

NOMINATION OF PAUL A. QUANDER, JR.

HEARING

BEFORE THE

COMMITTEE ON
GOVERNMENTAL AFFAIRS
UNITED STATES SENATE
ONE HUNDRED SEVENTH CONGRESS

SECOND SESSION

ON THE

NOMINATION OF PAUL A. QUANDER, JR. TO BE DIRECTOR, DISTRICT OF
COLUMBIA COURT SERVICES AND OFFENDER SUPERVISION AGENCY

APRIL 11, 2002

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NOMINATION OF PAUL A. QUANDER, JR.

THURSDAY, APRIL 11, 2002

U.S. SENATE,
COMMITTEE ON GOVERNMENTAL AFFAIRS,
Washington, DC.

The Committee met, pursuant to notice, at 3:12 p.m., in room SD-342, Dirksen Senate Office Building, Hon. Richard Durbin presiding.

Present: Senator Durbin.

OPENING STATEMENT OF SENATOR DURBIN

Senator DURBIN. The Committee will come to order. Good afternoon and welcome. My apologies for my schedule. Delegate Norton can empathize with some of the problems we face.

Welcome to everyone. Today the Senate Committee on Governmental Affairs holds a hearing to consider the nomination of Paul Quander, Jr. to the position of Director for Court Services and Offender Supervision Agency for the District of Columbia.

CSOSA was established by Congress as part of the 1997 D.C. Revitalization Act. It combined under one helm the previously disparate local functions of Pretrial Services, Parole, Adult Probation and Post-Conviction Offender Supervision, following 3 years of operation as a trusteeship. CSOSA was certified as an independent Federal agency within the Executive Branch on August 4, 2000. CSOSA, with 950 employees, an annual budget of \$132 million and responsibility for monitoring 21,000 pretrial release defendants per year—that is about 8,000 at any one time—and 15,338 post-conviction offenders on probation or parole, has been guided under an appointed interim director awaiting confirmation of the President's designee. So this marks the first opportunity for the Senate to advise and consent on the President's nominee to fill the CSOSA Directorship post.

On October 18, 2001, Paul A. Quander, Jr. was nominated by President Bush to be that director for a term of 6 years. Mr. Quander has served as an Assistant U.S. Attorney for D.C. since 1994. From 1989 to 1994 he was Deputy Director of the D.C. Department of Corrections. From 1982 to 1989 Mr. Quander served with the Office of Corporation Counsel in the Juvenile Section, the Civil Division and then in the Correctional Litigation Section. He is a graduate of Virginia State University and Howard University School of Law.

I am certain this is going to be a special day for you, Mr. Quander. I understand you may have some family members who

are with you in support, as well as colleagues and friends. Would you care to introduce some of them at this point in time?

Mr. QUANDER. Thank you very much. At this time I would like to take the opportunity to introduce my mother, Roberta J. Quander; my wife, Charlene Quander; my oldest daughter and a sophomore at Hampton University, Candace Quander; and my youngest daughter, Katherine Quander, who will be attending Florida A&M this fall.

Also I would like to acknowledge and recognize three lifelong friends who are present: Charles Cobb, Anthony Giles and Steve Young. There are also former colleagues from the Office of the Corporation Counsel, the Department of Corrections, and current colleagues with the U.S. Attorney's Office, and there are a number of staff members from CSOSA that are also present that I would like to acknowledge as well.

Senator DURBIN. Thank you very much, Mr. Quander.

And let me at this time welcome my friend, Congresswoman Eleanor Holmes Norton with the District of Columbia who is here to offer an introduction on your behalf.

**TESTIMONY OF HON. ELEANOR HOLMES NORTON, A
DELEGATE IN CONGRESS FROM THE DISTRICT OF COLUMBIA**

Ms. NORTON. Thank you very much, Mr. Chairman. May I begin by thanking you for your kind and very expert attention to the affairs of the District of Columbia. I know of no one who has been more helpful to this city.

I am pleased to come this afternoon to recommend Paul A. Quander, Jr., to be Director of Court Services and Offender Supervision Agency.

Now, Mr. Chairman, you and I helped get through the Revitalization Act that transferred these functions, these State functions for criminal defendants to the Federal Government, but I do not think you or I should take any responsibility for this name. It is, barring none, the most cumbersome name of an agency perhaps in the Federal annals. I have thought of putting a bill in to change it to something simple, but its mandate is indeed complicated, and it will take, I think, a candidate of the experience and the extensive law enforcement background that Mr. Quander offers to make sure that it continues on its excellent course.

After receiving his degrees, undergraduate and law degrees with honors, both with honors, he has spent his entire career in law enforcement in this city in the Corporation Counsel's Office, in the U.S. Attorney's Office, at the Department of Corrections, all three in high posts. His experience is important because he will be working with State-level inmates released after having committed serious crimes or been accused of serious crimes.

Mr. Chairman, you might think this a thankless task. The people over whom Mr. Quander will have jurisdiction are statistically most likely to commit or recommit crimes. But this office has functioned splendidly, and is responsible for a large part of the reason that the crime statistics in the District of Columbia have come down so rapidly. Mr. Quander, therefore, has a running head start as he takes over this agency. That is not always the case as one comes into a new post.

And because of your own work in getting this bill through and because of its importance to the residents of the District of Columbia, I would just like to leave you with a few statistics on this work. CSOSA now supervises 16,000 offenders and 8,000 defendants. In the last 3 years the number of parolees rearrested has dropped 63 percent because of the work this agency does. We have profited mightily by transferring our offenders to an expert professional supervision agency. It has done so not because it holds tea groups, but because it uses serious kinds of measures, including anger management, work that has resulted in drug abuse and alcohol abuse being reduced. I mean when you reduce it by things like—not just sitting around and doing counseling, but by monitoring these inmates so that, for example, with urine tests and the like, so that when the period of supervision is over, they come back into our community no longer ready to be involved in crime. They have done extensive job referral and job training work. Among a representative sample of offenders who completed treatment in fiscal year 2001, positive drug results were down 50 percent. As you know, it is drug offenses that lead to crime in large cities like Chicago and New York, so I cannot emphasize enough the importance of this position to public safety in the District of Columbia.

The experience and background that Mr. Quander brings to the post shows he is well qualified for the job, and I am pleased to recommend him to you this afternoon.

Senator DURBIN. Well, Delegate Norton, your commendation goes a long way with this Committee, and we are glad that you are here today. And I also know that you have a pretty busy schedule, so if you can stay, you are certainly welcome, but if you have to leave, we certainly understand that too.

Ms. NORTON. I thank you for excusing me, Mr. Chairman.

Senator DURBIN. I thank you for joining us.

Mr. Quander, it is customary in this Committee to swear in witnesses, and if you would be kind enough to stand and raise your right hand. Do you swear the testimony you are about to give is the truth, the whole truth and nothing but the truth, so help you, God?

Mr. QUANDER. I do.

Senator DURBIN. Thank you. Let the record indicate the witness answered in the affirmative.

Do you have any opening remarks that you would like to make?

TESTIMONY OF PAUL A. QUANDER, JR.¹ TO BE DIRECTOR, DISTRICT OF COLUMBIA COURT SERVICES AND OFFENDER SUPERVISION AGENCY

Mr. QUANDER. Very briefly. I would like to thank you, Senator Durbin, and the other Members of the Committee and staff for this opportunity. I am honored and humbled by the nomination and the prospect for working for an agency and leading an agency that has the mandate that it does.

This agency touches the lives of many people, many people that have had contact, all of them had contact with the criminal justice

¹The biographical information appears in the Appendix on page 9. Pre-hearing Questions and Responses appear in the Appendix on page 15.

system and may be down. But I look at it as an opportunity to help, number one, the public as far as public safety, but to help the individuals as well as they try to turn around their lives and to become reintegrated with the society, this society, the District of Columbia of which I am native. So I am thankful for the opportunity and I am thankful to be here this afternoon.

Senator DURBIN. Thank you very much. Your nomination was of course received in the Senate, and you completed a thorough biographical questionnaire, and we have certainly reviewed it, as others have as well, and I have reviewed the response as of yesterday, and note that you have an extensive and exemplary record of service, which certainly qualifies you.

Now, there are three standard questions asked of all nominees, which I will ask first, and then get into particulars about your specific responsibility. Is there anything you are aware of in your background that might present a conflict of interest with the duties of the office to which you have been nominated?

Mr. QUANDER. No.

Senator DURBIN. Do you know of any reason, personal or otherwise, that would in any way prevent you from fully and honorably discharging the responsibilities of the office to which you have been nominated?

Mr. QUANDER. No, I do not.

Senator DURBIN. Do you know of any reason, personal or otherwise, that would in any way prevent you from serving the full term for the office to which you have been nominated?

Mr. QUANDER. No.

Senator DURBIN. Let me ask you about your background then. After the standard questions here, let us get into things that are perhaps a little more relevant to the particular appointment.

You have a successful career as a prosecutor and significant experience on the corrections side, but a big part of this job goes beyond what you have done to deal with offenders after they have served in the Department of Corrections. If you are confirmed for this position, what experience would you draw upon to enable you to assist offenders and reduce recidivism?

Mr. QUANDER. Well, the first experience will be what I gained with the Department of Corrections, because the Department of Corrections, during my 5-year tenure as the Deputy Director, we not only had responsibility for the prisons, but we also had responsibility for the halfway houses and transitioning those individuals who were in the penal institutions into a halfway house and back into the community. So we spent a lot of time, and I spent a lot of time, on trying to provide services and a forum, so to speak, so that inmates, both male and female, when they transition out of the penal institution, will have a place that they can go where they can transition back into the community.

Once they are in the community, it just doesn't stop there. We had experience because part of our responsibility was not only to house the inmates, but to a certain degree to keep them in the community. So I have some exposure on the back end in corrections. The other experience that I do have is in the U.S. Attorney's Office. I handled a lot of the major narcotics and gang cases, and you come into contact with people that have been in the system,

that have been on probation, that have been incarcerated, and you get to spend time with them, and you get to see what works in their minds, what is effective and what is not. So you develop an understanding, you get a feel for what programs may be successful and what won't be. You also get a sense of what motivates people to succeed, and I think that will be very helpful as I move forward with CSOSA.

Senator DURBIN. So based on your personal experience, if you had to come up with some general observations, what would you point to as the reason for failure in most cases? Why do you think some who have emerged from this corrections experience end up back in jail again?

Mr. QUANDER. I think the largest issue is substance abuse, which is closely intertwined with just economics. When an individual returns to the community, that person, male or female, has to make a living, has to have a way to survive, and often the lure of fast money that drugs and narcotics presents is sometimes overwhelming, and people are willing to take that risk. If there are alternatives and if people know that people are going to be watching, and we're going to be talking not only with CSOSA but with the Metropolitan Police Department, which is done right now and that we're going to be targeting and we're going to be looking very, very closely.

So I think it's a staffing issue because you want to have an appropriate ratio of community service officers to the people that are on supervision, and it's also offering alternatives to try to get people to make those lifestyle changes that will get them off of the drugs, get them away from the lure of the fast money, which just means in a matter of time they're going back, and get them in to something whereby they can get up and go to work the regular 9 to 5 job, and then get into what we consider and society expects of them, just a good solid citizen.

Senator DURBIN. I do not know that you would be familiar with the city of Chicago, which I am honored to represent, but it turns out that in one congressional district in the west side of Chicago there is just an overwhelming percentage of formerly incarcerated people who come to live there because of the various programs and opportunities on the west side of Chicago. And I recently attended a meeting there, and one of the things that I was surprised to find was that some of those who had been incarcerated ran into problems right away because of a reason they had not anticipated. They were turned loose out on the street without any form of identification. And so the Illinois Department of Corrections now has a program to issue photo ID cards to those who are leaving the Department of Corrections, so that they can prove their identity. It will be probably some time before they will have a driver's license or some other form of identification. Do you know if Washington, DC has that problem or has responded to it?

Mr. QUANDER. I had a recent experience with a young man who was just recently released from a period of incarceration from a California facility. And he was a cooperating witness in a case that I had, so he came to see me. And he indicated that he had the same problem. I do know what CSOSA has in place a number of programs and a number of meetings and things of that nature once

a person is released, and they're required to meet with a supervision officer. I am not sure what is in place right now to address that, but I do know that one individual did have that issue of not having a valid piece of identification.

Senator DURBIN. When you are successful in this nomination, and I trust you will be, if you would please look into that, and if you think there is something we can do by legislation that might be helpful, let us know. Otherwise, if D.C. can take care of it, I am a big believer in home rule. So if you could take care of it, more power to you.

Mr. QUANDER. Very well.

Senator DURBIN. Can we talk about halfway houses?

Mr. QUANDER. Certainly.

Senator DURBIN. Because I know that they're used quite a bit, quite extensively, aren't they, in the District of Columbia?

Mr. QUANDER. I believe they're used extensively, so much so that I believe now we're running close to being at capacity. And there's a significant need for additional halfway house space. CSOSA has done a good job of getting out there, talking to the community, trying to locate halfway houses, and it's a tough process, but it's something that needs to be done on both ends. I believe that a person that is being released from a period of incarceration needs a—he needs a safe home. He needs or she needs a transition setting. They need a place where it will be easier for them to make that adjustment, because in prison you're told when to get up, when to go to bed, when to eat. When you're out in the street, you don't have those issues, and sometimes it's kind of easy to run afoul of the rules and the regulations. If there is a place where you can get your bearings, be strictly indoctrinated into what is expected of you, then I think people have a successful period of transition.

On the other end, the Pretrial Services Agency for individuals who are pending trial, halfway houses offer an alternative to incarceration. There's a constitutional right to be presumed innocent, and for your nonviolent offenders, halfway houses oftentimes will offer a viable alternative for even some of your violent offenders. The space is needed. I believe it can be well run. I believe it can perform a service that will benefit public safety, so I believe halfway houses are key.

Senator DURBIN. One of the other things that seems to be critical is caseload ratio, and I know Delegate Norton talked about some of the improvements at this agency, but some of the statistics we have are dramatic, where the number of prisoners assigned to each one of the supervising officers declined from 180 or 200 to 64. That is a substantial decline to about one-third of previous levels. Still, it is a little higher than what they have said should be the maximum, 50. Do you see that as part of your responsibility to reduce that caseload even further?

Mr. QUANDER. Absolutely. I think for public safety you need to have a manageable caseload. If not, you just can't do the job that is required by the citizens of the District of Columbia. You're going to miss some things. And it's just too important. We have basically a public trust. We have asked the community to let these men and women come back into the community and we will watch them. We

will provide. We will be your eyes and ears, and we have to have a caseload that allows us to do that.

CSOSA has done, I believe, a great job in moving the supervising officers out of the offices downtown and into the community. There is a, for lack of a better term, a regional center not far from where I live on Good Hope Road and Minnesota Avenue. There's another one on South Capitol Street in Southeast, and I believe there's another in Taylor, so community service officers are right there in the community, and it gives them a visible presence, and the individuals who are under supervision know that their officers are nearby and available if they need them, or available to come by to do a spot visit and to check, which just helps lend credence to what we do, and that is public safety.

Senator DURBIN. One of my friends and heroes in the Chicago area is a Father Clement, who is an African-American priest, who started a number of programs on a national basis. One was called One Child One Church, where they were asking churches to try to bring in a child who might otherwise have no guidance in their life, and the other was One Convict One Church, where churches would try to reach out and mentor and assist those who were recently incarcerated and try to get them back in society. Is there such a program under way in D.C. that you are familiar with?

Mr. QUANDER. Yes, there is a faith-based program that is under way, I believe. Hallem Williams was recently appointed to lead that effort in CSOSA, and essentially what we are trying to do is to mirror that program in that there is a large faith-based community here that is willing to work with us and to assist, and we are trying to match up and to get individuals who have been recently released from prison connected with the church and have a church sponsor, and help that person with the transition, not only just initially, but permanently, to give the foundation.

Senator DURBIN. Great. My staff is all over this one. They just handed me an article from the *Washington Post* of January 12 involving the faith community partnership. It specifies Faith Tabernacle of Prayer in Southeast Washington as one of the cooperating churches.

Mr. QUANDER. Yes.

Senator DURBIN. So I think that is an excellent program, and I hope that we will find ways to work together to expand it.

I do not have any further questions, and I would like to thank you, Mr. Quander, for your responses. They were certainly encouraging. I want to thank your family for joining you, as well as your friends today. The next step in this process will be the prompt consideration of your nomination in a full Committee markup and reporting to the full Senate for final action.

Let me note that the record of this hearing will remain open for a period of 1 week to permit other Members of the Committee to submit statements or questions for you to consider.

With that, nothing further on my agenda, and I thank you again for being here.

Mr. QUANDER. Thank you.

Senator DURBIN. This hearing is adjourned.

[Whereupon, at 3:33 p.m., the Committee hearing was adjourned.]

APPENDIX

BIOGRAPHICAL AND FINANCIAL INFORMATION REQUESTED OF NOMINEES

A. BIOGRAPHICAL INFORMATION

1. **Name:** (Include any former names used.)
Paul Alonzo Quander, Jr.
2. **Position to which nominated:**
3. Director, Court Services and Offender Supervision Agency for the District of Columbia
4. **Date of nomination:**
December 4, 2001
5. **Address:** (List current place of residence and office addresses.)

555 4th Street, N.W. #9917 Washington, D.C. 20530 (office)
6. **Date and place of birth:**
November 10, 1954; Washington, D.C.
7. **Marital status:** (Include maiden name of wife or husband's name.)
Married (Charlene Theresa Boone)
8. **Names and ages of children:**

9. **Education:** List secondary and higher education institutions, dates attended, degree received and date degree granted.
Howard University School of Law, Sept. 1977 - May 1980, Juris Doctoris, May 1980
Virginia State University, Aug. 73 - May 1977, Bachelor of Arts, May 1977
Employment record: List all jobs held since college, including the title or description of job, name of employer, location of work, and dates of employment. (Please use separate attachment, if necessary.)
See attached sheet and resume
10. **Government experience:** List any advisory, consultative, honorary or other part-time service or positions with federal, State, or local governments, other than those listed above.
None
Business relationships: List all positions currently or formerly held as an officer, director, trustee, partner, proprietor, agent, representative, or consultant of any corporation, company, firm, partnership, or other business enterprise, educational or other institution.
None
11. **Memberships:** List all memberships and offices currently or formerly held in professional, business, fraternal, scholarly, civic, public, charitable and other organizations.
Assistant United States Attorney's Association, 1995 to present
Department of Justice Black Attorney's Association, 2001 to present
Howard University School of Law Alumni Association, DC Chapter 1996-1999
Kappa Alpha Psi Fraternity 1975 - present (non-active)
12. **Political affiliations and activities:**
 - (a) List all offices with a political party which you have held or any public office for which you have been a candidate.
None
 - (b) List all memberships and offices held in and services rendered to all political parties or election committees during the last 10 years.
None
 - (c) Itemize all political contributions to any individual, campaign organization, political party, political action committee, or similar entity of \$50 or more for the past 5 years.
Kevin Chevous, City Council Ward 7, \$100
Kevin Chevous, Mayoral Campaign, \$100

13. **Honors and awards:** List all scholarships, fellowships, honorary degrees, honorary society memberships, military medals and any other special recognitions for outstanding service or achievements.
U.S. Department of Justice Senior Litigation Counsel, 2000 (See resume)
14. **Published writings:** List the titles, publishers, and dates of books, articles, reports, or other published materials which you have written.
None
15. **Speeches:** Provide the Committee with four copies of any formal speeches you have delivered during the last 5 years which you have copies of and are on topics relevant to the position for which you have been nominated.
Not Applicable
16. **Selection:**
 - (a) Do you know why you were chosen for this nomination by the President?
No
 - (b) What do you believe in your background or employment experience affirmatively qualifies you for this particular appointment?

I am a native Washingtonian who has spent my entire professional career in the criminal justice system in the District of Columbia. I have trial, supervision and policy development experience with juvenile and adult offenders in the District of Columbia. I have represented criminal justice agencies in the Superior Court of the District of Columbia and United States District Courts in the District of Columbia and the Eastern District of Virginia. I have been involved in criminal justice policy development and implementation strategies with various agencies and offices responsible for criminal justice.

B. FUTURE EMPLOYMENT RELATIONSHIPS

1. Will you sever all connections with your present employers, business firms, business associations or business organizations if you are confirmed by the Senate?
Yes
2. Do you have any plans, commitments or agreements to pursue outside employment, with or without compensation, during your service with the government? If so, explain.
No
3. Do you have any plans, commitments or agreements after completing government service to resume employment, affiliation or practice with your previous employer, business firm, association or organization?
No
4. Has anybody made a commitment to employ your services in any capacity after you leave government service?
No
5. If confirmed, do you expect to serve out your full term or until the next Presidential election, whichever is applicable?
Yes

C. POTENTIAL CONFLICTS OF INTEREST

1. Describe any business relationship, dealing or financial transaction which you have had during the last 10 years, whether for yourself, on behalf of a client, or acting as an agent, that could in any way constitute or result in a possible conflict of interest in the position to which you have been nominated.
None
2. Describe any activity during the past 10 years in which you have engaged for the purpose of directly or indirectly influencing the passage, defeat or modification of any legislation or affecting the administration and execution of law or public policy other than while in a federal government capacity.
None

- 3. Do you agree to have written opinions provided to the Committee by the designated agency ethics officer of the agency to which you are nominated and by the Office of Government Ethics concerning potential conflicts of interest or any legal impediments to your serving in this position?
Yes

D. LEGAL MATTERS

- 1. Have you ever been disciplined or cited for a breach of ethics for unprofessional conduct by, or been the subject of a complaint to any court, administrative agency, professional association, disciplinary committee, or other professional group? If so, provide details.
Yes, in the early 1980's a cousin filed a complaint with the Bar Association concerning the way I was handling financial matters for his mother (my aunt). The complaint was fully investigated and found to be without merit.
- 2. To your knowledge, have you ever been investigated, arrested, charged or convicted (including pleas of guilty or nolo contendere) by any federal, State, or other law enforcement authority for violation of any federal, State, county or municipal law, other than a minor traffic offense? If so, provide details.
No
- 3. Have you or any business of which you are or were an officer, director or owner ever been involved as a party in interest in any administrative agency proceeding or civil litigation? If so, provide details.
No
- 4. Please advise the Committee of any additional information, favorable or unfavorable, which you feel should be considered in connection with your nomination.
None

E. FINANCIAL DATA

The Answers to the Financial portion of the Questionnaire are available for inspection in SD-340.

AFFIDAVIT

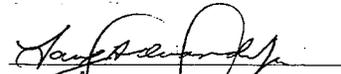
Paul Alonzo Quander, Jr., being duly sworn, hereby states that he/she has read and signed the foregoing Statement on Biographical and Financial Information and that the information provided therein is, to the best of his/her knowledge, current, accurate, and complete.

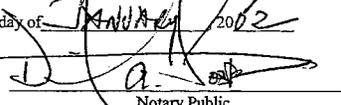
Subscribed and sworn before me this

9th

day of

JANUARY 2002





Notary Public
 DAVID A. FOSTER
 NOTARY PUBLIC DISTRICT OF COLUMBIA
 My Commission Expires May 14 2005

PAUL A. QUANDER, JR.

Education

Virginia State University 1977, graduated with honors
Howard University School of Law 1980, graduated with honors

Employment

Neighborhood Legal Services, Reginald Heber Smith Community Lawyer Fellow 1980-1982
Office of the Corporation Counsel, Juvenile Section 1982-1985
Office of the Corporation Counsel, Civil Division 1985-1987
Office of the Corporation Counsel, Section Chief, Correctional Litigation Section 1987-1989
Department of Corrections, Deputy Director 1989-1994
Department of Justice, United States Attorney's Office 1994- present

Experience

Neighborhood Legal Services; represented indigent clients in public benefit administrative hearings, landlord and tenant civil actions, as well as various small claims trials.

Office of the Corporation Counsel, Juvenile Section; prosecuted juvenile offenders for all offenses ranging from shoplifting to murder. Appointed team leader where I concentrated on the most serious offenses and habitual juvenile offenders. Prosecuted murders, rapes, arson and armed robberies. I was also appointed training coordinator for the section.

Office of the Corporation Counsel, Civil Division; represented the District of Columbia, its agencies and employees in various civil matters in Superior Court and U.S. District Courts in the District of Columbia and Eastern District of Virginia. Extensive trial and motions practice in both the local court and United States District Courts. I have litigated medical malpractice, false arrest and imprisonment claims, race and sexual discrimination claims, various tort actions and equity actions.

Office of the Corporation Counsel, Section Chief, Correctional Litigation Section; I supervised an office of approximately twenty attorneys and support staff that represented all of the litigation needs for the District of Columbia Department of Corrections. I served as general counsel to the director of the Agency. I handled all of the prison compliance litigation and monitoring. I successfully litigated a major institutional reform class action lawsuit against the District of Columbia and the Department of Corrections. I served as senior litigation counsel in several tort claim trials involving the Department of Corrections and its employees.

Deputy Director, Department of Corrections; I was responsible for the day to day operation of the Department of Corrections. At various times the agency was responsible for 10,000 to 12,000 prisoners, 3,800 employees, 8 separate and distinct prisons and a budget of more than 245 million dollars. I assisted in the development of budgets and long term strategic plans, testified before the City Council and Congress in reference to proposed legislation and budget requests, and monitored compliance with various court orders. I coordinated the final construction and activation plan for the 800 bed Correctional Treatment Facility. I designed and assisted in the implementation

of a staffing and physical plant reorganization effort that resulted in the seventy-five year old Maximum Security Facility being accredited by the American Correctional Association.

Assistant United States Attorney; served in the appellate, grand jury, general felony and homicide sections. While in the homicide section, I was appointed the fourth district team leader in March 1998 and training coordinator for the section in January 1999. As the team leader I was assigned the most difficult and politically sensitive homicides occurring in the fourth police district. I have successfully investigated and litigated a variety of homicides involving gang killings, the killing of government witnesses, drug conspiracies resulting in homicides and serial killers and rapists.

In February 2001, I was appointed District Chief, Community Prosecution--Major Crimes Section for the Seventh District United States Attorney's Office. I supervise eight Assistant United States Attorney's in the investigation and prosecution of violent crimes including homicides, aggravated assaults, kidnaping, weapons offenses, narcotics violations and other serious crimes arising in the seventh police district. I also coordinate, develop and participate in community outreach efforts between members of my section and various community-based organizations in the seventh police district.

Awards and Honors:

Corporation Counsel Award for Sustained Superior Performance 1985 and 1987.
U.S. Department of Justice Special Achievement Award 1997, 1998 and 1999.
U.S. Department of Justice Senior Litigation Counsel, 2000.

References:

The Honorable Nan R. Shuker
Associate Judge, Superior Court
for the District of Columbia
500 Indiana Avenue, N.W., Suite 3430
Washington, D.C., 20001

The Honorable Henry F. Greene
Senior Associate Judge, Superior Court
for the District of Columbia
500 Indiana Avenue, N.W., Suite 3610
Washington, D.C., 20001

The Honorable Frederick H. Weisberg
Associate Judge, Superior Court
for the District of Columbia
500 Indiana Avenue, N.W., Suite 3620
Washington, D.C., 20001

Employment

December 1994 to Present
United States Attorney's Office, DC
555 4th Street, N.W.
Washington, D.C., 20530

Assistant United States Attorney, District of Columbia
Chief, Community Prosecution/Major Case Section 7th District
Responsible for the prosecution of all federal and local crimes committed by adults in the
District of Columbia.

August 1989 to September 1994
District of Columbia Department of Corrections
1923 Vermont Ave., N.W.
Washington, D.C. 20009

Deputy Director, District of Columbia Department of Corrections
Responsible for the day-to-day operations of the Corrections Agency for the District of
Columbia. (See attached resume)

August 1982 to August 1989
Office of the Corporation Counsel, DC
441 4th Street, N.W.
Washington, D.C. 20001

Assistant Corporation Counsel, District of Columbia
Responsible for the representation of the District of Columbia, its agencies and
employees in United States District Court and Superior Court of the District of Columbia.
(See attached resume)

September 1980 to August 1982
Neighborhood Legal Services, DC
701 4th Street, N.W.
Washington, D.C. 20001

Neighborhood Legal Services, Reginald Heber Smith Community Lawyer Fellow
Representation of indigent clients in civil and administrative matters. (See attached
resume).

**Pre-hearing Questionnaire for the
Nomination of Paul A. Quander, Jr. to be
Director of the District of Columbia Court Services
and Offender Supervision Agency**

I. Nomination Process and Conflicts of Interest

1. Why do you believe the President nominated you to serve as Director of the District of Columbia Court Services and Offender Supervision Agency (CSOSA)?

I believe the President received information regarding my involvement in District of Columbia criminal justice issues, as well as, my work ethic from individuals and possibly members of the bench who have observed me throughout my career.

2. Were any conditions, express or implied, attached to your nomination? If so, please explain.

No

3. What specific background and experience qualifies you to be Director of CSOSA?

I am a native Washingtonian who has spent my entire professional career in the criminal justice system in the District of Columbia. I have trial, supervision and policy development experience with juvenile and adult offenders in the District of Columbia. I have represented criminal justice agencies in the Superior Court of the District of Columbia and United States District Court in the District of Columbia, as well as, the Eastern District of Virginia. I have been involved in criminal justice policy development and implementation strategies with various agencies and offices responsible for criminal justice in the District of Columbia.

4. Have you made any commitments with respect to the policies and principles you will attempt to implement as Director? If so, what are they and to whom have the commitments been made?

No.

5. If confirmed, are there any issues from which you may have to recuse or disqualify yourself because of a conflict of interest or the appearance of a conflict of interest? Please identify any such issues and explain what procedures you would use to carry out a recusal or disqualification.

No.

6. The Director of CSOSA is appointed for a six (6) year term. If confirmed, is it your intention to serve out your full term?

Yes.

II. Role and Responsibilities of the Director of CSOSA

1. What do you consider to be the role of Director of CSOSA?

I believe the Director of CSOSA should be the primary policy maker. The Director is the individual who sets the tone for carrying forward the mission and responsibilities of the agency.

2. What challenges does CSOSA currently face, and how will you, as Director, address these challenges? What will be your top priorities?

I am not in a position, at this time, to properly respond to this question in that I am not at the agency and have no first hand knowledge of its operations.

3. How do you plan to communicate to Congress on your efforts to address CSOSA issues?

CSOSA currently has in place the Office of Legislative, Intergovernmental and Public Affairs (OLIPA) which serves as a liaison and a conduit for information that is requested by Congress. The Office in addition tries to keep members of Congress and their staffs informed as to relevant issues confronting the agency. I will evaluate the effectiveness of the Office; however, it is my understanding that the Office, in its current structure, works very efficiently.

III. Results-Oriented Decisionmaking and Leadership

1. Have you reviewed CSOSA's strategic plan? What changes would you make to address new or emerging issues?

No, I have not reviewed the strategic plan.

2. CSOSA is required to provide supervisory and treatment services to a growing number of individuals on probation, parole and supervised release. Under your leadership, how will CSOSA ensure that these individuals receive timely assessments and services to support their reintegration into the community?

Before I may fully respond to this inquiry I need to know what plans and procedures are currently in place for the timely receipt of assessments and services. After a review of current policies and procedures if changes are required appropriate modifications will be made.

3. What are the principal strengths and limitations of CSOSA? How do these strengths and limitations affect CSOSA's ability to achieve its mission to increase public safety, prevent crime, reduce recidivism, and support the fair administration of justice in close collaboration with the community?

At this time I am unable to respond to this question, since I am not currently the Director of the agency.

4. How do you plan to implement CSOSA's programs to most effectively meet the needs and expectations of the community? How will you work with the community to obtain feedback on your agency's performance?

I first need to assess what is currently in place for community involvement and participation in the programs and efforts of CSOSA. I firmly believe in community input and involvement. I believe in communicating with various interest groups, as well as all community groups, with an interest in the offender population. I also believe that the community as a whole can benefit by sharing its concerns and suggestions for how CSOSA can better perform its mission.

5. According to CSOSA's Strategic Plan, the agency has established a performance target of reducing the recidivism rate for violent and drug related crime by offenders under its supervision by at least 50%. Do you believe such a goal is practicable? Do you support this goal, and if so, what programs or management strategies would you support to advance this goal?

At this time I am unfamiliar with CSOSA's Strategic Plan; however, I do believe reducing recidivism is highly probable and likely with appropriate programs and follow up. I do

believe that focused drug treatment and intervention programs with strict monitoring for support of the offender are very effective at reducing recidivism.

6. To reduce recidivism among offenders on probation or parole, CSOSA has developed a program of graduated sanctions in which the sanctions imposed for violating the conditions of probation or parole increase with successive violations. What do you see as the principal benefits and limitations of this approach and the difficulties of successfully reducing recidivism among those under community supervision?

I am not fully familiar with this program therefore, I cannot properly respond to this inquiry.

7. CSOSA has recognized in its Agency Program and Accomplishments that much of the District of Columbia's crime patterns are drug related. What are your views on routine drug testing for offenders and defendants under supervision? What other steps do you believe can help break the cycle between drugs and crime?

I believe where there is a documented history of drug use by individuals under supervision, drug testing, close monitoring and drug intervention should be part of the treatment and supervision regimen. I believe drug use, initially, is a life style choice that individuals make. I believe to break the cycle of drug dependence requires a multi-level approach that focuses on the individual needs and issues of the user. I believe drug dependence at its core is a medical issue that must be treated in a comprehensive manner.

8. CSOSA has recently launched a program of moving Community Supervision Officers from a centrally located office into the neighborhoods. What are your views on the shift from "office-visit" supervision to neighborhood supervision? What value can be gained from officers maintaining a "beat" in a neighborhood as opposed to "office visits?"

I think the more CSOSA is connected with the community it serves and the individuals that are the subject of supervision, the more secure the community will be. I believe supervision officers based in the community can only improve and enhance the level of supervision and responsibility to the individuals who are under supervision. Having a visible presence in the community gives CSOSA a nexus and legitimacy with the community.

IV. Financial Management

1. Agency budget authority for CSOSA has increased 148% since FY1999, from \$33 million for Community Supervision and \$49 million overall in FY1999, to \$94 million for Community Supervision and \$147 million overall in FY2002. What challenges does CSOSA face managing its operations and tracking financial data, and what are your plans for addressing these challenges?

Since I am not currently a part of the management team at CSOSA I am not in position to respond to this inquiry.

2. How would you address a situation in which you found that reliable, useful, and timely financial information was not routinely available for managing the agency's operations or holding your managers accountable?

In order for any agency to properly discharge its obligations and responsibilities sound budget and financial controls are paramount. I currently do not know what financial controls or what financial management and reporting systems are in place at CSOSA. I submit that one of the first inquiries made will concern budget and financial responsibilities.

V. Information and Technology Management

1. The courts and the U.S. Parole Commission depend on CSOSA to provide them with timely and accurate information to determine which defendants and offenders should be released into the community and under what conditions. According to CSOSA's FY2002 performance plan, an extensive "clean-up" project is underway to reconcile manual, paper records with the existing automated system. What plans do you have to ensure this clean-up is completed properly and promptly?

If confirmed, I will assess what plans are in place to implement the "clean-up" project. If modifications are needed they will be made.

2. According to its performance plan, CSOSA also has begun to implement an internal data quality review of the information maintained on defendants and offenders. How do you plan to manage this review process? In your view, will this quality review be sufficient to verify the accuracy and completeness of the information produced by CSOSA? Why or why not?

Since I am not at the agency at this time I cannot respond to this inquiry.

3. How will you determine whether CSOSA's automated systems have the capacity to support the agency's goal of providing accurate information and meaningful recommendations to criminal justice decisionmakers? What measures will you

implement to show the impact the agency's automated systems have on achieving your strategic goals?

If confirmed I will assess the quality and performance of the information and technology components of the agency. After careful review if improvements are warranted, changes will be made.

4. What steps do you plan to take to facilitate the timely and useful sharing of information with other D.C. criminal justice system agencies that together use more than 70 different information systems?

I will assess the capabilities of current information and technology services currently in place at CSOSA. I am aware that CSOSA and other criminal justice agencies have been working in a cooperative effort to better share information contained in the various criminal justice data banks operated by the agencies.

VI. Human Capital Management

1. Does CSOSA have the qualified personnel necessary to handle the number of defendants and offenders needing to be assessed and supervised? What are your plans to recruit and retain individuals with the experience, education, and skills needed to handle presentenced defendants and post-conviction, released offenders?

At this time I do not have a sufficient knowledge of CSOSA operations to properly respond to this question

2. What is the current caseload per officer? How does this caseload ratio compare to other similar agencies around the country? What changes need to be made at CSOSA to more effectively handle current caseloads?

At this time I am unaware of the caseload ratio at CSOSA or how it compares to similar agencies.

3. What is the best approach for motivating employees who are responsible for supervising offenders? How will you motivate and achieve excellence from your staff while ensuring accountability and fairness to all employees?

I believe the best approach to motivating employees is to show that senior management and supervisors believe in their efforts and support their efforts with resources, sound leadership and a sense that management knows what its like "in the field" dealing with the day-to-day issues. I believe you lead by example. A good manager does not isolate him or herself within an office. I plan to be in the community, with the employees of the agency in an effort to communicate and show that the upper levels of management care about the work they do so very well.

4. A January 5, 2002 Washington Post article, "Drug Test Technician Admits Allowing Bogus Urine Samples," attached, reported that a drug testing technician employed by CSOSA assisted defendants in submitting bogus urine samples. The article also reported that the technician failed two drug tests.
 - a. What is your reaction to this recent news account?
 - b. What do you recommend that CSOSA do in response to this incident?
 - c. What are your views on pre-employment drug testing and screening for CSOSA employees? What are your views on random drug testing of current employees?

I was disappointed that a trust was broken by an employee of CSOSA. Whenever a government employee dishonors himself and the government he represents it erodes the level of trust and faith many have in the ability of government to serve the citizens it represents. CSOSA must ensure and maintain the confidence of the criminal justice community in the accuracy and

trustworthiness of its test results and findings. I do not know all of the relevant facts of this matter; therefore, I cannot suggest what corrective action the agency should take.

I believe that pre-employment screening for employees who are involved in supervision, drug monitoring and other sensitive areas of responsibility should be subject to random drug testing. I believe that CSOSA currently has a drug testing policy for employees. However, I do not know the full details of the policy therefore, I am not in a position to comment.

VII. Intergovernmental Relations

1. One of the overarching problems in the D.C. criminal justice system identified by the General Accounting Office (GAO) and others is a lack of coordination among all of the agencies involved. The unique structure and funding of D.C.'s criminal justice system, in which federal and D.C. jurisdictional boundaries and dollars are blended, poses additional coordination challenges. As the Director of a federally funded entity, how do you plan to overcome the challenges of competing institutional interests? What is your opinion of H.R. 2305, the Criminal Justice Coordinating Council Restructuring Act of 2001?

I am unaware of "competing institutional interest," however, I believe that criminal justice in the District of Columbia must be well coordinated by the various public safety agencies. I see CSOSA as uniquely suited for building bridges and expanding non traditional avenues of coordination between agencies. Although CSOSA is a federal agency, its roots are in the municipal government of the District of Columbia. This can only assist in building bridges and cooperation between agencies.

I believe H.R. 2305, the Criminal Justice Coordinating Council Restructuring Act of 2001, will establish a formal framework for a coordinated criminal justice policy making body to address the varied and complex public safety issues facing the District of Columbia.

2. Specifically, what steps do you think are necessary and that CSOSA could take an active role in, to promote effective communication among agencies in order to help ensure the fair administration of justice?

See generally response to question 1 above.

3. CSOSA was established within the Executive Branch of the Federal Government by the National Capital Revitalization and Self-Government Improvement Act of 1997 and on August 4, 2000 was certified as an independent Federal agency. The Revitalization Act also placed the D.C. Pretrial Services Agency (PSA), as an independent entity, within CSOSA and the D.C. Public Defender Services (PDS), an independent D.C. agency, receives appropriated funds through a transfer from CSOSA.
 - a. What is CSOSA's role with respect to both the PSA and PDS? What, specifically, is the budget submission process for PSA and PDS?

I do not have sufficient information at this time to properly respond to this question.

- b. PDS and CSOSA many times have adversarial roles with respect to criminal justice in D.C. What safeguards do you believe should be in place to ensure there is no undue influence on the operations and legal functioning of the PDS? How will you ensure the integrity of the respective roles of PDS, PSA, and CSOSA?

If confirmed, I will have an opportunity to observe the relationship and interaction between the Public Defender Service and CSOSA. At this time I do not have sufficient information to properly respond to this question.

- 4. CSOSA has worked with various law enforcement agencies on several initiatives to improve the operations of the D.C. criminal justice system. These include:
 - a. The Community Justice Partnerships program which combines the resources of CSOSA with the Metropolitan Police Department and the U.S. Attorney's Office to enhance supervision of adult offenders; and
 - b. The pilot Reentry System, which along with the Department of Justice, the University of the District of Columbia, and the D.C. Justice Grant Administration, focuses on reintegrating released offenders into the community more effectively.

Will CSOSA continue working with these other agencies on these initiatives? If so, what results do you expect to achieve over the next year?

I anticipate that CSOSA will continue in productive cooperative relationships with various law enforcement agencies and related programs. I am currently not in a position to address prospective results of these relationships.

- 5. Do you have specific plans for any new initiatives to foster cooperation with other law enforcement agencies or community organizations? What are they?

I would like to see and evaluate what is currently in place before commenting on possible new initiatives.

- 6. Some have asserted that reentry into the community can be made easier on offenders when organizations such as CSOSA cooperate with a Department of Corrections prior to release. Do you agree? Should Community Supervision Officers visit with offenders prior to their release? Do you believe CSOSA should take steps to coordinate reentry programs with the D.C. Department of Corrections?

I believe the more information Community Supervision Officers have the better they can perform their jobs and provide for the protection of the community. I firmly believe that there

should be coordination concerning reentry whether it is with the D.C. Department of Corrections or the Bureau of Prisons.

VIII. Community Partnerships and Faith Based Initiatives

1. According to testimony presented by CSOSA in July 2001 before the House Government Reform Subcommittee on the District of Columbia, the District of Columbia faces a particularly difficult challenge in reintegrating felons into the community because of high degrees of recidivism and substance abuse. CSOSA officials indicated that at least 40 percent of D.C. offenders leaving the prison system have no home and are especially susceptible to committing crimes if halfway house beds are unavailable. District officials testified that the number of parolees arrested on new charges has dropped by over 50 percent since 1998, due to efforts of CSOSA, in cooperation with the Corrections Trustee, the U.S. Parole Commission and the D.C. Department of Corrections, to re-institute the practice of transitioning parolees through halfway houses.

a. Do you believe transitioning parolees through halfway houses should be continued?

Yes.

b. What changes could further improve the rearrest record?

I believe every effort should be made to reorient and transition offenders to the community. I do not know what efforts are currently in place that serve this purpose at CSOSA. Before I can make suggestions or comments on improvements, I need to know the current practices.

c. Do you agree that in addition to transitional housing, successful transition requires the availability of adequate employment opportunities, permanent housing options, and substance and mental health services? What are your plans for enhancing those resources?

Yes, please see my response to question 1b above.

2. As reflected in testimony before Congress in July 2001, District officials have acknowledged the value of halfway houses, but have taken an acute interest in the issue of siting transitional housing for released offenders because of its potential impact on city residents and public safety concerns.

a. How do you plan to determine the siting of facilities and their interaction with the surrounding communities? How do you plan to coordinate with the Mayor, City Council, other officials, community groups, and residents to address concerns?

Community Correctional Centers or halfway houses work best if there is a partnership with the community in which they are located. The number of locations that are realistically available to house community correctional centers are likely to be very limited. Coordination with the Mayor, City Council, local Advisory Neighborhood Commissions and other interested parties will be essential. In addition, inmate advisory and support groups should be enlisted for input and assistance. Re-entry of supervised individuals to the community is an interest to everyone involved in public safety. Issues of appropriate community correctional center policies and procedures addressing operations and escape issues and procedures need to be developed and monitored to insure public safety and confidence. The Mayor, City Counsel and other governmental and advisory entities will be encouraged to provide assistance, support and guidance as to all re-entry issues, including possible locations for community correctional centers.

- b. How would you address the problem of ensuring adequate space in halfway houses and other available facilities to house a rapidly growing number of post-conviction offenders? Will you work with the Mayor in developing a facility inventory and in ensuring accurate and timely data about halfway house siting?

See response to 2a above.

- c. How do you intend to address issues of adequacy of supervision of individuals housed in transitional facilities and reduce the problem of "escapes"?

- d. See response to 2a above.

- 3. Offender supervision agencies often work closely and share information with area police departments. This close relationship can help identify hot spots, offenders under supervision, and weaknesses in the system. For instance, the Metropolitan Police Department currently receives information from CSOSA regarding registered sex offenders in order to help identify non-compliant offenders.

- a. What would you consider to be the optimal working relationship between CSOSA and the Metropolitan Police Department (MPD)?

The Metropolitan Police Department is an essential component in the public safety community in the District of Columbia. CSOSA has and will continue to have a cooperative working relationship with the Metropolitan Police Department. Information and technological advancements will make the sharing of data and demographic information available to both agencies.

- b. In what other ways can CSOSA help the MPD? What information could the MPD provide which CSOSA would find useful?

At this time I do not know what formal or informal information sharing exists between CSOSA and the Metropolitan Police Department. I will need an opportunity to evaluate what policies and procedures are actively in place then assess what improvements may be made.

- c. How will CSOSA coordinate getting information to the MPD regarding offenders returning to the community?

See the response to 3b above.

- d. Do you believe it is useful for Community Supervision Officers to patrol neighborhoods with Metropolitan Police officers? What could be gained by partnering Community Supervision Officers with police officers?

I would like additional information concerning current CSOSA practices and a review of similarly operated agencies before committing to a response.

4. CSOSA recently launched its faith-based initiative, CSOSA/Faith Community Partnership, in order to help returning offenders transition back to the local community. According to a *Washington Post* article on January 12, 2002 entitled "A Spiritual Path to Freedom," the initiative has been met with acceptance from the local religious and political community. The partnership was officially launched through the initiative's request for religious entities to hold a "Re-Entry Sunday" at which local congregations would discuss offender re-entry. The initiative is intended to work primarily through mentorships and support from local religious organizations. What is your view of this initiative?

I believe the faith-based re-entry initiative is an excellent example of the community taking an active role in the successful reintegration of incarcerated men and women to the District of Columbia.

IX. Relations with Congress

1. Do you agree without reservation to respond to any reasonable summons to appear and testify before any duly constituted committee of the Congress if you are confirmed?

Yes.

2. Do you agree without reservation to reply to any reasonable request for information from any duly constituted committee of the Congress if you are confirmed?

Yes.

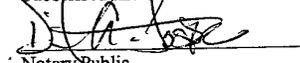
X. Assistance

Are these answers your own? Have you consulted any interested parties? If so, please indicate which entities.

These are my answers. I have not consulted any interested party.

AFFIDAVIT

I, Paul Alonzo Quander, Jr., being duly sworn, hereby state that I have read and signed the foregoing Statement on Pre-hearing Questions and that the information provided therein is, to the best of my knowledge, current, accurate, and complete.


Subscribed and sworn before me this 20th day of February 2002.

Notary Public
DAVID A. FOSTER
NOTARY PUBLIC DISTRICT OF COLUMBIA
My Commission Expires May 14 2005

