 2001. Quite noteworthy is the fact that 65.4% of the case activations occurred in the second half of the fiscal year. This coincided with the appointment of Thomas P. Colantuono as U.S. Attorney and is consistent with his stated intention to increase the number

**Case Activations/Bail Investigations
FY '97 to FY '02**



of federal prosecutions. The case activation and bail investigation figures for the last five fiscal years follow.

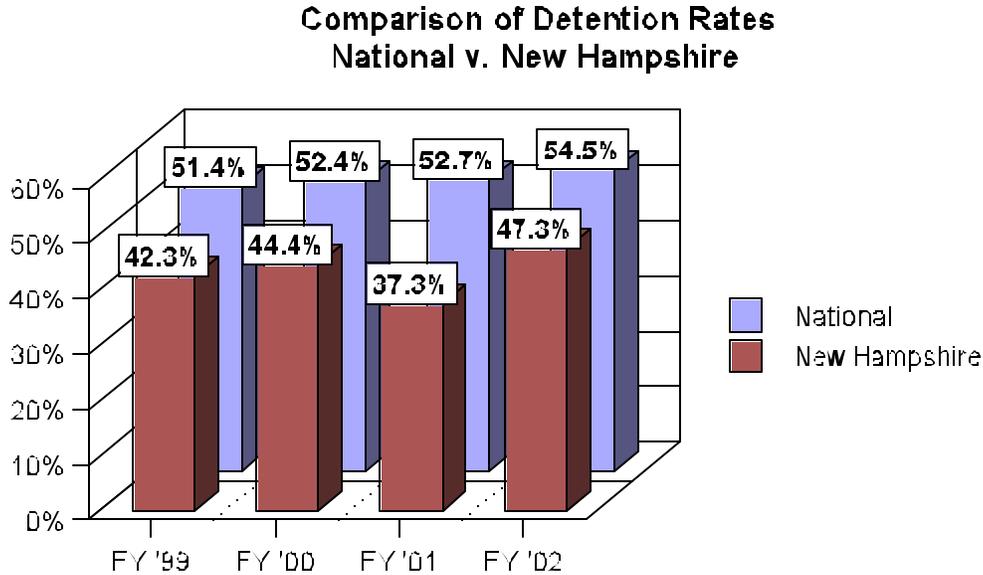
The types of cases charged were as follows:

Controlled Substances	70	Embezzlement	1
Fraud	54	Transportation	1
Robbery/Burglary	17	Racketeering	1
Firearms	15	Forgery	1
Larceny/Theft	6	Kidnapping	1
Immigration	5	Escape/FTA	1
Counterfeiting	3	Miscellaneous	5
Sex Crimes	3	Federal Statutes	33*

*Most of these were material witnesses in a single alien harboring case.

Detention Rate

The district's detention rate¹ for fiscal year 2002 was 47.3%, a 10% increase over fiscal year 2001. It remains significantly below the national rate of 54.5%, however, which also showed an increase, albeit much lower, from the previous year. The following graph tracks the national and New Hampshire detention rates during the last five fiscal years.



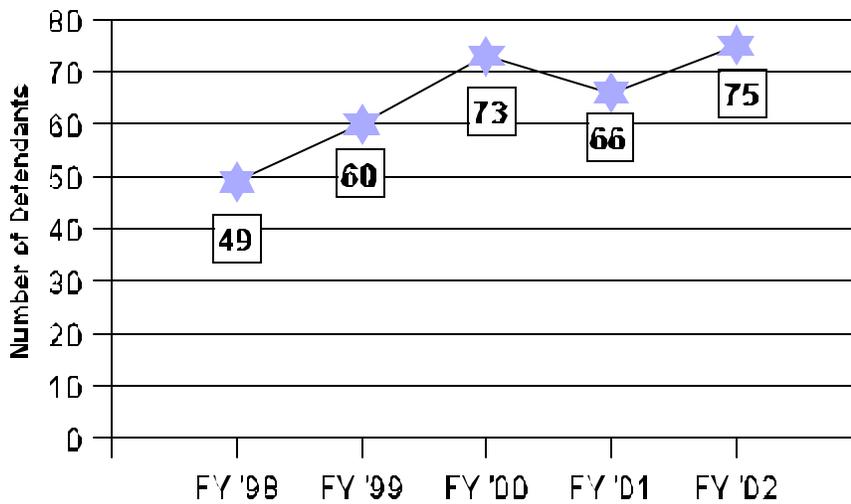
Supervision Caseload

The number of cases under active supervision as of September 30, 2002 was 75. This number represents an increase of 13.6% over the comparable figure a year earlier and suggests the beginning of an upward trend if case activations continue to grow as anticipated. The supervision caseload for the previous five fiscal years follows:

¹Defined as defendants detained and never released.

Pretrial Supervision Outcomes

**Pretrial Supervision Caseload
FY '98 to FY '02**

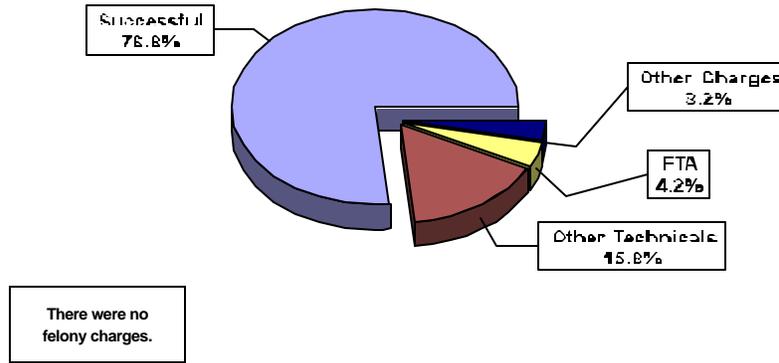


For the first time, reliable national and district data are available that reflect pretrial supervision outcomes, i.e., whether a defendant's case reached adjudication without

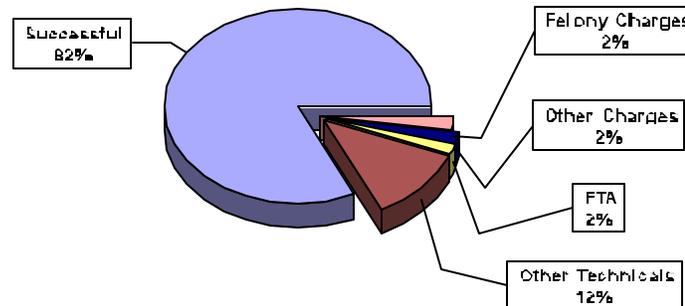
revocation of release (“successful completion”), or whether a defendant’s release was revoked prior to

adjudication on the basis of new felony charges, other charges, failure to appear, or technical violations of the conditions of release (“unsuccessful completion”).²

In the District of New Hampshire, a total of 95 cases for defendants released to the community were closed during fiscal year 2002. The supervision outcomes were:



Nationally, 39,352 cases of defendants who had been released to the community were closed during fiscal year 2002. Supervision outcomes nationally were as follows:



Comparison of the district and national statistics suggests, on their face, that the District of New Hampshire has approximately 5% fewer “successful outcomes” (again, cases reaching adjudication without revocation

²This is seen by some as a relatively unsophisticated measure of pretrial supervision outcomes, especially when one considers fully appropriate action taken by a probation officer to have a defendant’s release revoked because of a danger he presents to the community. Such an action qualifies as an unsuccessful outcome under this definition but stands as a successful outcome from the perspective of the community. There is ongoing discussion of this issue in the Office of Probation & Pretrial Services which may lead to a more sophisticated and meaningful measure. Nonetheless, it is what we are utilizing at this point.

of release) than nationally. New Hampshire figures also reveal higher percentages for other charges, failure to appear, and other technical violations than nationally. Interestingly, there were no felony charges brought against any defendant under pretrial supervision in the district, certainly a positive outcome from the perspective of community safety, although this may be due to the relatively small number of cases considered.

The foregoing outcomes discussion may take on more meaning when one considers it in conjunction with the district's detention rate. Traditionally, New Hampshire's detention rate³ has been below the national detention rate. As recounted above, in fiscal year 2002 New Hampshire's detention rate was 47.3%, while the national rate was 54.5%. Taken together with the outcomes data related above, it appears that, in general, New Hampshire is more likely to release marginally appropriate defendants to the community but is also more likely, consistent with its supervision philosophy of holding defendants strictly accountable for their actions, to revoke supervision for violations of release conditions.

Pretrial Diversion Program

Activity in the Pretrial Diversion Program dipped markedly in fiscal year 2002. Only two cases were activated, as opposed to eight the previous fiscal year. The number under pretrial diversion supervision as of September 30, 2002 was eight, a decrease from twelve one year earlier.

Unit Goals/Outcomes

The Pretrial Unit focused on several goals related to timely completion of bail reports, initial case supervision plans (ICSPs), and six month plans. Those goals and outcomes follow:

- Achieve initial case supervision plan completion within ten business days of release in 85% of supervision cases.

The unit was not successful in achieving this goal in that only 48% of supervision cases had the ICSPs within ten business days. However, 84% of the ICSPs were completed within 20 business days.⁴

- Conduct residence verification within ten days of release in 85% of supervision cases.

The unit was not successful in achieving this goal in that residence verifications within ten days of release were accomplished in 65% of the supervision cases. Again, however, residence

³Defined as defendants detained and never released to the community.

⁴It is expected that the Criminal Law Committee will approve the new standard of completion of the ICSP within 30 calendar days of a defendant's release.

verifications were completed within 20 business days in 87% of the cases.

- Attain timely six month case plan review completion rate in 90% of supervision cases.

Review of a representative sample of the supervision caseload disclosed that six month case reviews were timely completed (or not needed due to case developments) in nine of eleven cases. Although slightly below the goals of 90%, this goal was viewed as substantially achieved, especially in view of the increasing caseload and stable number of personnel in the unit.

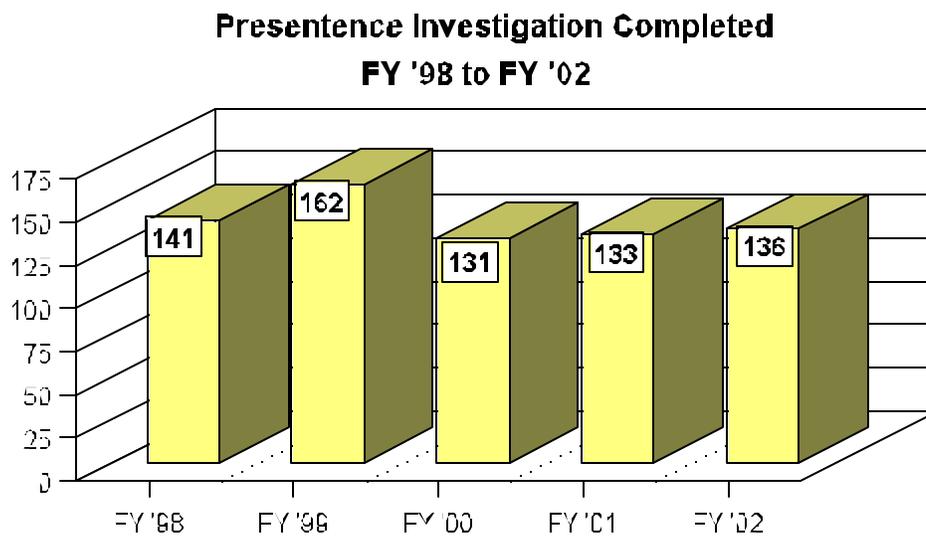
- Maintain at least 90% pre-bail report completion rate.

The pre-bail interview rate dropped to 74.4% which, if one excludes interview refusals, changes to a more respectable 81.2%. Whichever measure one uses, however, it remains substantially below the circuit average of 89.8%. The decline is attributable, in part, to the practice of the U.S. Marshals Service not to serve summonses in the community in Information cases, choosing instead to do so in their office on the court date, thereby often allowing insufficient time to conduct pre-hearing interviews.

PRESENTENCE SERVICES

Investigations and Sentencings

During fiscal year 2002, the Presentence Unit completed a total of 136 presentence investigation reports. This represented an increase of 2.3% over fiscal year 2001 but remained well below the high water mark of fiscal year 1999 when 162 reports were completed.



The Court sentenced 135 defendants during the year. A review of the types of cases sentenced reveals that drug cases again accounted for the highest percentage, 39.3%. This figure represents the lowest level of drug cases sentenced in at least the last six fiscal years. Of all drug cases sentenced, cocaine (64.1%) and marijuana (22.6%) were the drugs most often involved. Sentencing of fraud cases increased markedly to 26.6%, a nearly 7% increase from the previous fiscal year. The remainder of the cases sentenced represented the panoply of other federal crimes.

The types of sentences imposed were as follows: 99 (or, 73.3%) received imprisonment; 34 (or, 25.2%) received probation; and, two (or, 1.5%) received a fine only.

Unit Goals/Outcomes

The Presentence Unit focused on maintaining the high quality of presentence reports and ensuring that unit members are provided up-to-date training with respect to the federal sentencing guidelines. The specific goals and outcomes follow:

- Continue to strive for accurate guideline applications in presentence reports and submit the highest quality reports to the Court as possible.

There was no negative feedback received from the Court or attorneys concerning guideline application issues or the quality of the reports submitted.

- Receive zero complaints from the Court and attorneys concerning presentence reports.

There were no complaints received by management from the Court or attorneys concerning presentence reports.

- Continue to send as many officers to the national and regional guideline training sessions as possible to ensure that officers are up-to-date with respect to guideline application issues.

The office sent four officers to national training and was prepared to send all unit officers to scheduled regional training, but the latter was cancelled due to budgetary issues.

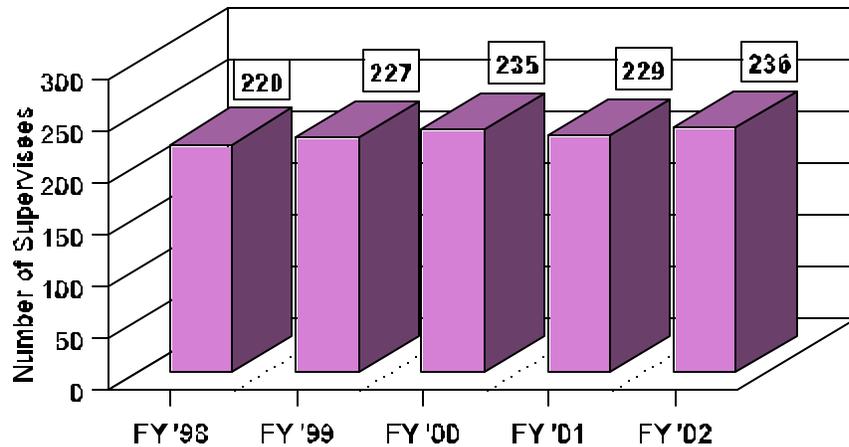
POSTCONVICTION SUPERVISION SERVICES

Caseload

In fiscal year 2002, the number of offenders under postconviction supervision increased by 3.0% to 236. During the last five fiscal years, the caseload has largely been stable, ranging from a low of 220 cases to

this year's high of 236 cases.

Postconviction Supervision Caseload FY '97 - FY '01

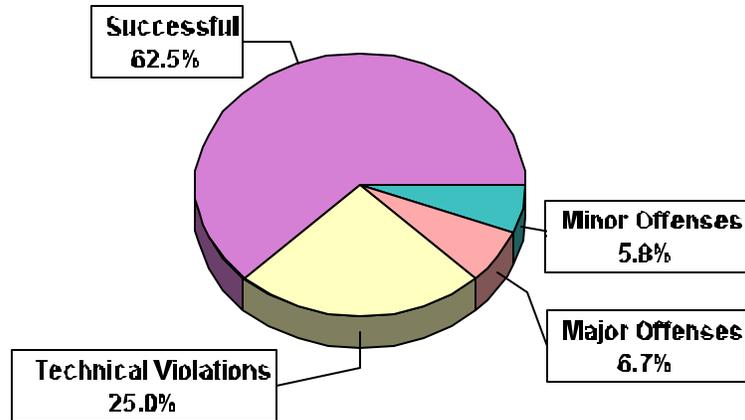


In terms of the types of postconviction supervision, the percentage of offenders on supervised release was 69.5%, probation 25.4%, and other types of supervision (i.e., magistrate probation, parole, special parole, mandatory release, military parole, and Bureau of Prisons cases) 5.1%. This breakdown is little changed from fiscal year 2001. Offenders who committed drug offenses represented 45.6% of the total caseload, while the second highest type was for offenders who committed fraud offenses at 19.1%. The former figure accounts, in large part, for the high number of treatment cases officers must address.

Supervision Outcomes

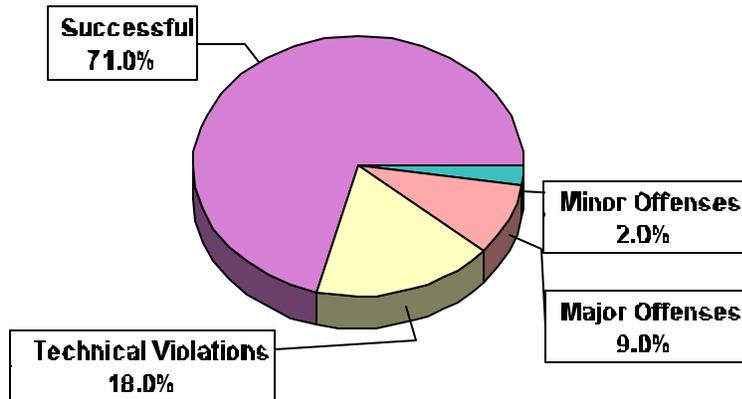
Reliable national and district data are now available for determining postconviction supervision outcomes. A “successful completion” outcome is currently defined as a case which has reached termination without revocation, the latter occurring due to offenders committing major offenses, minor offenses, or technical violations. In the District of New Hampshire, 104 cases were closed during fiscal year 2002. Supervision outcomes were as follows:

Postconviction Supervision Outcomes⁵ New Hampshire



Nationally, 42,217 offenders were removed from supervision during the same time frame. The supervision outcomes nationally were as follows:

National Supervision Outcomes



⁵“Minor offenses” represent convictions for offenses for which the sentence is 90 days or less imprisonment, one year or less probation, or a fine. “Major offenses” are violations that include involvement in or conviction of serious offenses (including absconding from custody), arrest on another charge, or convicted and sentenced to more than 90 days imprisonment or more than one year probation.

Comparison of the two sets of data suggests that the percentage of offenders who are revoked for commission of major and minor offenses are quite similar. The major difference is in the percentage of those revoked for technical violations, 18% nationally but 25% in the District of New Hampshire. The latter accounts for the district's lower "success" rate of 62.5%, as opposed to the 71% rate nationally. Another view of this data, however, would be that officers are holding offenders more accountable for compliance with the technical conditions of supervision (including refraining from the use of controlled substances, the condition most often violated) by promptly invoking intermediate sanctions and seeking revocation when such interventions fail.

Treatment Cases/Outcomes

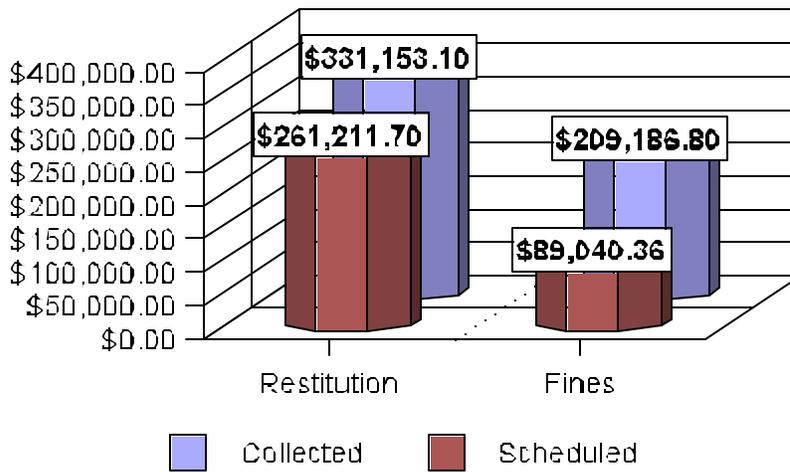
The high percentage of cases requiring substance abuse aftercare and/or mental health treatment continues to pose the greatest challenge for unit officers. As of September 30, 2002, fully 26.3% of the postconviction caseload had a substance abuse aftercare treatment condition, and 15.7% had a mental health treatment condition. What is encouraging, however, is the fact that 62.2% of those cases closed during fiscal year 2002 had successful outcomes. This compares favorably with the First Circuit success rate of 49.2% and the national success rate of 55.9%.

Continuing to build on the efforts of the prior year, Drug & Alcohol Treatment Specialist James Bernier focused on familiarizing all unit officers with the treatment referral process and appropriate treatment strategies, and collaborating with treatment providers in the supervision process. Additionally, officers were urged to increase efforts to obtain copayments from appropriate offenders, and efforts were made to streamline the billing process.

Fines and Restitution Collection

Supervision Unit officers collected a total of \$540,339.90 in fines and restitution, nearly \$100,000 more than what was collected in the previous fiscal year. This 22.6% increase is a reflection of the aggressive collection efforts by unit officers. Where offenders are not able to pay their fine or restitution immediately, officers establish monthly payment schedules, based on a close review of offenders' ability to pay, for approval by the Court. The payment schedules are reviewed and updated every six months. Another indicator of these efforts is the gross amount collected in each category vis-a-vis the amount that was to be collected under the payment schedules, as represented in the following graph.

Fines and Restitution Collection FY '02



Unit Goals/Outcomes

The Supervision Unit focused on several measurable supervision goals during the fiscal year. The goals and outcomes follow:

- Maintain a 90% or better rate of responses to positive substances abuse tests within the five day requirement.

The goal was attained by virtue of the fact that in 93% of applicable cases, officers responded with an intervention within the five day period.

- Maintain a 90% or better rate of received monthly payments from offenders having a financial obligation.

The monthly payment rate was above 90%. In those cases where offenders were unable to make said payments due to unemployment, medical issues, or other legitimate circumstances, the Court has been so apprised.

- Begin the process of measuring the success rate of individuals who are referred to substance abuse treatment in relation the contractor services provided and funds expended.

The goal was not accomplished as the necessary process and data to measure such success is not yet in place.

- Achieve and maintain a rate of 85% or better of case reviews submitted on time.

This goal was not accomplished, the rate being 74%, this in large measure due to one caseload being deficient.

AUTOMATION

In fiscal year 2002, Probation and Pretrial Services staff experienced many technological changes and enhancements in the way they performed several aspects of their jobs on a daily basis. One such notable enhancement was the implementation of a new case planning system known as CyberSam. CyberSam has allowed the officers to more easily meet reporting deadlines and has increased the overall efficiency for completing necessary paperwork, allowing more time to be spent on actual casework.

Additionally, Probation & Pretrial Services underwent two major system conversions. The existing email application, Groupwise, was replaced with a more robust and highly functional application, Lotus Notes, while the financial application, CFSII, was also replaced with a newer, more integrated financial application, FAS₄T.

Also worth noting is the roll-out of Palm M505's to Supervision officers. Our Supervision officers now have access to their clients' case information, chronos, and pictures on their Palms. Moreover, the officers can also retrieve their calendar information to better schedule for court dates, all 4,000 contact numbers for the entire Federal Probation Division, and a local resource listing of contact numbers to be utilized by both the officers and their supervisees.

Other significant accomplishments included installation of an Intranet server; a newly installed Help Desk tracking system; and numerous changes and enhancements to the WordPerfect templates for several reports used by the Presentence, Pretrial, and Supervision Units.

TRAINING

The District of New Hampshire continues to value training as a high priority for the staff of the U.S. Probation and Pretrial Services. During this past year, forty-three course sessions were offered to twenty-three employees which included hands on training, satellite broadcasts from the Federal Judicial Center, and regional workshops.

As a result of the events of this past year, many of the programs revolved around terrorism, cybercrime, and anthrax issues. The office as a whole attended training sessions on Biological Threats and Biological Chemical Awareness. In addition, satellite broadcasts continued to offer programs on Terrorism Awareness.

The office hosted a week long training program in the area of Critical Incident Stress Management. Officers from neighboring districts, as well as Puerto Rico and New Mexico, attended the classes which stressed a team based response to critical incidents. As a result of this training, a New England wide team has been established which continues to participate in ongoing training and the establishment of operational guidelines for the team. Specific training areas were identified for the group which involve grief counseling, suicide issues, and death notification. The team meets on a quarterly basis with ongoing training presented at each meeting.

Safety issues continued to play a large part in the office training program. This year, officers participated in a firearm transition from carrying revolvers to semi-automatics. This transition emphasized classroom instruction, as well as numerous hours on the range to become familiar with the differences between the weapons. Capstun programs and Simunition training also offered officers the ability to hone their safety skills. Office-wide safety issues were also addressed through the FJC satellite broadcasts. As well as emphasizing officer personal mindset issues, the programs were expanded to offer office-wide safety scenario issues which included support staff.

While ongoing training in the areas of substance abuse and mental health issues continued to be offered to staff, a third component was added addressing the needs of female offenders. Programs were presented which identified the specific needs of women on supervision, especially in the areas of female substance abuse.

Several members of the Presentence Unit were able to attend the National Sentencing Guideline training sponsored by the U.S. Sentencing Commission and the Federal Bar Association in Palm Springs, CA. Guideline issues are becoming extremely complex, and this training offers officers the opportunity to learn from national instructors and professionals from around the country.

This past year, the office continued its practice to have an off-site fall training program for the entire staff. This year staff completed a Myers-Briggs training seminar which focused on the traits of different personality styles and how those styles affect the office's ability to function as a cohesive unit. In addition, support staff attended a regional conference for the first time focusing on clerical issues.

EMPLOYEE RECOGNITION

During fiscal year 2002, and consistent with the recommendations of the year's peer-based Employee Recognition Committee, Chief Thomas K. Tarr cited two staff members for their outstanding work.

Chief's Award for Community Service: Karin T. Kinnan

Karin received a total of six nominations, every one of which cited her outstanding work in starting and running the women's support group with LTG Counseling Associates. Two

of the nominations also cited Karin for her unheralded work in maintaining U.S.P.O. Kristin Cook's caseload while she was unable to work for medical reasons. While the general sentiment was that Karin's work might fall more closely under the category of the District Award for Special Service/Exceeding Expectations, the committee decided to recommend the community service award for Karin because it can truly be said that she has worked toward the improvement in the quality of life of a distinct group in the community, namely, the female offenders whom we supervise.

District Award for Sustained Superior Performance: Denis F. Linehan

Denis received the second highest total of nominations, i.e., three. All of the nominations cited Denis's outstanding work as a presentence writer, the duration of which has far exceeded the twelve month time frame of the award criteria. Denis has an uncanny ability to "read" our defendants as well as anyone in our business, and his presentence reports are always written with an eye toward the issues supervision officers will face when supervising offenders in the community. He has always been willing to be a resource to fellow staff, especially new officers, and his unparalleled sense of humor has been a most welcome leavening to the atmosphere of the office and the work we do.

The awards, consisting of a plaque and \$500 cash award, were presented to U.S.P.O.s Kinnan and Linehan at a special ceremony during the district's Fall Training Conference in September 2002.