

Report of the United States Parole Commission

October 1, 2005 -
September 30, 2006



United States Department of Justice

Alberto R. Gonzales, Attorney General

United States Parole Commission

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Cranston, J. Mitchell, Vice Chairman
Patricia K. Cushwa, Commissioner
Isaac Fulwood, Jr., Commissioner
Deborah A. Spagnoli, Commissioner

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FOREWORD

The period covered by this report (October 1, 2003 - September 30, 2006) has seen the Parole Commission's responsibilities continue to evolve. The number of supervised release offenders sentenced out of the District of Columbia Superior Court has continued to increase. The Parole Commission has permanent responsibility for this group of offenders, and the numbers of supervised release offenders will continue to increase. By the end of the period covered by this report, the Parole Commission was responsible for over 5,600 District of Columbia offenders being supervised in the community. Nearly 2,000 of these offenders are supervised release cases.

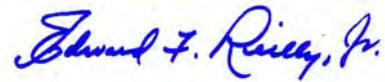
The Commission continues to conduct public forums at regular intervals in the District of Columbia to obtain input from members of the community, including families of inmates and parolees, regarding their concerns and to answer questions. These forums are held in cooperation with the Criminal Justice Coordinating Council for the District of Columbia.

In cooperation with the Criminal Justice Coordinating Council and the Open Society Institute Foundation, the Commission is conducting an in-depth review of its policies for revoking the supervision of D.C. Code offenders. This study includes a recidivism study to identify who is most likely to fail under supervision, a validation of the risk assessment tool used by the Commission to predict recidivism (the salient factor score), and an examination of revocation procedures to better serve the needs of the citizens of the District of Columbia.

In an effort to further streamline the expedited revocation procedure for D.C. Code violators, a new advanced consent procedure was implemented in 2006. The new procedure allows violators to accept responsibility and agree to the revocation of supervision without contesting the charges at the time of the probable cause hearing. This avoids the need for a hearing and the need to potentially call witnesses, which speeds the revocation process and reduces the violator population being held in the District of Columbia jail.

The Commission continues to make use of videoconferencing for conducting parole hearings at remote locations. This has proven to be a success. Videoconferencing results in significant savings to the Commission without compromising the hearing process.

The *United States Parole Commission Extension and Sentencing Commission Act of 2005* extended the life of the Commission until November 1, 2008 – the fourth time the life of the Commission has been extended by Congress. The Commission continues to work closely with the Department of Justice to craft a permanent resolution addressing the future status of the Commission. It is hoped that something can be achieved well in advance of the scheduled abolition date in 2008. It is critical that this be resolved fairly soon to ensure adequate supervision of offenders in the community under the jurisdiction of the Commission, to allow the Commission to conduct hearings for parole eligible offenders as required by statute, and to avoid serious disruption to the federal criminal justice system.

A handwritten signature in blue ink that reads "Edward F. Reilly, Jr." in a cursive script.

Edward F. Reilly, Jr., Chairman

MISSION

The mission of the United States Parole Commission is to promote public safety and strive for justice and fairness in the exercise of its authority to release and supervise offenders under its jurisdiction.

JURISDICTION OF THE COMMISSION

The United States Parole Commission has jurisdiction over the following types of cases:

Federal Offenders (offenses committed before November 1, 1987). The Parole Commission has the responsibility for granting or denying parole to federal offenders who committed their offenses before November 1, 1987 and who are not otherwise ineligible for parole, and making determinations regarding the initial conditions of supervision, modification of the conditions of supervision for changed circumstances, early discharge from supervision, issuance of a warrant or summons for violation of the conditions of supervision, and revocation of release for such offenders released on parole or mandatory release supervision. Supervision in the community is provided by United States Probation Officers.

District of Columbia Code Offenders (offenses committed before August 5, 2000). The Parole Commission has the responsibility for granting or denying parole to District of Columbia Code offenders who committed their offenses before August 5, 2000 and who are not otherwise ineligible for parole, and making determinations regarding the initial conditions of supervision, modification of the conditions of supervision for changed circumstances, early discharge from active supervision, issuance of a warrant or summons for violation of the conditions of supervision, and revocation of release for such offenders released on parole or mandatory release supervision. Supervision in the community is provided by Supervision Officers of the Court Services and Offender Supervision Agency of the District of Columbia and United States Probation Officers.

District of Columbia Code Offenders (offenses committed after August 4, 2000). The Parole Commission has the responsibility for making determinations regarding the initial conditions of supervision, modification of the conditions of supervision for changed circumstances, early discharge from supervision, issuance of a warrant or summons for violation of the conditions of supervision, and revocation of release for District of Columbia Code offenders who committed their offenses after August 4, 2000 and who are sentenced to a determinate sentence of imprisonment followed by a term of supervised release. Supervision in the community is provided by Supervision Officers of the Court Services and Offender Supervision Agency of the District of Columbia and United States Probation Officers.

Uniform Code of Military Justice Offenders. The Parole Commission has the responsibility for granting or denying parole to parole-eligible Uniform Code of Military Justice offenders who are serving a sentence in a Bureau of Prisons' institution and making determinations regarding the

initial conditions of supervision, modification of the conditions of supervision for changed circumstances, early discharge from supervision, issuance of a warrant or summons for violation of the conditions of supervision, and revocation of release for such offenders released on parole supervision. Supervision in the community is provided by United States Probation Officers.

Transfer-Treaty Cases. The Parole Commission has the responsibility for conducting hearings and setting release dates for United States citizens who are serving prison terms imposed by foreign countries and who, pursuant to treaty, have elected to be transferred to the United States for service of that sentence. For offenders who committed their offenses after October 30, 1987, the Parole Commission applies the federal sentencing guidelines promulgated by the United States Sentencing Commission in determining the time to be served in prison before release. For offenders who committed their offenses before November 1, 1987, the Parole Commission applies the parole guidelines that are used for parole-eligible federal and military offenders.

State Probationers and Parolees in Federal Witness Protection Program. The Parole Commission has the responsibility for making determinations regarding the initial conditions of supervision, modification of the conditions of supervision for changed circumstances, issuance of a warrant or summons for a violation of the conditions of supervision, and revocation of release for certain state probationers and parolees who have been placed in the federal witness protection program. Supervision in the community is provided by United States Probation Officers.

WORKLOAD AND DECISION TRENDS

Table 1: Workload Overview

		Consideration Type			Total Considerations
		Appeal	Hearing	Record Review	
Jurisdiction	Fiscal Year				
Federal	FY04	224	947	1,849	3,020
	FY05	209	858	1,507	2,574
	FY06	174	785	1,553	2,512
D.C. Code	FY04	3	3,127	5,341	8,471
	FY05	56	3,363	5,564	8,983
	FY06	134	3,186	6,146	9,466
All Cases	Fiscal Year				
	FY04	227	4,074	7,190	11,491
	FY05	265	4,221	7,071	11,557
	FY06	308	3,971	7,699	11,978

Table 1 displays the number of hearings, record reviews and National Appeals Board considerations conducted by the Commission from FY 04 through FY 06. The total consideration workload increased during this period. The number of appellate considerations will continue to increase in the coming years due to extending appeal rights to certain District of Columbia offenders.

Table 2: Hearing Workload

		Hearing Type							Total Hearings
		Revocation	Probable Cause	Initial	Re-Hearing	Rescission	Treaty	Termination	
Jurisdiction	Fiscal Year								
Federal	FY04	269	.	93	360	74	87	64	947
	FY05	300	.	62	286	67	107	36	858
	FY06	267	.	60	281	61	75	41	785
D.C. Code	FY04	800	1,345	400	452	130	.	.	3,127
	FY05	932	1,613	302	388	128	.	.	3,363
	FY06	989	1,642	161	298	96	.	.	3,186
All Cases	Fiscal Year								
	FY04	1,069	1,345	493	812	204	87	64	4,074
	FY05	1,232	1,613	364	674	195	107	36	4,221
	FY06	1,256	1,642	221	579	157	75	41	3,971

Table 2 shows the number of hearings conducted by the Commission by type of hearing. The workload related to the revocation of D.C. Code offenders continues to increase. The workload for Federal offenders and initial parole hearings for D.C. Code offenders continues to decrease. The overall workload has generally remained constant for the last three fiscal years.

Table 3: Record Review Workload

		Record Review Type						Total Record Reviews
		Expedited Revocation	Warrant Warrant	Warrant Supplement	Probable Cause	Presumptive Date Review	Reopening	
Jurisdiction	Fiscal Year							
Federal	FY04	242	499	252	217	247	398	1,855
	FY05	169	446	195	249	170	318	1,547
	FY06	156	392	222	332	173	309	1,584
D.C. Code	FY04	827	1,575	378	120	790	1,522	5,212
	FY05	812	1,904	433	143	503	1,659	5,454
	FY06	1,165	1,905	430	169	686	1,776	6,131
All Cases	Fiscal Year							
	FY04	1,069	2,074	630	337	1,037	1,920	7,067
	FY05	981	2,350	628	392	673	1,977	7,001
	FY06	1,321	2,297	652	501	859	2,085	7,715

Table 3 displays the number of record reviews conducted by the Commission by type of consideration. There was an increase in D.C. Code expedited revocation determinations due to increased emphasis on this procedure.

Table 4: Warrants Requested, Issued and Executed

	Action								
	Requested			Issued			Executed		
	Total	Jurisdiction		Total	Jurisdiction		Total	Jurisdiction	
		D.C. Code	Federal		D.C. Code	Federal		D.C. Code	Federal
	N	N	N	N	N	N	N	N	N
Period									
FY04	2,411	1,847	564	2,074	1,575	499	2,074	1,560	514
FY05	2,624	2,135	489	2,350	1,904	446	2,308	1,817	491
FY06	2,538	2,122	416	2,297	1,905	392	2,326	1,912	414

Table 4 shows the number of warrants issued and executed compared to the number requested. The number of warrants executed can exceed the number issued because some of the warrants executed were issued in previous fiscal years.

Table 5: Revocation Determinations

		Revocation Type			Total Revocation Considerations
		Expedited	Institutional	Local	
Jurisdiction	Fiscal Year				
Federal	FY04	242	195	74	511
	FY05	169	238	62	469
	FY06	156	209	58	423
D.C. Code Supervised Release	FY04	107	75	13	195
	FY05	214	181	26	421
	FY06	435	257	50	742
D.C. Code Indeterminate Sentence	FY04	720	145	567	1,432
	FY05	598	184	541	1,323
	FY06	730	197	485	1,412
All Cases	Fiscal Year				
	FY04	1,069	415	654	2,138
	FY05	981	603	629	2,213
	FY06	1,321	663	593	2,577

Table 5 displays the number of revocation determinations. Noteworthy is the increase in the number of revocation decisions for D.C. Code offenders, particularly in FY 06.

Table 6: Type of Offense at Initial Hearings for D.C. Code Offenders

		FY04	FY05	FY06	Entire Period
		N	N	N	N
Offense Type					
Violent	All	63.3	71.3	77.8	67.2
	Murder/Manslaughter	17.0	22.4	13.9	19.0
	Assault	15.3	21.2	22.2	18.0
	Robbery	13.4	9.8	19.4	12.3
	Sex Offense	5.7	5.5	5.6	5.6
	Weapon	4.0	3.1	5.6	3.7
	Burglary	2.0	3.9	2.8	2.8
	Kidnapping	1.4	1.6	5.6	1.7
	Other Violent	1.4	1.2	2.8	1.4
	Car Jacking	0.9	1.2	.	0.9
	Threat	0.6	0.8	.	0.6
	Non-Violent	All	36.7	28.7	22.2
Drugs		25.9	16.5	8.3	21.2
Other Non-Violent		5.7	6.7	5.6	6.1
Property		4.0	5.5	5.6	4.7
Escape		2.6	0.4	2.8	1.7
Bail Reform Act		0.3	0.4	.	0.3

Table 6 shows the distribution of offenses for D.C. Code offenders receiving an initial hearing. While the number of initial hearings has decreased, the percent of offenders committing violent crimes has increased.

Table 7: Percent Granted Parole/Reparole (Final Decisions Only)

		Term			
		Original		Violator	
		Total Decisions	Percent Paroled	Total Decisions	Percent Paroled
Jurisdiction	Fiscal Year				
Federal	FY04	210	72.9	563	78.3
	FY05	245	67.3	476	77.9
	FY06	187	59.9	477	73.4
D.C. Code	FY04	584	88.5	1,442	86.5
	FY05	345	86.7	1,477	85.0
	FY06	254	89.4	2,092	85.1
All Cases	FY04	794	84.4	2,005	84.2
	FY05	590	78.6	1,953	83.3
	FY06	441	76.9	2,569	83.0

Table 7 contrasts the percentage paroled or reparoled vs. the percentage continued to expiration of sentence (less any good time). Most offenders are paroled or reparoled, rather than continued to expiration of sentence. The percentage paroled has a substantial correlation with sentence length (*i.e.*, the longer the judicially imposed sentence, the greater is the likelihood of parole at some point in the sentence). Because the federal and D.C. Code indeterminate-sentence cases remaining in the system tend to have very long sentences, the percentage paroled is high when compared to the percentage released at the expiration of sentence.

Table 8: Split Recommendations by Examiner Panels

		Number of Recommendations	Percent Split Recommendations
Jurisdiction	Fiscal Year		
Federal	FY04	815	9.9
	FY05	679	11.0
	FY06	589	12.6
D.C. Code	FY04	1,509	18.6
	FY05	1,382	18.8
	FY06	1,233	20.4
All Cases	FY04	2,324	15.5
	FY05	2,061	16.3
	FY06	1,822	17.9

Table 8 shows the percentage of cases in which the primary and secondary examiner disagreed on the appropriate disposition of the case (the amount of time to be served before release), the release conditions to be imposed, or the reasons for the decision. Probable cause hearings and hearings in which a continuance was ordered are not counted in this table.

**Table 9: Guideline Use at Federal Initial Hearings,
Federal Revocation Hearings, and D.C. Code Revocation Hearings**

		Number of Decisions	Guideline Use		
			Percent Within	Percent Above	Percent Below
Hearing Type	Fiscal Year				
D.C. Code Revocation	FY04	1396	92.3	2.9	4.8
	FY05	1472	94.1	3.3	2.6
	FY06	1919	92.9	4.1	3.0
Federal Revocation	FY04	502	91.4	6.6	2.0
	FY05	443	87.1	9.3	3.6
	FY06	400	86.5	10.0	3.5
Federal Initial	FY04	68	80.9	19.1	.
	FY05	52	73.1	21.2	5.8
	FY06	58	77.6	20.7	1.7
All Cases	Fiscal Year				
	FY04	1966	91.7	4.4	3.9
	FY05	1967	92.0	5.1	2.9
	FY06	2377	91.5	5.5	3.1

Table 9 shows the percentage of decisions within, above, or below the Commission’s decision guidelines for federal initial hearings (28 C.F.R. 2.20) and federal and D.C. Code revocation hearings (28 C.F.R. 2.21). Non discretionary departures from the guidelines (*e.g.*, cases continued to expiration of sentence below the applicable guideline range and cases granted parole upon completion of a minimum sentence above the applicable guideline range) are counted as within the guidelines. Cases in which guideline use is inapplicable (*e.g.*, reinstatement decisions because no violation sufficient to warrant revocation was found or hearings continued because of the failure of a witness to appear) are not counted in this table.

Table 10: Representation at Hearings

		Hearing Type					
		Non-Revocation			Revocation		
		Number of Hearings	Percent of Hearings with Representative	Percent of Representatives that are Attorneys	Number of Hearings	Percent of Hearings with Representative	Percent of Representatives that are Attorneys
Jurisdiction	Fiscal Year						
D.C. Code	FY04	982	16.0	6.4	800	91.3	99.5
	FY05	818	32.4	3.0	932	88.7	98.9
	FY06	555	47.6	1.9	989	88.3	97.1
Federal	FY04	678	39.7	23.0	269	75.8	98.0
	FY05	558	53.4	19.5	300	76.7	97.8
	FY06	518	57.1	20.6	267	77.5	95.7
All Cases	FY04	1,660	25.7	16.9	1,069	87.4	99.1
	FY05	1,376	40.9	11.7	1,232	85.8	98.7
	FY06	1,073	52.2	11.8	1,256	86.0	96.9

Table 10 shows the percentage of revocation and non-revocation hearings in which the offender is accompanied by a representative. Table 10 also shows the percentage of representatives who are attorneys.

Table 11: Actions of the National Appeals Board

		Number of Appeals	Percent of Decisions Affirmed	Percent of Decisions Modified	Percent of Decisions Remanded For Rehearing
Jurisdiction	Fiscal Year				
Federal	FY04	224	96.0	3.6	0.4
	FY05	209	93.8	4.8	1.4
	FY06	174	96.6	2.9	0.6
D.C. Code	FY04	3	100.0	.	.
	FY05	56	92.9	7.1	.
	FY06	134	94.0	3.7	2.2
All Cases	Fiscal Year				
	FY04	227	96.0	3.5	0.4
	FY05	265	93.6	5.3	1.1
	FY06	308	95.5	3.2	1.3

Table 11 shows the number of administrative appeals and the action of the National Appeals Board in relation to those appeals.

COMMISSIONERS

Edward F. Reilly, Jr., Chairman



On May 31, 2001, President George W. Bush designated Edward F. Reilly, Jr. as the Chairman of the United States Parole Commission. Initially appointed to the Commission in 1992, Mr. Reilly had served as Chairman from August 14, 1992 until February 4, 1997, when he was designated as a member of the National Appeals Board. Mr. Reilly received a B.A. in political science from the University of Kansas. Prior to his appointment to the Parole Commission, Mr. Reilly served 29 years as a legislator in the State of Kansas – one year as a member of the Kansas House of Representatives and then 28 years as a Senator in the Kansas State Senate.

In the legislature, Mr. Reilly served as Assistant Majority Leader, Chairman of the Senate Committee on Federal and State Affairs, Chairman of the Senate Insurance Subcommittee, and Vice Chairman of the Senate Elections Committee. As Chairman of the Senate Committee on Federal and State Affairs, which handled most corrections issues, Mr. Reilly became keenly interested in the area of corrections, probation, and parole. In 1981, Mr. Reilly chaired the Senate/House Committee that reviewed the operations of the Kansas correctional system. This review ultimately led to major reforms, including increased benefits for correctional officers, better retention of employees in the corrections system, and the accreditation of some of Kansas' major correctional institutions. From 1982 to 1986, Mr. Reilly served as a Commissioner on the National Commission on Accreditation for Law Enforcement Agencies. In 1985, he was appointed a member of the National Highway Safety Advisory Committee. He has served as an advisory member of the American Justice Institute on federal and state prisons and as a member of the Community Liaison Committee of the United States Penitentiary, Leavenworth, Kansas, and the Kansas State Penitentiary, Lansing, Kansas. He has also served as a member of the Kansas State Attorney General's Task Force on Drug Education. Mr. Reilly is a member of the American Correctional Association, the Association of Paroling Authorities, International, the National Criminal Justice Association, the National Committee on Community Corrections, and the National Association of Chiefs of Police. As Chairman of the Parole Commission, he serves as a member of the U.S. Sentencing Commission (ex officio) and the National Institute of Corrections Advisory Board (ex officio). In addition, he has served on a number of Boards, Committees, and Task Forces relating to issues involving the criminal justice system. A native of Leavenworth, Kansas, Mr. Reilly was in the field of real estate insurance and banking for thirty years. Mr. Reilly served seven years in the Reserve Officers Training Corps. He has been actively engaged in the International Officers Program at Fort Leavenworth, Kansas, hosting international officers from many nations attending the Command and General Staff College, and has been an instructor teaching in courses on federal, state, and local government for these officers since 1967.

Cranston J. Mitchell, Vice-Chairman



Cranston J. Mitchell's nomination to the United States Parole Commission by President George W. Bush was confirmed by the United States Senate on March 6, 2003. On July 16, 2003, he was designated as the Vice Chairman of the Commission. At the time of his appointment to the Commission, Mr. Mitchell was serving as a Correctional Program Specialist for the Department of Justice, National Institute of Corrections in Washington, D.C. Before that he spent approximately twenty-five years in state government, working for the State of Missouri, including eighteen years with the Missouri Department of Corrections as Chairman and Director of the Board of Probation and Parole. He also worked as a counselor and administrator in the Department of Elementary and Secondary Education, Division of Vocational Rehabilitation, and as a police officer in the City of St. Louis, Missouri. Mr. Mitchell was the recipient of a Danforth Fellowship and was selected to attend the Program for Senior Executives in State and Local Government at Harvard University in Cambridge, MA. He was honored by the Association of Paroling Authorities, International and presented with the Vincent O'Leary Award for his contributions to the field of parole. He also was the recipient of the Jonathan Jasper Wright Community Leadership Award given by the National Association of Blacks in Criminal Justice. Mr. Mitchell is a native of St. Louis, Missouri and graduated from the University of Missouri-St. Louis with a B.S. degree, majoring in political science.

Patricia K. Cushwa, Commissioner



President George W. Bush nominated Patricia K. Cushwa to the United States Parole Commission and the United States Senate confirmed the nomination on November 20, 2004.

Commissioner Cushwa received a B.A. in History and an M.A. in Contemporary Government from Hood College in Frederick, Maryland.

Prior to her appointment to the Parole Commission, Patricia Cushwa served for 12 years on the Maryland Parole Commission, seven of those years as Chair of the Commission. She was the first woman to be named as Chair of Parole in Maryland. She also served as a Maryland State Senator and was an adjunct faculty member of Hagerstown Community College, teaching government and history courses. She was appointed to the Board of Trustees of the College.

Commissioner Cushwa spent over thirty years as a public servant in Maryland, including her election to the Williamsport Town Council, an appointed term on the Maryland Human Relations Commission and a gubernatorial appointment to the Maryland State Board of Education. She was co-founder of Washington County's spouse abuse agency, CASA (Citizens' Assisting and Sheltering the Abused), and in 1977 that agency was named "Model Spouse Agency for the U.S." by the Department of Labor.

Commissioner Cushwa is a member of the Association of Paroling Authorities International and received the President's Award in 2002 for "significant contributions as a trainer for the National Institute of Corrections." She is a member of the American Correctional Association where she was appointed to the Accreditation Committee. During her tenure as Parole Chair in Maryland, the Commission developed its first risk assessment instruments, and she worked with Chief Judge Robert M. Bell in 2002 to start a publication, the *Back Bench*, to inform the Maryland Judiciary on parole matters.

Commissioner Cushwa resides in Williamsport, in Washington County, Maryland.

Isaac Fulwood, Jr., Commissioner



President George W. Bush nominated Isaac Fulwood, Jr., to the United States Parole Commission and the United States Senate confirmed the nomination on November 20, 2004.

Isaac Fulwood, Jr., has distinguished himself as an outstanding law enforcement practitioner in the law enforcement community. He served 29 years as a member of the Metropolitan Police Department.

As a result of his untiring commitment to the community and unquestionable loyalty to the Department, Commissioner Fulwood was elevated on August 4, 1989, as the 25th Chief of Police of the Metropolitan Police Department. Commissioner Fulwood has received over 200 awards from various community, government, and professional organizations. These honors include: Public Service Award from the National Conference of Christians and Jews, 1993; Youth Service Award from the Commanders of the Rite of the Orient of the District of Columbia Prince Hall Affiliated, 1993; Three Proclamations from the District of Columbia City Council for outstanding public service; Whitney Young Public Service Award; and the Holy Redeemer Catholic Church Black Awareness Achievement Award.

On November 2, 1992, Commissioner Fulwood was appointed Executive Director of the Mayor's Youth Initiative Office, with the responsibility of managing, planning, and directing a comprehensive array of developmental programs and activities for children and youth.

Commissioner Fulwood served as Senior Marketing Representative for Pepsi-Cola, Washington, D.C., from 1993-1994 and served as consultant to the Systems Planning Corporation on the use and development of military equipment for use by civilian law enforcement organizations (1993-1994).

Presently, Commissioner Fulwood is an Adjunct Professor at the University of the District of Columbia where he teaches Law Enforcement subjects, Community Policing, and Ethics in Law Enforcement. Additionally, he serves as special assistant recruiting law enforcement personnel for enrollment, exclusively, at the University of the District of Columbia.

Commissioner Fulwood has also served as an expert on security issues for the law office of Gilbert and Kiernan, serves on the board of directors for 16 organizations, and has served as the Chair of the 37th Annual D.C. One Fund Drive, 1991.

Commissioner Fulwood is a graduate of the George Washington University Contemporary Executive Development Program and a graduate of the National Executive Institute - F.B.I. Commissioner Fulwood received an Honorary Doctorate of Human Letters from Southeastern University on June 21, 1992.

Commissioner Fulwood is a native Washingtonian. He is married to Ruth E. Fulwood and has a son, Gary, and a daughter, Angela.

Deborah A. Spagnoli, Commissioner



On the 28th of May 2004, President George W. Bush appointed Deborah A. Spagnoli to the United States Parole Commission. Ms. Spagnoli comes to the Commission from the Department of Justice, where she served as a Special Assistant advising the Community Oriented Policing Services Office (COPS) as to policy development, grant-making strategies, compliance with Administration goals and policies, and liaison activities with state, local and tribal law enforcement and their representative national organizations.

Prior to her service at the Department of Justice, Ms. Spagnoli spent two and one half years in the White House as a Special Assistant to the President. At the White House, she was the Deputy Director of Intergovernmental Affairs, where she advised the President as to matters pertaining to the nation's Governors, Mayors, Legislators, and Attorneys General. As the President's liaison to the nation's state and local elected officials, Ms. Spagnoli represented the President and spoke on his behalf to thousands of elected officials throughout the country and to their representative national organizations. Post September 11, 2001, Ms. Spagnoli was involved in the coordination of federal, state, and local strategies for Homeland Security, and assisted in the development of the President's Homeland Security Advisory Council's "*Statewide Template Initiative*."

Prior to her White House Commission, Ms. Spagnoli served as a Deputy District Attorney in Kern County, California where she prosecuted repeat serious/violent offenders as a member of the Career Criminal Unit. In over four years with the District Attorney's Office, Ms. Spagnoli litigated literally thousands of cases from drug sales to murder, taking 45 cases to criminal jury trial as sole counsel. Ms. Spagnoli has never lost a jury trial and has had no verdicts overturned on appeal.

Prior to serving as a prosecutor, Ms. Spagnoli worked for the California State Legislature in Sacramento, serving as Chief Counsel to the Assembly Public Safety Subcommittee on Juvenile Justice. In that capacity, Ms. Spagnoli developed key juvenile justice policy, managed legislative hearings, crafted legislation and authored reports on policy findings.

Ms. Spagnoli co-founded The Stonecreek Group, a political consulting and public affairs firm that provides strategic advice and research to public officials, political candidates, trade associations and interest groups. She and her firm have been profiled in national print and network media outlets.

Ms. Spagnoli graduated with distinction from the University of the Pacific, McGeorge School of Law, and the University of California, Davis. She is a member of the California and District of Columbia Bar Associations.