



THE “STRIDES” PROGRAM

(Strategies That Result In Developing Emotional Stability)

Program Adopted: January 13, 2020

Program Description Revised: April 13, 2026

Background Information:

Problem-solving court programs seek to reduce recidivism and improve outcomes for individuals, families, and communities by using methods that involve ongoing judicial leadership; a collaborative or team-based approach among criminal justice professionals including the prosecutor, defense attorney, pretrial services officer, probation officer, and treatment provider; the integration of treatment and/or social services with judicial case processing; close monitoring of and immediate response to behavior; multidisciplinary involvement; and collaboration with community-based and government organizations.¹

Mental Health Courts² (MHC):

MHCs originated in late 1997 and were fostered by the growth of drug treatment courts, which emerged a decade earlier in Dade County, Florida.³ MHCs were developed in response to the increasing numbers of people with serious mental illness flowing into the criminal justice system. Modeled after drug treatment courts and predicated on the principle of therapeutic jurisprudence, MHC dockets consist mostly of criminal defendants with severe psychiatric problems, including substance use disorders.⁴

Recent estimates suggest that approximately 7% of federal prisoners had a serious Diagnostic and Statistical Manual of Mental Disorders (DSM) diagnosis (i.e. schizophrenia, major depression, bipolar disorder, and severe post-traumatic stress disorder) and, of those inmates, 30.5% had a chronic suicide risk due to a history of two or more suicide attempts.⁵ MHCs have focused on these individuals to assist in their reintegration into the community in an effort to coordinate resources and manage symptoms.

Studies on MHC outcomes, although still very limited, indicate that participants and the public can experience positive outcomes. By addressing the problems that underlie criminal behavior, problem-solving programs seek to decrease the “revolving door” that results when offender needs are not addressed. Problem-solving programs use a team approach among the judge, defense attorney, prosecutor, pretrial/probation officers, and treatment providers, which is a paradigm shift

¹ Stephen E. Vance, Senior Attorney-Criminal Law Policy Division, Administrative Office of the U.S. Courts. (2016). Judge-Involved Supervision Programs in the Federal System: Background and Research. Federal Probation Journal, Volume 81 Number 1.

² “Mental Health Court,” or some variant, is a typical name for this type of program. Rather than suggest that a separate court has been created to deal with the target population, our district court has elected to emphasize that the STRIDES Program is part of a continuum of innovative problem-solving programs designed to focus on participants with specialized needs and challenges.

³ Jennifer Hodulik, Drug Court Model as a Response to Broken Windows Criminal Justice for the Homeless Mentally Ill, 91 J. Crim. L. & Criminology 1073 (2001). <https://scholarlycommons.law.northwestern.edu/jclc/vol91/iss4/3>

⁴ Monte D. Staton and Arthur J. Lurigio, Chicago Mental Health Courts in Illinois: Comparing and Contrasting Program Models, Sanction Applications, Information Sharing, and Professional Roles (2015) https://www.uscourts.gov/sites/default/files/79_1_4_0.pdf

⁵ U.S. Government Accountability Office. Report to Congressional Committees. (2018). Federal Prisons - Information on Inmates with Serious Mental Illness and Strategies to Reduce Recidivism. <https://www.gao.gov/assets/700/690090.pdf>

in how the justice system treats offenders with special needs. Offenders in problem-solving programs are held accountable for their behavior while being provided with judicially supervised treatment designed to reduce the risk of reoffending.⁶

From Mental Health Protocol to STRIDES: The History and Development of the District’s Mental Health Court

In the Eastern District of Pennsylvania (ED/PA), the Board of Judges (BOJ) approved the Mental Health Protocol (MHP) on May 31, 2011. Adoption of the MHP was preceded by months of planning efforts spearheaded by U.S. Magistrate Judge Timothy R. Rice, including input from the U.S. Attorney’s Office, the Federal Community Defender’s Office, the U.S. Pretrial Services Office, and the U.S. Probation Office, and in consultation with the mental health staff at the Federal Detention Center and through planning assistance by Drs. David DeMatteo and Kirk Heilbrun, faculty of the Joint JD/PhD Law-Psychology Program of Drexel University.

In adopting the MHP, the BOJ created a pilot protocol for two years, designed to handle a discrete class and limited number of cases, in which the defendant was suffering from a severe mental illness. Participating defendants received more intensive supervision monitored by a U.S. Magistrate Judge. The stated goals of the MHP were to ensure the safety of the community by implementing a suitable resolution of pending charges that accounted for the mental health treatment needs of the defendant, and to help the parties resolve a case at the earliest possible stage of the proceedings. Thus, the key components of the Protocol were to identify appropriate participants and finding treatment options to maximize their likelihood of success in treatment with the support of intensive court supervision. In addition, as considered appropriate by the United States Attorney, the Protocol provided motivation to participants through the possibility of advantageous disposition of their charges.

Since its inception, the MHP team had been comprised of a Magistrate Judge and representatives of the U.S. Attorney’s Office, Federal Community Defender’s Office, the U.S. Pretrial Services Office, and the U.S. Probation Office. Magistrate Judge Elizabeth T. Hey was designated by then Chief Judge Harvey Bartle III to oversee the MHP. Later, then Chief Judge Juan R. Sánchez designated Magistrate Judge Richard A. Lloret to share oversight with Judge Hey in 2020, and in 2024 designated Magistrate Judge Pamela A. Carlos upon Judge Lloret’s retirement. Upon Judge Hey’s anticipated retirement at the end of April of this year, Chief Judge Beetlestone has designated Magistrate Judge Caroline Goldner Cinquanto to share oversight. Each constituent office assigns its representative team members, and the program enjoyed the full support of these offices. The MHP also enjoyed the support of the Federal Detention Center, which works with the MHP team to plan for transition of potential participants from custody to treatment in the community. The MHP was designated by the Department of Justice under the 21st Century Cures Act for purposes of reporting to Congress on the efficacy of the program.

⁶ DeMatteo, D., Heilbrun, K., Thornewill, A., & Arnold, S. (2019). Problem-solving courts and the criminal justice system. New York: Oxford.

The assigned judges have reported annually on the progress of the program and its participants, and the BOJ allowed the MHP to continue and grow. As originally drafted, the MHP was directed primarily to pretrial defendants charged with misdemeanors. In practice, such cases arose only rarely, and the defendants most often referred (by judges, lawyers, and supervising officers) were felony cases either post-conviction or post-violation. Further, evidence guiding the field indicated that low-risk level individuals are not suitable for intensive supervision in criminal justice programs coupled with high-risk individuals. In 2020, the BOJ formally approved STRIDES as a permanent program of the Court, explained in the next section. In 2025, the BOJ approved the team's recommendation to adopt a phased system for pretrial participants as well, and in 2026 this document is being updated to incorporate that change as well as to conform other language to current practice.

STRIDES: A Two-Track Program

The plan adopted in 2020 modified the MHP into a two-track program, known as Strategies That Result In Developing Emotional Stability (STRIDES). This program consisted of two tracks, a pretrial track and a post-conviction track. A judge(s) sits at the designation of the Chief Judge and assists the U.S. Pretrial Services and U.S. Probation Offices with the supervision of certain persons under pretrial and post-conviction supervision with a significant history of severe mental illness. Specifically, the judge(s) conducted court sessions every two weeks attended by all participants in the program, at which the judge(s) would review and respond to the achievements and deficiencies of each participant. The program's aim was to reduce the number of revocations proceedings before District Judges and improve the participants' compliance with the conditions of supervision. Further, STRIDES' program success was also defined as the improvement with compliance and successful completion of mental health treatment. The STRIDES team concentrated efforts on stabilizing, treating, motivating, and building social supports for the participants so to manage their mental health symptoms and lead law-abiding lifestyles.

The STRIDES proposal was modeled after programs implemented in other courts including the Eastern District of Missouri. Additionally, with respect to the post-conviction STRIDES track, the crux of the new phased program stemmed from the success that this U.S. District Court has experienced with the origination of two Supervision To Aid Reentry (STAR) programs, one in 2007 and another in 2008, as well as Relapse Prevention Court (RPC) in 2018. The addition of STRIDES was intended to allow the probation office to concentrate on individuals who do not qualify for STAR or RPC participation and who account for a considerable number of revocations per year.

It is noted that in calendar year 2018 alone, there were a total 178 probation and/or supervised release revocations in the Eastern District of Pennsylvania. Of those cases, there were 95 revocations involving cases that had a mental health aftercare condition, and which the person's mental illness may have served as a barrier to their success on supervision.

The BOJ approved the model, endorsing the goal of enabling participants to transition from a life dominated by mental health instability to a lifestyle of symptom management in furtherance of their compliance with the Court-imposed conditions of supervision. For further summary of STRIDES Program's performance, please see the Annual Reports for 2020-2024.

New for the 2026 Program Revisions:

1. Incorporation of phases for pretrial services track participants (approved by BOJ in 2025).
2. Incorporation of Participant Code of Conduct adopted by all ED/PA problem-solving programs in July 2025.
3. Minor post-conviction revisions for adherence to evidence-based practices (EBP) (remove requirement to fully repeat a phase as a sanction).
4. Minor revisions to program incentives, rewards, and sanctions.
5. New attachments for use in the program: revised Progress Report for both tracks, new participant worksheets, and Code of Conduct.

EASTERN DISTRICT OF PENNSYLVANIA STRIDES PROGRAM

PROGRAM DESCRIPTION

The STRIDES Program in the Eastern District of Pennsylvania is designed to address the distinctive needs of individuals diagnosed with severe and persistent mental illness as well as those with co-occurring symptoms of mental illness and substance abuse where mental health is the primary diagnosis. The program consists of one track for participants under pretrial supervision and another track for participants under post-conviction supervision. Program participants are screened and monitored commensurate with the seriousness of their individual mental health diagnoses, and relative to their risks and needs as assessed by the U.S. Pretrial Services Office and the U.S. Probation Office.⁷

MISSION STATEMENT:

The goal of STRIDES is to maximize opportunities for long-term mental health stability with an emphasis of treating, coaching, and building pro-social supports for the participants so that they can best benefit from effective symptom management through treatment while successfully meeting the conditions of their pretrial release or completing the term of post-conviction supervision. Additionally, the program seeks to prevent recidivism, promote public safety, and assist participants with the many social, familial, and logistical issues they face so that they can be better prepared to address their needs during supervision and beyond the conclusion of that term. Through their involvement in STRIDES, the participants will gain greater sustainable independence and healthy decision-making skills to aid in the process of their life-long mental health recovery.

A portion of STRIDES efforts will be directed toward recovery-oriented care and recovery support systems, which help people with mental and substance use disorders manage their conditions successfully.

According to the Substance Abuse and Mental Health Services Administration (SAMHSA), recovery is a process of change through which people improve their health and wellness, live

⁷ The U.S. Pretrial Services Offices conducts an individual assessment of each case. The initial assessment tool is the [Pretrial Risk Assessment](#) (PTRA), a scientifically based instrument developed by the Administrative Office of the U.S. Courts (AO) and used by United States Pretrial Services Officers to assist in determining a defendant's risk of failure to appear, new criminal arrests, or technical violations that may lead to revocation while in the pretrial services system. The PTRA provides objective, validated information to enhance release decisions about individuals. Using cases from every district, the PTRA was carefully developed to identify and weigh the factors that best predict a person's likelihood to appear in court, remain arrest-free, and be revocation-free.

The [Post-Conviction Risk Assessment](#) (PCRA) is a scientifically based instrument developed by the AO to improve the effectiveness and efficiency of post-conviction supervision. The PCRA makes it possible for probation officers to focus their efforts on the people who are at the greatest risk of failing on supervision and committing new crimes. The U.S. Probation Office embraces EBP, which employ the best available scientific data to influence supervision decisions. A key element of the evidence-based approach is the use of the PCRA to achieve maximum, measurable reductions in recidivism.

self-directed lives, and strive to reach their full potential. There are four major dimensions that support recovery:

- **Health** - overcoming or managing one's disease(s) or symptoms and making informed, healthy choices that support physical and emotional well-being.
- **Home** - having a stable and safe place to live.
- **Purpose** - conducting meaningful daily activities and having the independence, income, and resources to participate in society.
- **Community** - having relationships and social networks that provide support, friendship, and hope.⁸

In an effort to help participants achieve these goals, both tracks offer incentives and support from judges, supervising officers, attorneys, and reentry coordinators, as well as connection to community treatment and other needed and available resources. Incentives are utilized to reward adherence to the treatment plan, the conditions of supervision, and the expectations of STRIDES. The STRIDES Program is a completely voluntary program, and participants can withdraw at any time. However, participants must be able and willing to abide by all the rules and phases of the program, which include regularly scheduled court sessions in order to report on participants' development and for STRIDES to provide participants with guidance and feedback relative to their progress.

Each participant's involvement in the program will be confirmed in a written agreement to be signed by the participant and representatives from either the U.S. Pretrial Services or U.S. Probation Offices. The agreements, as set forth in the Addendum, explain the expectations and obligations of the participants. Each participant will also acknowledge that he/she will abide by the program's Code of Conduct (see Addendum, and explained below).

In addition to the assigned judges and a Reentry Coordinator, the STRIDES team (hereafter, "team") consists of representatives from each of the constituent offices and are named at the discretion of those offices. These include U.S. Pretrial Services Officers, U.S. Probation Officers, Assistant U.S. Attorneys, Assistant Federal Community Defenders and, if appropriate, community treatment providers.⁹ Each member has a unique role.

TEAM MEMBER DUTIES:

The Role of the Court: The active involvement of the Court with program participants is essential. When participants are excelling, the Court will provide positive reinforcement. When participants are in noncompliance or in violation of supervision, the Court, after receiving the recommendation of the team, will make a determination as to the appropriate sanction based on the nature of the participant's noncompliant behavior. If appropriate, sanctions should be progressive in terms of severity. When the participant has exhausted his or her opportunities to continue in the program, the team will make the final decision to remove the participant from the STRIDES Program. The participant will then return to traditional supervision, if appropriate, or Court action may be warranted. All participants will be required to appear at court sessions based on their phase level. By entering this program, the participant understands that a United States Magistrate Judge may act

⁸ "Recovery and Recovery Support." SAMHSA, 17 May 2019, <https://www.samhsa.gov/substance-use/recovery>.

⁹ For example, Drexel University graduate psychology students, under the supervision of faculty, have provided cognitive behavior therapy (CBT) for STRIDES participants, and have participated in regular STRIDES meetings and hearings.

as the STRIDES Judge and consents to the authority and jurisdiction of a Magistrate Judge to preside and to impose sanctions authorized by the program.

U.S. Probation Officer's Duties: A Senior U.S. Probation Officer (USPO), Mental Health Specialist, is charged with making appropriate treatment referrals with contract and appropriate noncontract treatment agencies and community resource agencies based on the needs of the individual. The USPO also addresses any crisis situations that may arise with participants. In preparation for court sessions, the officer prepares reports in order to inform the team of the participants' status via the program Progress Report (see Addendum). Through weekly contact with the treatment provider, the officer works with the treatment providers to ensure effective communication between the treatment providers and the Court. The USPO supervises the participant according to the PCRA risk level and will ensure that home, office, or community visits are conducted per the requirements of each phase.

When serious problems arise in supervision compliance or mental health decompensation, the officer will work with the team in order to provide immediate intervention and address issues with the participant. The team's efforts will be detailed in the progress report. The progress reports and attachments, if any, are to be distributed to the team members at least one (1) business day prior to the team meeting/Court session. The USPO may report on the participant's progress during the Court session. The USPO should be involved in all decisions about program planning.

Supervisory U.S. Probation Officer's Duties: Provides direct oversight of the USPO and serves as a liaison to community partners, handles administrative duties of STRIDES, coordinates strategic planning, is available to assist during Court sessions, assists probation officers with crisis management and other participant needs that may arise, monitors consistency of vendors with contract obligations, and reviews data to evaluate how well the goals of the participants and STRIDES are being met. The Supervisory U.S. Probation Officer should be involved in all decisions about program planning.

U.S. Pretrial Services Officer Duties: A Senior U.S. Pretrial Services Officer (USPSO), Intensive Supervision Specialist, is charged with making appropriate treatment recommendations and referrals with federally contracted or noncontract treatment providers and community programs, based on the needs of the defendant. The USPSO addresses any mental health decomposition and crisis situations that may arise with the defendant. The specialist is tasked with preparing a Progress Report (see Addendum) to the team to include the defendant's treatment status, case background, and overall supervision progress. The specialist shall maintain monthly contact with the treatment provider to ensure that the defendant's treatment status is updated with the Court. The USPSO supervises the defendant in accordance with the bail supervision conditions to include home, office, or community visits.

Should any problems or issues arise during bail supervision, the specialist will work with the team, as much as is feasible, in order to provide immediate intervention and address issues with the participant. The Progress Reports and any supplemental reports are distributed to the team members up to 3-7 business days prior to the team meeting and subsequent Court appearance. The USPSO may report on the defendant's progress during Court sessions and should be involved in all decisions about program planning.

Assistant United States Attorney's Duties: The role of the Assistant U.S. Attorney (AUSA) is unique in this program context. The AUSA's role is to participate in a team effort to encourage the

participant's success in the program and to provide insight during times of need. The AUSA may report on the participant's progress during the Court session. The AUSA should be involved in all decisions about program planning.

Reentry Coordinator's Duties: The Reentry Coordinator is a representative of the U.S. Attorney's Office with the role of providing access to and knowledge of community-based resources and assisting in appropriate referrals for those needed services. Also, the Reentry Coordinator is to participate in a team effort to encourage the participant's success in the program and to provide insight during times of need. The Reentry Coordinator conducts an intake which helps identify the participant's specific needs and goals (see Addendum). The information provided in the intake is essential for the Reentry Coordinator to ensure the proper referrals are made and participants are connected to the appropriate community-based resources and supports to address those needs and goals. The Reentry Coordinator should be involved in all decisions about program planning and will assist in disseminating planning information to the team.

Assistant Federal Community Defender's Duties: The Assistant Federal Community Defender (AFD) is available to assist the supervising officer in encouraging program participants to succeed in treatment, discourage bad decisions and disinterest in the program at their first sign, and provide guidance to the participant in times of need. The AFD may report on the participant's progress during the Court session. The AFD should be involved in all decisions about program planning.

Contract Treatment Provider's Duties: The contract treatment provider will assess the participants and determine the appropriate level of mental health treatment as well as provide treatment and case management services. Participants will be periodically reevaluated to ensure that the proper level of treatment is being provided. Treatment providers will provide monthly progress reports to the supervising officers.

PROGRAM ADMISSION:

Each prospective participant may be referred to STRIDES by, but not limited to, a team member, excluding a treatment provider, a private defense attorney in the case of a pretrial defendant who is not represented by the Federal Community Defender's Office, and a District or Magistrate Judge. Each person referred to STRIDES will be screened by a respective pretrial or post-conviction specialist to determine their eligibility as detailed below. This will ensure that prospective participants are stable enough to engage in outpatient treatment prior to beginning STRIDES. A person who is actively experiencing severe mental health symptoms and is refusing to participate in treatment and/or take prescribed medication designed to manage mental health symptoms will likely need a greater level of intervention/support, such as a Crisis Response Center or inpatient treatment, to stabilize them before starting the program.

Prospective participants will be considered if they meet the following criteria¹⁰:

1. Offense: Persons convicted of any offense, except those in the post-conviction STRIDES track subject to sex offense supervision are excluded;

¹⁰ If a prospective participant does not qualify for one or more of these criteria, the team has the discretion to discuss and unanimously determine on a case-by-case basis to accept participants who do not strictly fit the criteria.

2. Risk level for the pretrial track: The risk level for the pretrial track has no effect on a defendant's participation in the STRIDES Program. All participation is considered on a case-by-case basis;
3. Risk level for the post-conviction track: PCRA scores of moderate to high risk that have a noted mental health responsivity factor on the PCRA Interpretation Report. Potential participants scoring lower than moderate with a mental health barrier can be considered on a case-by-case basis;
4. Supervision: With respect to the pretrial track, the defendant is expected to be in the program for 12 to 18 months, and for the post-conviction track, the prospective participant should have at least three (3) years of supervision at the time of the evaluation for STRIDES;
5. Mental Health Diagnosis: The prospective participant should have a serious mental illness which is defined as a mental disorder that interferes with some area of social functioning such as work, school, family, etc. or a severe and/or persistent mental disorder which includes those diagnosed with schizophrenia, bipolar disorder, and other severe forms of depression or a panic disorder. Individuals who are identified in these categories will likely have a diagnosis from the DSM-5 comparable to Axis I of the DSM-IV-TR. Individuals with substance use disorder will only be considered for STRIDES if the substance abuse disorder co-occurs with a non-addictive mental illness which is the primary concern. Available documents outlining diagnosis as well as the person's case material will be forwarded by those having access and reviewed by the team to determine appropriate eligibility.
6. Enrollment: The STRIDES Program is entirely voluntary and there will be no negative consequences resulting from a decision not to participate. Potential participants must agree to enter the program, consent to modifications of their conditions to include mental health treatment/evaluation as well as drug and alcohol testing and treatment if he/she does not already have these conditions imposed, agree to all requirements and stipulations of the program, and sign the participant agreement.

Any potential participant will be invited to observe a STRIDES session. Following this observation and with the person's continued interest, a STRIDES Pretrial Services or Probation Officer will interview the potential participant and explain the program in detail and subsequently provide a recommendation to the team regarding the person's participation. The team must **unanimously** approve a person being admitted to the STRIDES Program. If the person is accepted into the program, the participant must sign the STRIDES Participant Agreement and Code of Conduct.

REGULAR MEETINGS AND HEARINGS:

The program will consist of bi-weekly team meetings followed by hearings. Prior to each session, the supervising officers will provide progress reports on each participant to the team (see progress report in attached Addendum). At the meeting, the team will discuss each participant's progress and potential feedback, rewards, and/or sanctions. The team may also meet outside the bi-weekly meetings to address program-wide issues. The meetings are closed to the public, although observers may be granted permission to attend upon execution of an Observer's Agreement (see Addendum). At the hearings, each participant scheduled to appear that day will be called and expected to engage

in a discussion with the court on the participant's progress, and will be instructed when next to appear. The hearings are on the record and will be reflected in a minute-entry on each participant's docket.

REWARDS AND SANCTIONS:

STRIDES follows a model of positive reinforcement for accomplishments and lawful self-management of mental health disorders and symptoms. Corresponding sanctions are also imposed to guide the team and the participants' efforts to extinguish negative behaviors and address noncompliant conduct. In most instances, the available rewards, incentives, and sanctions for both tracks are the same. Please see the attached Addendum table which sets out the rewards and sanctions for STRIDES.

PARTICIPANT CODE OF CONDUCT:

In July 2025, the Eastern District of Pennsylvania's three problem-solving programs (STRIDES, STAR, and RPC) adopted a Code of Conduct as well as a Team Guidelines for enforcing the Code of Conduct. This Code applies to all participants. All new participants will receive a copy of the Code and the assigned officer, or a designated team member, will explain the Code to the participant. A full copy of the Code of Conduct and Team Guidelines are contained in the Addendum.

PROGRAM PHASES – PRETRIAL TRACK:

Upon receiving a referral, the team will gather relevant information to allow an informed discussion. If there is no recent mental health evaluation available, the STRIDES Magistrate Judge(s) may direct Pretrial Services to obtain a mental health evaluation. Acceptance into the program is by a unanimous determination.¹¹

To participate in STRIDES, a defendant must be out of custody under conditions of release, although the team may monitor cases in which otherwise eligible participants are in custody and being considered for release to treatment in the community. Participants shall execute a written participation agreement and agree to necessary Speedy Trial Act waivers. No statements concerning prior conduct made by the defendant as part of the defendant's involvement in STRIDES can be used as a basis for a violation of conditions of pretrial release.

If a participant is charged by complaint, the STRIDES Magistrate Judge(s) will take jurisdiction of the case from the duty Magistrate Judge. If a participant is charged with one or more felonies in an Indictment or Information, the assigned District Judge will maintain jurisdiction, with supervision under STRIDES remaining with the STRIDES Magistrate Judge(s) subject to the District Judge's discretion to remove the defendant from STRIDES. The STRIDES Magistrate Judge(s) does not have sanction authority in cases that are assigned to a District Judge unless such authority is specifically granted by the assigned District Judge. In the case of a participant charged with a petty offense, or a Class A misdemeanor, where the defendant consents to the jurisdiction of a Magistrate Judge, pursuant to 28 U.S.C. § 636(a)(5), the case may be assigned to the STRIDES Magistrate Judge(s) for all purposes.

¹¹ If a question of competency arises, the Magistrate Judge will order a competency evaluation and the provisions of 28 U.S.C. § 4241 apply. Defendants found not competent to proceed to trial are not eligible to participate, but the team can monitor the case to prepare for participation should competence be restored.

When the parties agree on a recommended resolution of the case, they will inform the STRIDES Magistrate Judge(s), or the assigned District Judge. Options may include: trial (bench or jury); a plea to an agreed-upon or recommended sentence; or, in extraordinary cases, alternative resolutions that may include pretrial diversion. Crime victims must be consulted, as required by law.¹²

Phase 1 - Preparation (up to 90 Days)

- Establish Treatment
- Defendant identifies bi-weekly goals during this phase (life goal and/or treatment/supervision goal); Defendant presents goals during bi-weekly check ins via worksheets; Personal short-term goals
- Establish family/community ties
- Identify barriers which could disrupt transformation process
- Refer and Start enrollment in Cognitive Behavioral Therapy (CBT)

Phase Advancement Criteria:

- Biweekly court appearances
- Maintain contact with officer
- Attend treatment, Alcoholics Anonymous (AA)/Narcotics Anonymous (NA) meeting
- Random drug testing
- Attend all office visits
- Complete Phase 1 Goals worksheet

Phase 2 - Action (at least 90 Days)

- Direct Intervention period
- Establish Prosocial Peers/Sober Network
- Maintain sobriety
- Establish employment
- Participate in CBT
- Identify Short/Long Term Goals
- Journal (if needed)
- Present Cognitive Model
- Attend AA/NA meetings

Phase Advancement Criteria:

- Attend court appearances (monthly)
- Maintain contact with officer
- Attend treatment, AA/NA meeting (Verification)
- Random drug testing
- Attend all office visits
- Employment verification
- Attend CBT treatment
- Complete Short-Term and Long-Term Goal worksheet

¹² As required by Fed. R. Cr. P. 11(c)(1), the Magistrate Judge will not participate in any plea negotiations.

Phase 3 – Maintenance (at least 6 months)

- Continue participating in treatment
- USPSO monitoring application of skills learned through treatment and supervision period and provide feedback to participants (Review Cognitive Model, Applying Cognitive Model, and Problem-Solving STARR¹³ skills)

Phase Advancement Criteria:

- Attend court appearances (monthly)
- Maintain contact with officer
- Attend treatment, AA/NA meeting (Verification)
- Random drug testing
- Attend all office visits
- Employment verification

Criteria for Graduation: Once a defendant has earned 52 to 78 weeks' credit in the pretrial track and met the requirements for phase advancement from Phase 3, they are eligible for graduation.

Program Completion: For pre-trial participants, it is noted that participation is entirely voluntary, and there will be no negative consequence if the participant does not wish to participate. However, if the participant successfully completes the pretrial track of the STRIDES program, the team Judges will submit a successful letter of completion to the presiding Judge, and the participant will be eligible for participation in a STRIDES graduation ceremony

PROGRAM PHASES – POST-CONVICTION TRACK:

The post-conviction STRIDES track includes four phase levels. Each participant must successfully complete all levels in order to graduate from the program. The phases will assist participants in developing resources and strategies to effectively address their mental health challenges, participating in healthy decision-making, and ultimately moving towards sustainable independence. Each phase has distinct, achievable goals outlined and advancement to a new phase will be determined by the team. The program phases can be modified by the team if necessary. The participant will be required to prepare and present a comprehensive plan relative to sustaining their progress to the program team prior to graduation.

PHASE 1: (at least 3 months)

1. The probation officer will have a minimum of weekly contact with the participant, and the participant will be available for at least one monthly home visit conducted by the probation officer;

¹³ The Staff Training Aimed at Reducing Rearrest (STARR) program has been widely implemented throughout the U.S. Probation and Pretrial Services system to increase the use of core correctional practices and evidence-based strategies in community supervision. Using data on federal supervision cases over a nine-year period, the present study evaluates the relationship between officer use of STARR skills, in general and by skill type, on supervision outcome.

2. Weekly meetings with assigned case worker, if appropriate, or as directed;
3. Cooperate with all treatment providers to determine a mental health treatment plan. Remain or become compliant with ***all*** mental health treatment directives to include, but not limited to, timely arrival for all treatment sessions and medication monitoring throughout Phase 1;
4. Compliance with prescribed medications to include a written schedule/plan of the dosages and frequency at which these medications are to be taken. This schedule must be provided during each STRIDES session and also be readily available to the probation officer during home visits;
5. If there is also a substance abuse disorder, participate in co-occurring treatment as directed;
6. Submit to drug/alcohol testing, including but not limited to urinalysis (UA) and sweat patches, as directed by the probation officer or treatment provider. If enrolled in the U.S. Probation Office's Random Urine Testing (RUT) program, the Code-A-Phone drug testing line should be called daily to learn if a UA will be required that day;
7. If there is also a substance abuse disorder, participation may be required in recovery meetings such as Alcoholics Anonymous (AA)/Narcotics Anonymous (NA);
8. Obtain a sponsor/mentor within thirty (30) days if deemed appropriate;
9. Identify meaningful daily pro-social activities that will be conducted;
10. Attend Cognitive Behavioral Treatment (CBT) classes as directed;
11. Develop a plan to address disability, employment, housing, financial, family-related, and/or educational and vocational goals;
12. Complete process to obtain Medicaid or private medical insurance; and
13. Attend STRIDES hearings once every other week, or as scheduled.

Criteria for Phase Advancement:

1. Cooperate with the treatment plan which may include any of the following: mental health treatment/co-occurring treatment, CBT, consistent medication compliance, UAs, and relationship with sponsor/mentor;
2. Achieve 12 weeks of credited time during this phase;
3. Compliance with all other supervision conditions; and
4. Present a written plan to the team to address disability, employment, housing, financial, family-related, and/or educational and vocational goals.

PHASE 2: (at least 3 months)

1. The probation officer will have contact at a minimum of twice per month with the participant and the participant will be available for at least one monthly home visit conducted by the probation officer;
2. Weekly meetings with assigned case worker, if appropriate, or as directed;
3. Cooperate with all treatment providers and the mental health treatment plan, including any changes. Remain or become compliant with all mental health treatment directives to include, but not limited to, timely arrival for all treatment sessions and daily medication monitoring throughout Phase 2;
4. Compliance with prescribed medications to include a written schedule/plan of the dosages and frequency at which these medications are to be taken. This schedule must be provided during each STRIDES session and also be readily available to the probation officer during home visits;
5. If there is also a substance abuse disorder, participate in co-occurring treatment as directed;
6. Submit to drug/alcohol testing, including but not limited to UAs and sweat patches, as directed by the probation officer or treatment provider. If enrolled in the U.S. Probation Office's RUT program, the Code-A-Phone drug testing line should be called daily to learn if a UA will be required that day;
7. If there is also a substance abuse disorder, participation may be required in recovery meetings such as AA/NA;
8. Maintain weekly contact with a sponsor/mentor if same was deemed appropriate;
9. Engage in meaningful daily pro-social activities;
10. Identify a network of prosocial peers that provide support, friendship, and hope. These peers may be associated with the self-defined purpose;
11. Attend CBT classes as directed;
12. Complete agreed upon tasks associated with a disability, employment, housing, financial, family-related, and/or educational and vocational goals; and
13. Attend STRIDES hearings once every other week, or as scheduled.

Criteria for Phase Advancement:

1. Cooperate with the treatment plan which may include any of the following: mental health treatment/co-occurring treatment, CBT, consistent medication compliance, UAs, and relationship with sponsor/mentor;
2. Achieve 12 weeks of credited time during this phase;
3. Compliance with all other supervision conditions;
4. Show consistent progress relative to the agreed upon steps to address disability, employment, housing, and/or educational and vocational goals; and
5. Attend CBT classes as directed.

PHASE 3: (at least 3 months)

1. The probation officer will have contact at a minimum of twice per month with the participant and the participant will be available for at least one monthly home visit conducted by the probation officer;
2. Weekly meetings with assigned case worker, if appropriate, or as directed;
3. Cooperate with all treatment providers and the mental health treatment plan, including any changes (i.e. reduction in sessions). Remain compliant with **all** mental health treatment directives to include, but not limited to, timely arrival for all treatment sessions and daily medication monitoring throughout Phase 3;
4. If there is also a substance abuse disorder, remain compliant in co-occurring treatment as directed;
5. Submit to drug/alcohol testing, including but not limited to UAs and sweat patches, as directed by the probation officer or treatment provider. If enrolled in the U.S. Probation Office's RUT program, the Code A-Phone drug testing line should be called daily to learn if a UA will be required that day;
6. If there is also a substance abuse disorder, participation may be required in recovery meetings such as AA/NA;
7. Maintain weekly contact with a sponsor/mentor if same was deemed appropriate;
8. Maintain meaningful daily pro-social activities;
9. Develop and engage with a network of prosocial peers that provide support and friendship;
10. Attend CBT classes as directed;

11. Obtain employment or begin community service by end of phase, as appropriate, continue with educational pursuits or complete agreed upon tasks associated with housing needs, family reunification, financial literacy, or a disability application if disability status is still pending; and
12. Attend STRIDES hearings once a month, or as scheduled.

Criteria for Phase Advancement:

1. Cooperate with the treatment plan which may include any of the following: mental health treatment/co-occurring treatment, CBT, consistent medication compliance, UAs, and relationship with sponsor/mentor, who appeared at a STRIDES session during this or the next phase;
2. A representative of the prosocial group will present on the participants' behalf at STRIDES;
3. Achieve 12 weeks of credited time during this phase;
4. Compliance with all other supervision conditions; and
5. Present to the team a concrete plan to address maintaining employment or educational pursuits, financial planning, maintaining relationships with family, or continuing to pursue housing options or disability benefits. If employable, and without work, community service hours must have commenced, the total hours of which will be determined by the team.

PHASE 4: (at least 3 months)

1. The probation officer will have contact at a minimum of once per month with the participant and the participant will be available for at least one monthly home visit conducted by the probation officer;
2. Meetings twice per month with assigned case worker, if appropriate, or as directed;
3. Cooperate with all treatment providers and the mental health treatment plan, including any changes (i.e. reduction in sessions). Remain compliant with **all** mental health treatment directives to include, but not limited to, timely arrival for all treatment sessions and daily medication monitoring throughout Phase 4;
4. If there is also a substance abuse disorder, remain compliant in co-occurring treatment as directed;
5. Submit to drug/alcohol testing, including but not limited to UAs and sweat patches, as directed by the probation officer or treatment provider. If enrolled in the U.S. Probation Office's RUT program, successful complete this program;

6. If there is also a substance abuse disorder, participation may be required in recovery meetings such as AA/NA;
7. Maintain appropriate contact with a sponsor/mentor if same was deemed appropriate;
8. Maintain meaningful daily pro-social activities;
9. Continue to engage with a network of prosocial peers that provide support, friendship, and hope;
10. Successfully complete CBT classes;
11. Maintain employment or complete a number of community service hours determined by the team, continue with educational pursuits or complete agreed upon tasks associated with housing needs or a disability application if disability status is still pending;
12. Prepare goal statement and mental health/relapse prevention plan four weeks before you are scheduled to graduate;
13. Prepare a presentation for graduation that outlines how STRIDES impacted your ability to successfully manage your mental illness and sustain greater independence with a law-abiding lifestyle that will benefit you after STRIDES; and
14. Attend STRIDES hearings once a month, or as scheduled.

Criteria for Graduation:

1. Cooperate with the treatment plan which may include any of the following: mental health treatment/co-occurring treatment, CBT, consistent medication compliance, UAs, and relationship with sponsor/mentor, who appeared at a STRIDES session during this or the previous phase;
2. A representative of the prosocial group will present on the participants' behalf at STRIDES;
3. Achieve 12 weeks of credited time during this phase;
4. Compliance with all other supervision conditions;
5. Present to the team your mental health/drug relapse prevention plan;
6. Present to the team your graduation presentation;
7. Maintain employment or completed community service and continue with educational pursuits, if appropriate; and
8. Demonstrate residential stability.

Program graduation is determined by the team. Recommendations for graduation must be submitted 30 days prior to the anticipated graduation date.

Program Completion:

Participants who successfully complete STRIDES by achieving **52 credited weeks** in the program earn up to a one-year reduction in their term of supervision. This one year is vested at the time the participant graduates from STRIDES. Understanding that some participants may have well over one year left on their supervision, those participants must still adequately comply with all terms of supervision. NOTE: If there are subsequent violations of supervision, the participant will be subject to traditional modification and revocation proceedings post-graduation.

A STRIDES graduation ceremony will occur subsequent to the participant's completion of STRIDES at a date/time determined by the Court so that U.S. District and Magistrate Judges may attend. In addition to STRIDES participants, their family members, clinicians, and friends are invited to attend the graduation.

The U.S. Probation Office will prepare an Order for the District Judge's approval of the one-year reduction in supervision which will be signed at the graduation. It is noted that some participants, such as those under conditional release, are not subject to a sentence reduction. To commemorate their achievement in STRIDES, the participant will receive a Certificate of Completion at the graduation.

STRIDES JURISDICTION OVER VIOLATIONS OF CONDITIONS:

The STRIDES Program is intended to afford individuals and the court an opportunity to address conduct that violates conditions of pretrial or post-conviction supervision in a format that is less adversarial, and which promotes the likelihood of both sustained behavior change and lawful self-management of behavioral health conditions. For pretrial participants, the STRIDES team will endeavor to the greatest extent possible to address bail violations within the STRIDES sanction framework. The team may refer individuals with serious violations or program conduct violations to the District Court judge to respond to violative conduct. In these instances, the team reviews the conduct and the presiding U.S. Magistrate Judges refer the case back to the District Judge. The District Judge may also request to handle a violation of bail release.

For post-conviction participants, the District Court judge retains jurisdiction over any violative conduct that constitutes a Grade A or Grade B violation. The STRIDES team will address all Grade C violative conduct, also considered "technical violations" of probation or supervised release. See U.S.S.G. Chapter 7.

DISCHARGE PROCEDURES - POST CONVICTION:

The STRIDES participant may be discharged as successful, unsuccessful, or be administratively discharged.

- 1. Successful Discharge:** Participants who complete STRIDES will be given a Certificate of Completion. The participant will then be transferred to traditional supervision.

2. Unsuccessful Discharge: In recognition of the reality of mental health setbacks or “relapses” as a part of recovery from mental illness, and/or drug or alcohol addiction, every effort should be made to continue to work with STRIDES participants. All parties realize, however, that there will be some circumstances in which it is appropriate to discharge as unsuccessful a participant from STRIDES. Unsuccessful discharge may be of two types:

(A) Discharge with Return to Regular Supervision - Discharge may result from a participant revoking his/her interest in the STRIDES Program or by a joint decision that although the participant has not committed a serious violation of supervision or the STRIDES rules, the program is not having its desired effect. This type of discharge from STRIDES occurs simply with a transfer to a supervision caseload without a violation charge or a hearing.

(B) Discharge with A Formal Violation Charge - Discharge may result from serious or chronic misconduct by the participant. The Court will make the ultimate decision that a participant must be terminated from STRIDES. Under these circumstances, the participant will terminate from STRIDES, return to traditional supervision, and may appear before the sentencing District Court Judge for a hearing. Such circumstances may include, but are not limited to:

- 1) New law violations, as ultimately determined by the Court;
- 2) Repeated noncompliance with treatment (i.e. attendance or medication);
- 3) Illicit substance use;
- 4) A chronic pattern of refusal to cooperate with the supervising USPO; and
- 5) Repeated refusal to cooperate with the Court’s sanction or participate in a meaningful manner.

As set forth in this section, upon discharge from STRIDES, the Probation Office may file a formal violation charge. It will be the policy of the Probation Office not to allege as a formal violation conduct that occurred during STRIDES and which was previously addressed. After the individual is outside of STRIDES, however, the Court presiding over the violation hearing will be advised of all conduct that has taken place during the period of supervision, including successes, failures, and sanctions that occurred during STRIDES participation.

3. Administrative Discharge: There may be occasions in which discharge from STRIDES cannot simply be considered successful or unsuccessful. Such circumstances may arise when a participant becomes too ill to participate or has to relocate and it is no longer practical for them to participate. In these situations, the participant would be administratively discharged and would be welcome to participate again in the event their circumstances change.

DISCHARGE PROCEDURES- PRETRIAL:

The STRIDES participant may be discharged as successful, unsuccessful, or be administratively discharged.

- 1. Successful Discharge:** Participants who complete STRIDES will be given a Certificate of Completion. The participant will remain on bail release until sentencing as there will be no adverse actions due to the successful discharge.
- 2. Unsuccessful Discharge:** All parties realize that there will be some circumstances in which it is appropriate to discharge as unsuccessful a participant from STRIDES. An unsuccessful discharge from the STRIDES program will not adversely affect the defendant during the remainder of their bail release or during sentencing. This program is voluntary, which means that there are no negative consequences should the defendant have to be discharged from the program.
- 3. Administrative Discharge:** There may be occasions in which discharge from STRIDES cannot simply be considered successful or unsuccessful. Such circumstances may arise when a participant becomes too ill to participate or has to relocate, and it is no longer practical for them to participate. In these situations, the participant would be administratively discharged and if the defendant is eligible for participation on the post-supervision track, that recommendation may be provided to the District Judge at sentencing.

EXIT INTERVIEW:

Upon successful graduation, discharge, or voluntary withdrawal from the STRIDES Program, the participant will be required to complete an Exit Interview with a member of the STRIDES team to provide feedback on their experiences while participating in the program.

NOTE: For participants who have successfully graduated from the program, the paperwork granting the participant of up to one (1) year off of post-conviction supervision will not be filed with the court until the Exit Interview has been completed.