

# **Pretrial Services Agency for the District of Columbia**



## **Congressional Budget Justification**

**Fiscal Year 2024**

**March 9, 2023**

**LEADERSHIP**

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## AGENCY OVERVIEW

The mission of the Pretrial Services Agency for the District of Columbia (PSA) is to promote pretrial justice and enhance community safety. In fulfilling this mission, PSA assists judicial officers in both the Superior Court of the District of Columbia (DC Superior Court) and the United States District Court for the District of Columbia (US District Court) by conducting a risk assessment for every arrested person who will be presented in court, identifying detention eligibility and formulating release recommendations, as appropriate, based upon the arrestee's demographic information, criminal history, drug use and/or mental health information. For defendants who are placed on conditional release pending trial, PSA provides supervision and treatment services intended to reasonably assure that they return to court and do not engage in criminal activity pending their trial and/or sentencing.

PSA was created by an act of Congress (the *District of Columbia Bail Agency Act*) in 1967.<sup>1</sup> Under the *National Capital Revitalization and Self-Government Improvement Act of 1997*, PSA was established as an independent entity within the Court Services and Offender Supervision Agency (CSOSA) in the Executive Branch of the Federal Government.<sup>2</sup>

The District of Columbia (DC or District) operates a bail system that promotes clear and reasoned decisions about release or detention. The foundation of this system is the DC bail statute, which emphasizes the use of least restrictive release conditions for eligible defendants, provides an option of preventive detention for those who pose an unacceptable risk to the community, and limits the use of money-based detention. PSA employs evidence-based practices to help judges in the District's local and federal courts make appropriate and effective bail decisions. PSA's efforts focus on creating a customer-centric culture that meets the needs of the judges, protects the rights of defendants, and remains cognizant of the Agency's responsibility to the DC community. The result is enhanced public safety, a fairer and more effective system of release and detention, and judicious use of jail resources.

In March 2020, PSA began responding to the coronavirus pandemic by altering its operations to comply with guidance from the Centers for Disease Control and Prevention (CDC). The Agency implemented social distancing, maximum telework, and other measures necessary to safeguard the health and safety of our workforce and the defendant population we serve. In addition, the Agency modified business practices in response to surge demands for services. Overall, while the number of arrests decreased across the District, the number of cases assigned to PSA supervision, court case processing times, and the number of days defendants remain under PSA supervision increased, creating novel challenges for the Agency.

PSA's current caseloads include individuals with charges ranging from misdemeanor property offenses to homicide. During fiscal year (FY) 2022, PSA served 25,687 arrestees and defendants. The Agency supervised 15,353 defendants on pretrial release, which corresponds to an average of 8,396 defendants on any given day. Most defendants (92 percent) are awaiting trial in DC Superior Court, with a smaller number (8 percent) awaiting trial in US District Court. PSA provided services to an additional 10,334 arrestees and defendants, which included completing criminal history checks for persons who were released on citation or personal recognizance or

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<sup>1</sup> (<https://beta.code.dccouncil.us/dc/council/code/titles/23/chapters/13/>, n.d.)

<sup>2</sup> (<https://www.congress.gov/bill/105th-congress/house-bill/1963>, n.d.)

whose charges were dismissed prior to the first appearance in court. Additionally, PSA conducted drug testing for 5,912 non-defendants, bringing the Agency's total responsibility to just under 32,600 individuals throughout the year.

During FY 2022, defendants remained under supervision for an average of 134 days, which is a continuation of the marked increase coinciding with the onset of the COVID-19 pandemic. Prior to the pandemic, defendants remained under supervision for an average of 94 days. This average rose to a high of 214 days during FY 2021. In response to these increases, PSA reallocated staff and adjusted operations to minimize the likelihood of defendant rearrest and maximize court appearances during the first quarter of FY 2023, this trend has continued to trend downward, but has still not reached pre-pandemic levels.

## **A MODEL FOR PRETRIAL JUSTICE**

PSA's drug testing and innovative supervision and treatment programs have become recognized as models for the field of pretrial justice. The foundations of PSA's model approach include:

- Providing timely and accurate information to the courts to support informed decision-making.
- Honoring the presumption of innocence and each defendant's right to pretrial release under the least restrictive conditions that assure community safety and return to court.
- Promoting the use of appropriate graduated sanctions and incentives in response to defendant behavior.
- Using evidence-based solutions and implementing continuous process evaluation to improve outcomes.
- Responding to behavioral health needs that may jeopardize a defendant's ability to adhere to court ordered release conditions.
- Partnering with other criminal justice agencies and community organizations to build capacity for meeting defendants' social service's needs; and
- Effectively managing the appropriated funds entrusted to the Agency's stewardship.

PSA continues to facilitate requests for technical assistance from national and international groups. Requests from domestic groups tend to focus more on understanding the technical aspects of how to replicate certain operations, particularly risk assessment. Requests from international groups generally focus on explanations of the US civil and criminal justice systems at the federal, state, and local levels; the role of various criminal justice system partners; the Drug Court model; developing and implementing alternatives to incarceration; and supervision techniques for defendants charged with non-violent offenses. Most recently we have provided virtual and in-person technical assistance, which included a series of meetings with law students and practitioners from Nigeria, and presentations to the National Center for State Courts and National Conference of State Legislators.

## **A MODEL FOR INNOVATION**

PSA is a leader in the field of criminal justice drug testing, having established the first in-house laboratory for a pretrial agency in 1984. Drug testing is key to helping PSA and other justice agencies identify and address substance use-related public safety risks posed by individuals under

supervision. PSA also plays a vital role in supplying the District of Columbia public health and public safety communities with information on emerging trends related to drug use within the criminal and juvenile justice systems.

PSA was among the first pretrial agencies to use a risk assessment instrument (RAI) and has used some form of risk assessment since its inception. It also has leveraged developments in science and best practices to refine and improve its protocols and instruments. PSA's RAI was designed exclusively for the District of Columbia using a data set consisting of defendants assigned to pretrial supervision in the District. To be fair and effective, RAIs must be tested regularly to ensure they produce valid results for the population being served and are unbiased with respect to race, gender, or other factors. PSA's RAI was most recently validated in 2018 and a revalidation is planned for FY 2023.

Despite our long-standing commitment to risk assessment, PSA traditionally has utilized a program-based approach to supervision where defendants received uniform services, despite their level of assessed risk. After considerable planning, in FY 2022, PSA began transitioning to a risk-based services (RBS) model of supervision. Under RBS, both release conditions and case management are individualized and tailored to each defendant's risk and needs. This individualized approach, which comprises all supervision and treatment-related activities performed by PSA, supports a defendant's compliance with court-ordered conditions of release, appearance at all scheduled court hearings, and arrest-free behavior while on pretrial release.

PSA successfully adapted operations in response to the COVID-19 pandemic. By reimagining assessment and supervision services, the agency assured continuity of operations, despite a myriad of challenges and dynamic circumstances. PSA introduced a risk-based triage system to schedule defendants for in-person contact, transitioned to telephonic diagnostic interviews, and implemented virtual support of courtroom operations to achieve its mission. In addition, PSA deployed technology to shift traditionally in-person defendant engagement activities into the virtual sphere. Examples include institution of virtual supervision meetings between defendants and Pretrial Services Officers (PSOs); virtual behavioral health services, including substance use disorder (SUD) assessments, mental health screenings, and treatment groups. As PSA progresses in its post-pandemic operating posture, we are leveraging the lessons learned from the pandemic to continue informing our decisions regarding the delivery of supervision and treatment services.

## PRESIDENT’S BUDGET 2024

PSA’s FY 2024 President’s Budget (PB) is \$88,674,000 including 375 FTEs, a net increase of \$8,237,000, or 10.24 percent above the FY 2023 Enacted Budget.

### Pretrial Services Agency for the District of Columbia

#### President's Budget (PB) 2024 CBJ Summary of Change

(in Thousands of Dollars)

	FTE	Annual Amount	3-Year Amount	Total Amount
<b>FY 2023 Enacted Budget</b>	<b>371</b>	<b>79,439</b>	<b>998</b>	<b>80,437</b>
<b>Adjustments to Base:</b>				
Non-recurring Resources FY 2023-2025 <sup>A</sup>			-998	-998
Pay Raise		2,861		2,861
FERS Retirement Increase		181		181
Lease Increase		193		193
<b>Sub-Total, Adjustments to Base</b>	<b>0</b>	<b>3,235</b>	<b>-998</b>	<b>2,237</b>
<b>Requested Program Changes:</b>				
IT Cybersecurity		1,295		1,295
IT Software Licenses		57		57
FTEs	4	831		831
HQ Lease Inflation Costs		1,314		1,314
FY 2024-2026 Lease Replacement and Relocation Costs <sup>B</sup>			2,503	2,503
<b>Sub-Total, Program Changes</b>	<b>4</b>	<b>3,497</b>	<b>2,503</b>	<b>6,000</b>
<b>President's Budget (PB) 2024</b>	<b>375</b>	<b>86,171</b>	<b>2,503</b>	<b>88,674</b>
Increase/Decrease versus FY 2023 Enacted:	4	6,732	1,505	8,237
Percent Increase/Decrease versus FY 2023 Enacted:	1.08%	8.47%	150.80%	10.24%

**Footnote:**

A. FY 2024 reduces \$998,000 in non-recurring three-year FYs 2023-2025 relocation contingency

B. FY 2024 contains total of \$2,503,000 (\$2,044,000 moving cost and \$459,000 in three-year FYs 2024-2026) funding PSA's relocations

PSA’s PB 2024 budget request includes changes to base operations funding in the following areas:

**PB 2024 Adjustments to Base** **\$3,235,000** **0 FTE**


**Lease Prospectus** **-\$998,000** **0 FTE**

The PB 2024 reduces \$998,000 in non-recurring three-year (FYs 2023-2025) headquarter relocation contingency associated with Prospectus Number PDC-12-WA19. This funding does not recur in FY 2024.

**Pay Increases** **\$2,861,000** **0 FTE**

The PB 2024 includes \$2,861,000 civilian pay increase with an estimated 5.2 percent pay raise.

**PB 2024 Budget - Pay Increase (in Thousands of Dollars)**

FY	Description	Percent 	Amount
2024	Pay Increase	5.20%	\$ 2,861
<b>Total Amount</b>			<b>\$ 2,861</b>

**FERS Retirement Increase \$181,000 0 FTE**

The PB 2024 includes \$181,000 increase to support Agency contributions to employee Federal Employees Retirement System (FERS) retirement accounts.

Fiscal Year 2024 Budget Request - Federal Employees Retirement System (FERS)					
Description		FY 2023	FY 2024	FY 2024	
Retirement Coverage	Standard Retirement Coverage Code	Employing Agency Contribution %	Employing Agency Contribution %	Delta %	Delta Amount
FICA and CSRS (Partial)	C				
FERS	K	18.4%	18.4%	0.0%	\$ -
Law Enforcement -FERS	M	37.6%	38.2%	0.6%	\$ 161,586
FERS-RAE	KR	16.6%	16.5%	-0.1%	\$ (144)
Law Enforcement -RAE	MR	35.8%	36.4%	0.6%	\$ 2,585
FERS-FRAE	KF	16.6%	16.5%	-0.1%	\$ (1,867)
Law Enforcement - FRAE	MF	35.8%	36.4%	0.6%	\$ 18,839
<b>FY 2024 Employing Agency Contribution Additional Total Amount</b>					<b>\$ 181,000</b>

**Lease Increase \$193,000 0 FTE**

PSA requests \$193,000 for building rent cost increases and inflation. In past fiscal years, PSA has been absorbing these cost increases, however, absorbing these costs increases has forced PSA to redirect resources away from mission critical programs and continuing to do so effectively serves as a funding reduction.

Lease Type	FY 2021	FY 2022	FY 2023	FY 2024	
GSA Sub-Total:	\$ 3,280,659	\$ 3,317,403	\$ 3,383,751	\$ 3,451,426	
Non-GSA Sub-Total:	\$ 4,744,973	\$ 2,076,081	\$ 2,138,363	\$ 1,965,514	<b>Total</b>
Rental Saving From Relocation				\$ (237,000)	
<b>PSA Lease Total:</b>	<b>\$ 5,352,255</b>	<b>\$ 5,393,484</b>	<b>\$ 5,522,114</b>	<b>\$ 5,416,940</b>	
<b>FY 2024 Lease Increase</b>	<b>\$ 40,913</b>	<b>\$ 128,630</b>	<b>\$ 128,630</b>	<b>\$ (105,174)</b>	<b>\$ 193,000</b>

**PB 2024 Program Changes \$6,000,000 4 FTE**

**Cybersecurity \$1,295,000 0 FTE**



PSA requests \$1,295,000 to support permanent cost increases related to recent federal cybersecurity requirements in the areas of threat event logging, vulnerability detection and response, and Zero Trust Architecture (ZTA).

<b>FY 2024 Program Change - Cybersecurity</b>	
<b>Description</b>	<b>Amount</b>
Security Operations Center as a Service	\$ 74,613
Information System Security Officer contractors	\$ 175,223
Network Operations	\$ 15,300
Justice Cloud-Optimized Trusted Internet Connection Share	\$ 108,701
Justice Unified Telecommunications Network	\$ 43,630
Customer Support and Maintenance	\$ 24,000
Security Posture Dashboard	\$ 15,000
Microsoft Office 365 G-5 Licenses	\$ 250,000
Cloud Management SW Licenses	\$ 87,300
Security Information Event Management System Administration	\$ 82,500
Zero Trust Operations/Software	\$ 195,000
Zero Trust Contractor	\$ 82,500
Microsoft Office 365 & Network Vulnerability (Qualsys) Contractor	\$ 82,500
Miscellaneous Cybersecurity Software/Hardware Maintenance	\$ 58,732
<b>FY 2024 Cybersecurity Requirement Total:</b>	<b>\$ 1,295,000</b>

PSA and the Community Supervision Program (jointly, the Court Services and Offender Supervision Agency, or CSOSA) operate a shared information technology (IT) network for purposes of cost and management efficiencies. The resources identified in this justification apply to PSA only.

PSA assures that all automated information systems are designed, operated, and maintained with the appropriate IT security and privacy data protections. Most programs, projects, and activities administered by the Agency depend upon the trust of the public, our clients, and public safety partners in PSA’s ability to retain the confidentiality of personally identifiable information. Maintaining public trust is a primary objective of the PSA cybersecurity program. PSA’s automated case management and drug testing systems contain important offender and defendant data that must be properly protected from unauthorized access or other compromise. This requires recurring security assurance, monitoring, and testing of controls to manage risk from the ever-evolving threat landscape. PSA currently has three systems and is responsible and accountable for managing risk and preventing compromise of the related information and IT assets. Every general-purpose computing environment and every specific program application system must be subjected to risk-based security control testing prior to implementation and must be persistently monitored to guard against an increasing number of sophisticated threats. PSA works to ensure that security policies and processes are in place to support compliance with the requirements of federal laws and OMB and National Institute of Standards and Technology (NIST) guidance related to IT security and privacy.

## **Background:**

PSA is required to meet a constantly growing list of cybersecurity, privacy, and continuous monitoring requirements. Since 2017, PSA has leveraged cybersecurity and network infrastructure shared services offered by the US Department of Justice (DOJ) to include Security Operations Center as a Service, information security support, and network services. The services provided are as follows:

### **DOJ Security Operations Center as a Service:**

- Detect and analyze security events 24 hours a day, seven days a week, 365 days a year
- Respond to inbound reports of new incidents and cybersecurity questions
- Identify security incidents, assess the nature and scope of incidents, inform PSA of new incidents, and provide recommended mitigation and recovery steps
- Maintain incident documentation (e.g., incident log, post-incident documentation) in the Justice Incident Management System (JIMS)
- Provide timely dissemination of information regarding identified threats and vulnerabilities

### **DOJ Information Security Support:**

- Enable PSA to implement the Risk Management Framework process and procedures to meet Federal Security Modernization Act (FISMA) requirements
- Complete Assessment and Authorization and Continuous Monitoring of PSA mission critical systems and applications to maintain operational compliance and achieve ATOs
- Conduct vulnerability scanning and track remediation of vulnerabilities
- Provide support in responding to various Executive Orders and Department of Homeland Security (DHS) Cybersecurity and Infrastructure Security Agency (CISA) directives
- Participate in the system development lifecycle for new applications to ensure security and risk management aspects are taken into consideration
- Create, track, and support the closure of Plans of Action and Milestones.
- Utilize the automated Customer Support Automated System (CSAM) system to maintain IT system inventory
- Utilize Security Posture Dashboard Report (SPDR) to identify configuration and vulnerabilities remediation that should be implemented to improve PSA's risk score

### **DOJ Network Services:**

- Managed Technical Internet Services (TIC) provided under Justice Cloud-Optimized Trusted Internet Connection Service (JCOTS) and Justice Unified Telecommunications Network (JUTNET)

- Secured internet services in accordance with federal security requirements
- Data Loss Protection

**Justification of Request:**

PSA is required to meet the following new cybersecurity requirements:

- [Executive Order 14028](#)<sup>3</sup> “Improving the Nation’s Cybersecurity,” dated 5/12/2021
- [OMB Directive M-21-31](#)<sup>4</sup>, “Improving the Federal Government’s Investigative and Remediation Capabilities Related to Cybersecurity Incidents,” dated 8/27/2021
- [OMB Directive M-22-01](#)<sup>5</sup> “Improving Detection of Cybersecurity Vulnerabilities and Incidents on Federal Government Systems through Endpoint Detection and Response,” dated 10/08/2021
- [OMB Directive M-22-09](#)<sup>6</sup> “Moving the U.S. Government Toward Zero Trust Cybersecurity Principles,” dated 1/26/2022.

Executive Order (EO) 14028 directs agencies to improve the nation’s cybersecurity by enhancing the Federal Government’s capabilities to detect vulnerabilities, investigate events, perform log management of events, remediate events, adopt a ZTA and to realize the security benefits of a cloud-based infrastructure.

OMB Directive M-21-31 implements EO 14028 by addressing logging, log retention and log management, with a focus on ensuring centralized access and visibility for the highest-level enterprise security operations center (SOC) of each agency. In addition, this Memorandum establishes requirements for agencies, except national security systems as defined in EO 14028, to increase the sharing of such information, as needed and appropriate, to accelerate incident response efforts and to enable more effective defense of federal information and executive branch departments and agencies. Agencies have two years after issuance of M-21-31 to achieve Enterprise Logging (EL3) (Advanced) maturity; provide, upon request and to the extent consistent with applicable law, relevant logs to CISA and Federal Bureau of Investigation (FBI) and share log information, as needed and appropriate, with other federal agencies to address cybersecurity risks or incidents.

OMB Directive M-22-01 further implements EO 14028 by providing implementation guidance on the adoption of Endpoint Detection and Response (EDR) solutions to improve visibility into, and detection of, cybersecurity vulnerabilities and threats to the Government. EDR combines real-time continuous monitoring and collection of endpoint data with rules-based automated response and analysis capabilities. EDR is an essential component for transitioning to ZTA, because every device that connects to a network is a potential attack vector for cyber threats.

OMB Directive M-22-09 sets forth a federal ZTA strategy, requiring agencies to meet specific cybersecurity standards and objectives by the end of FY 2024 to reinforce the Government’s defenses against increasingly sophisticated and persistent threat campaigns. The strategy outlines

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<sup>3</sup> [EO 14208](#)

<sup>4</sup> OMB: [M-21-31 MEMO](#)

<sup>5</sup> OMB: [M-22-01 MEMO](#)

<sup>6</sup> OMB: [M-22-09 MEMO Federal Zero Trust Strategy](#)

how agencies shall address the five Zero Trust Pillars of Identity, Devices, Network, Application and Data over the next two years. As described in the Department of Defense Zero Trust Reference Architecture, “The foundational tenet of the Zero Trust Model is that no actor, system, network, or service operating outside or within the security perimeter is trusted. Instead, we must verify anything and everything attempting to establish access. It is a dramatic paradigm shift in philosophy of how we secure out infrastructure, networks, and data, from verify once at the perimeter to continual verification of each user, device, application, and transaction.”

This strategy places significant emphasis on stronger enterprise identity and access controls, including multi-factor authentication (MFA) and envisions a Federal Government where:

1. Federal staff have enterprise-managed accounts, allowing them to access everything they need to do their job while remaining reliably protected from targeted, sophisticated phishing attacks.
2. The devices that federal staff use to do their jobs are consistently tracked and monitored, and the security posture of those devices is considered when granting access to internal resources.
3. Agency systems are isolated from each other, and the network traffic flowing between and within them is reliably encrypted.
4. Enterprise applications are tested internally and externally and can be made available to staff securely over the internet.
5. Federal security teams and data teams work together to develop data categories and security rules to automatically detect and ultimately block unauthorized access to sensitive information.

As a small agency, PSA will continue to leverage DOJ cybersecurity services and expertise to the extent possible. However, PSA requires additional software and contractor support to address recent federal cybersecurity requirements:

- PSA must convert current Microsoft Office 365 licenses from version G-3 to version G-5. This provides PSA with the advanced capabilities of Microsoft Security and Compliance Center and Microsoft Defender, which is essential to meeting the requirements of Enterprise logging maturity (OMB M-21-31), Vulnerability Management (OMB M-22-01) and Zero Trust (OMB M-22-09).
- PSA requires capacity to support the entire enterprise with Cloud Log aggregation, management, and monitoring. The annual product cost coupled with the recurring administration of the product provides PSA with the capability to achieve EL3 within required timeframes. OMB M-21-31 and OMB M-22-09 require PSA to integrate activity and security log suspicious/anomalous events into PSA managed Security Operations Center as a Service provided by DOJ and to supply requisite event feed to DHS and FBI as required by directive. PSA requires contracted product management assistance to perform capacity management and ensure alignment of Agency applications to the product. The DOJ Security Operations Center as a Service provides all monitoring, logging, remediation, reporting and distribution of security threat information.

- OMB M-22-01 requires PSA to have vulnerability management technology. Currently, Qualys Vulnerability Management technology is supplied to PSA via the Department of Homeland Security’s Continuous Diagnostics and Mitigation (CDM) program at no cost to PSA in FY 2022. To support government-wide and Agency-specific efforts to implement, adequate, risk-based, and cost-effective cybersecurity, DHS has committed to provide this software at no cost to PSA at least through FY 2024. Therefore, PSA’s FY 2024 budget request does not contain resources to address vulnerability management systems requirements. However, recurring administration support is required.
- OMB M-22-09 requires PSA to implement Zero Trust Architecture. PSA is required to make engineering changes and adaptations to the PSA IT infrastructure and application.

PSA requests \$1,295,000 to support permanent cost increases to meet new cybersecurity requirements. This will enable PSA to conduct adequate management and oversight of the Agency’s IT Security Program, meet compliance requirements of EO 14028, OMB Directives M-21-31/M-22-01/M-22-09, FISMA, the Privacy Act, and other directives and mandates, and to maintain cybersecurity standards for event log management/monitoring, vulnerability management, and Zero Trust Architecture, which entail a significant amount of documentation, policies, procedures, and training.

**Software Licenses** **\$57,000** **0 FTE**

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PSA requests \$57,000 to support additional licensing requirements for additional personnel new to PSA. In FYs 2022 and 2023, PSA was provided additional funding to hire for critical positions to ensure PSA’s mission and strategic goals and objectives continued to be met. The new hires span across the Agency and, as such, require Adobe and Zoom licenses to conduct business. The IT Service Desk also requires additional ManageEngine Service Desk Plus licenses to provide efficient and effective support to the growing workforce. This requirement directly supports PSA’s Management Objective 1, *Efficient Agency Administration*, focused on building greater efficiency in meeting customer needs by modernizing operations and service delivery, streamlining processes, reducing administrative costs, and strengthening internal controls to drive efficiency.

FY 2024 Program Change - Software Licenses	
Description	Amount
Adobe Cloud Licenses	\$ 23,000
Zoom Licenses	\$ 19,300
ManageEngine Licenses	\$ 14,700
<b>FY 2024 Software Requirement Total:</b>	<b>\$ 57,000</b>

- Adobe in the Cloud recurring costs:** PSA requests \$23,000 to increase the quantity of licenses from 325 to 375 to support new hires. The licenses and associated services are assigned to individual users and are not transferable across the enterprise.
- Zoom licenses (45 business and three webinar) and ManageEngine (65 licenses):** PSA requests \$34,000, to account for \$19,300 in Zoom licenses and \$14,700 in ManageEngine licenses. PSA’s organization supports a hybrid work environment, which requires

software that supports work outside of traditional office spaces (i.e., telework and other forms of remote work). The IT Solutions Center also requires an upgraded IT service desk solution to meet the demands of an expanding workforce and the changing organization. Virtual collaboration services are needed to conduct business with expanding audiences, to support emergency situations and events, such as the COVID-19 pandemic, and to collaborate and coordinate more efficiently with partners and customers internal and external to the Agency.

**FTEs Increase** **\$831,000** **4 FTE**

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PSA requests an increase of \$ \$831,000, which includes \$550,137 for personnel salaries and \$280,864 for benefits to support projected demands for supervision services and administrative functions.

**FY 2024 Prioritized FTEs**

FTE	Salary Estimate	Benefit Estimate	Total Salaries and Benefits
4	\$550,137	\$280,864	<b>\$831,000</b>

The FY 2023 enacted budget included \$3,500,000 to support PSA hiring gaps with an FTE count of 371. For FY 2024, PSA is requesting a program change to support four additional FTEs in high priority of areas of defendant engagement and Agency operations and administration. Many of PSA’s administrative offices have a single FTE responsible for critical duties, putting the Agency at risk when employees retire or move to other positions outside of PSA.

The request below supports four additional FTEs and provides detailed background information on the individual positions.

PSA’s mission to promote pretrial justice and enhance community safety is accomplished through a variety of integrated programs of investigation, reporting, assessments, recommendations, and other services to the court in management of defendants pending trial; assistance to defendants in complying with their pretrial obligations; provision of or referral of defendants for certain intervention services; assurance of defendants’ appearance in court; and of the safety of the community.

PSA is divided organizationally into two divisions, Defendant Engagement and System Support (DESS) and Management and Administration (MA). DESS performs most external facing operational activities, including all direct defendant services. MA supports these functions by performing key administrative activities, including information technology support, human capital management and training, financial, budget and acquisitions support, legal service, policy and project management support, communications, and stakeholder and partnership development.

**Pretrial Services Officer (PSO)** **\$188,905** **1 FTE**

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PSA requests \$188,905 to add one PSO position.



Justification for Program Increase						
Pretrial Services Officer Positions						
Strategic Goal 1: Judicial Concurrence with PSA Recommendations						
Strategic Goal 2: Continued Pretrial Release						
Strategic Goal 3: Minimize Rearrest						
Strategic Goal 4: Maximize Court Appearance						
FTE	Position Official Title	Pay Plan	Grade/Step	FY24 Salary Estimate	FY24 Benefit Estimate	Total Amount
1	Pretrial Services Officer (PSO)	GS	12/10	\$ 124,460	\$ 64,445	\$ 188,905

PSA’s supervision and treatment services depend heavily on a defendant engagement approach that includes the use of risk mitigation strategies, including drug use testing, treatment, and electronic monitoring.

The overwhelming majority of defendant engagement activities (except for specimen collection for substance use testing) are performed by PSOs. PSOs comprise the majority of PSA’s workforce and are responsible for a full range of defendant services, including conducting eligibility determinations for citation release, completing risk assessments, presenting release condition recommendations in court, providing court date notifications, providing court representation, ensuring appropriate supervision and behavioral health services based on each person’s assessed risk of failure to appear in court and rearrest, and reporting compliance to the court.

In the District of Columbia, over 90 percent of defendants awaiting trial are released to the community. PSA’s case management strategies are designed to increase the likelihood that supervised defendants make all scheduled court appearances and remain arrest-free during the pretrial period. A hallmark of effective case management in community corrections settings is the maintenance of effective caseload ratios. National best practices recommend caseloads of 75:1 for general supervision cases. Prior to the onset of the pandemic, PSA’s general supervision units operated with a caseload ratio of 74:1. While slow progress is being achieved in reducing these ratios, as of July 2022, caseloads in US District Court remain at 94:1, far beyond the recommended best practice. New cases are being assigned to the Agency daily, albeit at overall lower rates during the pandemic. However, cases are being resolved through trial and other means at a significantly slower rate, leaving cases assigned to the Agency for longer periods of time. Prior to the pandemic, defendants remained under supervision for an average of 92 days. During FY 2022, defendants remained under supervision for an average of 134 days.

**Contract Specialist** **\$206,843** **1 FTE**

PSA requests \$206,843 to add one Contract Specialist position.

Justification for Program Increase						
Two Contract Specialist Positions						
Strategic Goal 1: Judicial Concurrence with PSA Recommendations						
Strategic Goal 2: Continued Pretrial Release						
Strategic Goal 3: Minimize Rearrest						
Strategic Goal 4: Maximize Court Appearance						
Management Objective 1: Efficient Agency Administration						
FTE	Position Official Title	Pay Plan	Grade/Step	FY24 Salary Estimate	FY24 Benefit Estimate	Total Amount
1	Contract Specialist	GS	13/07	\$ 136,608	\$ 70,235	\$ 206,843

The contract and acquisition work of PSA has grown in volume and complexity and one FTE is requested for a contract specialist position to provide the Agency with an appropriately sized acquisitions team. The contract function at PSA has not been adequately staffed for many years, resulting in a reactive approach to contract management at the Agency. Additional resources will focus on managing contracting programs and processes to acquire complex and specialized services in treatment, supervision and other areas that support the pretrial mission. These resources will support the award of flexible contract vehicles that will support PSA cybersecurity and IT infrastructure needs. Additional FTEs will advise management and work with program staff to define and document requirements and develop procurement objectives; prepare determination findings and prepare and maintain plans and schedules for contract actions. These resources will allow for more effective and efficient contract administration including, decisions or recommendations on issues such as incremental funding, modifications, coordination of time extensions, incorporation of change orders, evaluation of contractor performance, identification and resolution of possible non-compliance issues, payment approval and contract closeout.

**Budget Analyst (Execution) \$228,410 1 FTE**

PSA requests \$228,410 to add one Budget Analyst (Execution) position.

Justification for Program Increase						
Budget Analyst (Execution) Position						
Strategic Goal 1: Judicial Concurrence with PSA Recommendations						
Strategic Goal 2: Continued Pretrial Release						
Strategic Goal 3: Minimize Rearrest						
Strategic Goal 4: Maximize Court Appearance						
Management Objective 1: Efficient Agency Administration						
FTE	Position Official Title	Pay Plan	Grade/Step	FY24 Salary Estimate	FY24 Benefit Estimate	Total Amount
1	Budget Analyst (Execution)	GS	14/05	\$ 152,462	\$ 75,948	\$ 228,410

PSA requests one FTE for an additional Budget Analyst to expand the small PSA budget team, as currently we have only a single FTE covering this responsibility and no bandwidth for expansion. This resource will focus on budget execution for PSA and monitor, adjust and report on current fiscal year budgets. The resource will develop fiscal guidance and procedures through annual program operating plans and work with program officials and senior PSA management to forecast spending requirements. The FTE is needed to support the development of a robust annual Agency master spending plan, considering historical spending and other analyses, program requirements, payroll projections, new initiatives, and OMB and Congressional guidance. The FTE will provide key cross-cutting support to ensures that budget analyses, estimates and operating plans are consistent with and support PSA goals, objectives, and performance measures. The FTE will also coordinate with the management staff of the Office of the Director, Office of Human Capital Management, Procurement, all other PSA offices, and programs, and CSOSA’s Office of Financial Management to ensure the PSA budget objectives are met.

**Management and Program Analyst \$206,843 1 FTE**

PSA requests \$206,843 to increase budgeted FTE and base funding to include one Management and Program Analyst position.



Justification for Program Increase						
Senior Level Scientist Quality Assurance Position						
Strategic Goal 1: Judicial Concurrence with PSA Recommendations						
Strategic Goal 2: Continued Pretrial Release						
Strategic Goal 3: Minimize Rearrest						
Strategic Goal 4: Maximize Court Appearance						
Management Objective 1: Efficient Agency Administration						
FTE	Position Official Title	Pay Plan	Grade/Step	FY24 Salary Estimate	FY24 Benefit Estimate	Total Amount
1	Management and Program Analyst	GS	13/07	\$ 136,608	\$ 70,235	\$ 206,843

During FY 2019, PSA introduced its enterprise risk management (ERM) program, in accordance with OMB Circular A-123. Leveraging existing human capital resources, the Agency developed its initial program and ERM infrastructure.

PSA’s ERM program aims to combine the individual risks from offices, projects, contracts, and other sources into an interrelated portfolio. Having a single, comprehensive view of risks and opportunities facilitates decision-making and compliance with applicable laws and regulations. Presently, PSA is maturing its ability to make appropriate business/program risk assessments. The process of capturing, documenting, classifying, analyzing, and refining the necessary information is both labor and data intensive. Establishment of a dedicated FTE to support these functions will allow the Agency to ensure an appropriate focus on this critical program. The Management and Program Analyst assigned to ERM would:

- Assist senior leaders across the Agency in developing detailed and complete business risk assessments.
- Develop and implement Agency-wide risk monitoring mechanisms and ensure accurate reporting.
- Develop and establish Agency-wide risk reporting protocols.
- Maintain the Agency’s risk registry.
- Summarize findings and research; and
- Conduct risk analyses for complex and cross-programmatic risks.

As the program expands and matures, PSA has determined that the continued performance of these duties as a collateral assignment is insufficiently responsive to the OMB requirements. The Agency requires a dedicated FTE to ensure proper oversight, maintenance, and execution of its ERM program.

**Lease Prospectus Inflation Increase** **\$1,314,000** **0 FTE**

PSA requests \$1,314,000 in one-time funding for a projected 15 percent increase in costs due to consumer price index increases and inflationary factors, stemming from protracted delays in the GSA procurement process to secure a new headquarters location for the Agency. These cost increases are associated with Prospectus Number PDC-12-WA19, which was submitted to Congress by GSA. This funding will be used in conjunction with three-year funding (FYs 2022-2024), first referenced in the FY 2019 Enacted Budget (\$7,304,000), three-year funding (FYs 2023- 2025), first referenced in the FY 2020 Enacted Budget (\$998,000) and three-year funding

(FYs 2024- 2026), first referenced in the FY 2021 Enacted Budget (\$459,000), to support PSA’s relocation of the offices at 601 and 633 Indiana Avenue, NW, and 1025 F Street, NW.

As mentioned above, this Prospectus has been on-going since FY 2019. The new solicitation was expected to occur during the first quarter of FY 2023 but, as of March 9, 2023, no action has been initiated. After award, three to four additional years is the expected timeframe to procure supplies and services and to modify the space to prepare for relocation. The table below represents the annual percentage and funding increases derived from an online inflationary calculator. The amounts are based on the initial fiscal year of the enacted estimated funding.

**Justification for Program Increase Replacement Lease Prospectus**

*Management Objective 1 – Effective Agency Administration*

Initial Enacted Budget	Description	FTE	Amount	Estimated Inflation Amount
FY 2019 - FY 2022 Appropriation	FY 2022 - FY 2024	0	\$ 7,304,000	\$ 1,095,450
FY 2020 - FY 2022 Appropriation	FY 2023 - FY 2025	0	\$ 998,000	\$ 149,700
FY 2021 - FY 2023 Appropriation	FY 2024 - FY 2026	0	\$ 459,000	\$ 68,850
<b>Total Relocation Amount</b>			<b>\$ 8,761,000</b>	<b>\$ 1,314,000</b>

**Lease Prospectus** **\$2,503,000** **0 FTE**

PSA’s FY 2024 budget lease prospectus total amount of \$2,503,000 includes \$459,000 for headquarters relocation and \$2,044,000 for move costs.

**Program Changes for Lease Prospectus**

Description	Amount
FY 2024 Requested HQ Relocation Amount	\$ 459,000
FY 2024 Move from 601 Indiana and 1025 F Street to 633 Indiana	\$ 2,044,000
<b>Total Relocation Amount</b>	<b>\$ 2,503,000</b>

PSA requests \$459,000 in three-year funding (FYs 2024–2026) to replace three-year funding (FYs 2021-2023) funding that will lapse due to protracted delays in the GSA procurement process to secure a new headquarters location for the Agency. This request represents cost increases associated with Prospectus Number PDC-12-WA19, which was submitted to Congress by GSA. This funding request is made in accordance with 40 USC § 585(a), 40 USC § 3307(a)(1) and (2) and (h), and applicable GSA procedures and regulations. This funding will be used in conjunction with three-year funding (FYs 2022–2024), first referenced in the FY 2019 Enacted Budget (\$7,304,000) and three-year funding (FYs 2023–2025), first referenced in the FY 2020 Enacted Budget (\$998,000), to support PSA’s relocation of the headquarters locations at 601 and 633 Indiana Avenue, NW, and 1025 F Street, NW. <sup>7</sup>

<sup>7</sup> [FY 2020 CBJ](#), [FY 2021 CBJ](#), [FY 2022 CBJ](#), and [FY 2023 CBJ](#)

**Program Changes for Lease Prospectus**

Description	Replacement	Requested \$	Non-Recurring Resources \$	Amount
FY 2022 - FY 2024	FY 2019 - FY 2022 Appropriation	\$ 7,304,000	\$ (7,304,000)	\$ -
FY 2023 - FY 2025	FY 2020 - FY 2022 Appropriation	\$ 998,000	\$ (998,000)	\$ -
FY 2024 - FY 2026	FY 2021 - FY 2023 Appropriation	\$ 459,000	\$ -	\$ 459,000
<b>Total Relocation Amount</b>		<b>\$ 8,761,000</b>	<b>\$ (8,302,000)</b>	<b>\$ 459,000</b>

The design phase of this project was originally set to start during the first quarter of FY 2019. However, as of FY 2023, GSA’s procurement process is being revised and a new prospectus has been developed. The new solicitation for this initiative is expected to occur during the second quarter of FY 2023 and the award is expected to occur in FY 2024.

PSA is dependent on GSA for its space needs. There are no other alternatives at this time through which PSA can secure continued housing for its mission-critical operations other than working with GSA to complete this process. Furthermore, PSA does not have the flexibility to fund this project within its base operations budget. This action takes into consideration any further unforeseen delays and will ensure that enough funding is available when the process is completed to secure needed space.

**Budget Estimate:**

In May 2019, PSA received a revised Move and Replication Cost Estimate from GSA that was significantly higher than the original cost estimate on which PSA based its FY 2019 and FY 2020 budget requests. Below is the total funding requested in FY 2019 and FY 2020 and the cost estimate requested in FY 2021.

The FY 2021 Congressional Budget Justification (CBJ)-Appendix A contains a detailed crosswalk between the previous estimated costs for the project and the revised May 2019 cost estimate.<sup>8</sup>

The factors driving the increase included: 1) an increase in rentable space of approximately 2,000 usable square feet that was added to the cost estimate; 2) an increase in the cost per square foot or per unit for some cost program areas; and 3) additional costs that were not included in the original estimate.

Effective April 2023, PSA will become solely responsible for the costs of maintaining space in 601 Indiana Avenue. While PSA has been working with GSA on a long-term prospectus that would provide a single location to house operations currently at 633 Indiana Avenue, 601 Indiana Avenue, and 1025 F Street, the prospectus for this combined location has not yet been issued and a planned PSA move date would be sometime during FYs 2026-2027. PSA has been discussing near-term space needs with GSA to determine options for remaining in 601 Indiana Avenue or consolidating operations into 633 Indiana Avenue. The funding requested will support the consolidation of operations and allow PSA to reduce security and IT support costs and improve operational efficiencies by co-locating training, IT support, and defendant engagement services within 633

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<sup>8</sup> [FY 2021 CBJ](#)

Indiana Avenue. The estimated total cost is \$2,044,000 for construction, IT support, and the physical move of staff from 601 Indiana Avenue and 1025 F Street into 633 Indiana Avenue.

**Additional Information:**

The GSA lease for 633 Indiana Avenue, NW, and the non-GSA lease for 601 Indiana Avenue, NW, are both being renewed. PSA shares the 633 building with CSP, and the Public Defender Service for the District of Columbia (PDS) and each agency holds a separate occupancy agreement with GSA. PSA opted to include the leases at 1025 F Street, NW, and 601 Indiana Avenue, NW, in the prospectus because these leases were scheduled to expire within one year or less of the 633 Indiana Avenue lease. This option is intended to streamline overall space acquisition planning, consolidate the managing of facilities, and reduce the Agency’s footprint.

Leased Spaces	Lease Expiration	Lease Status
1025 F Street, NW	11/7/2023	Active
601 Indiana Avenue, NW*		Renewal in Progress
633 Indiana Avenue, NW		Renewal in Progress

**Update on Lease Prospectus**

GSA provided a letter to the Committee on Environment and Public Works as required by the Consolidated Appropriations Act, 2021, P.L. 116-260 (Division E, Title V, Administrative Provisions – General Services Administration, Section 525), confirming a change to the approved delineated area for Prospectus PDC-12-WA19 from 1.1 miles to 0.5 miles from the DC Superior Court. The approved prospectus is for the lease procurement of up to 201,000 rentable square feet of office and special space to house the CSOSA and PSA.

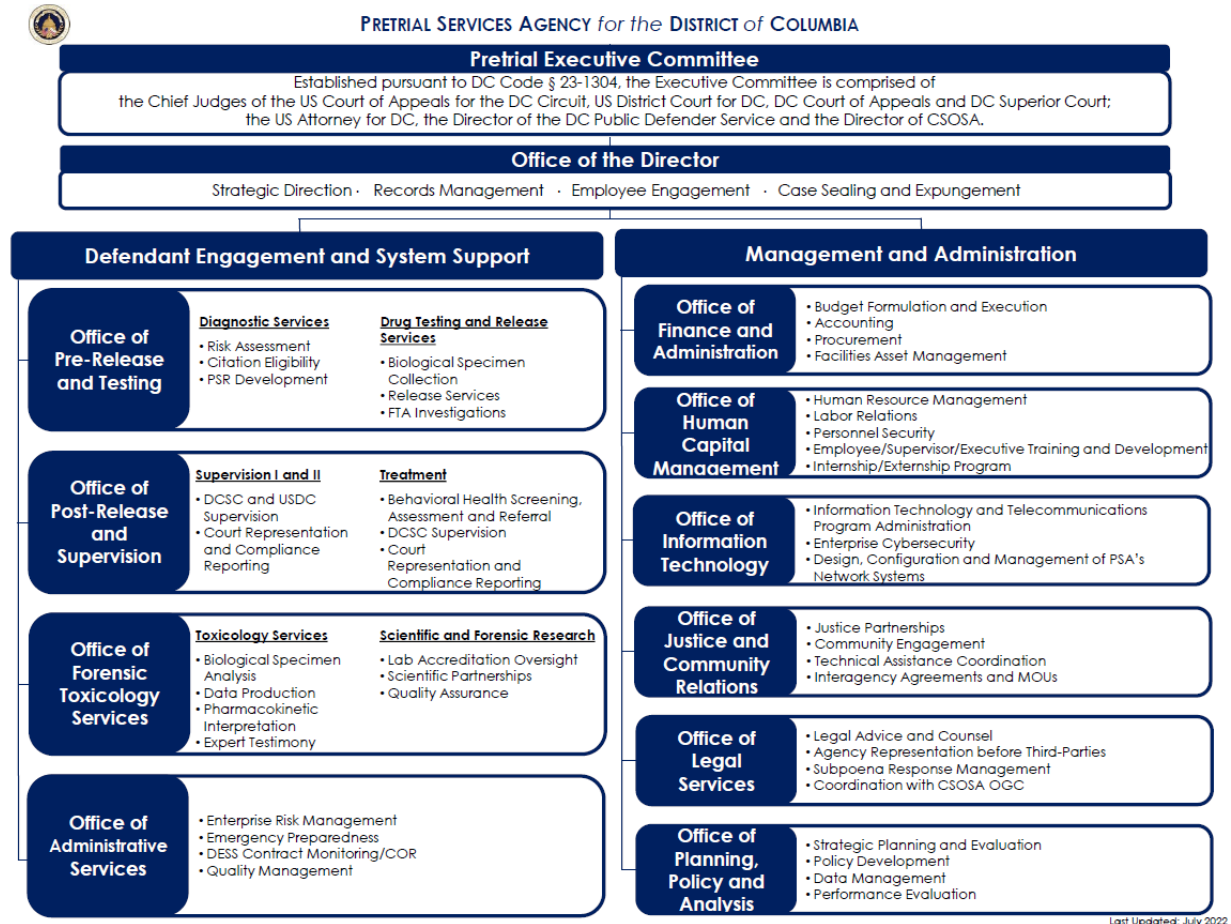
For reference, the full funding justification for this request, along with an Appendix, is contained in PSA’s FY 2020 CBJ. The FYs 2021–2023 Congressional Budget Justifications also provide information on revisions and changes to this Lease Prospectus.<sup>9</sup>

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<sup>9</sup> [FY 2020 CBJ](#), [FY 2021 CBJ](#), [FY 2022 CBJ](#), and [FY 2023 CBJ](#)

## ORGANIZATIONAL STRUCTURE

PSA’s organizational structure supports the Agency in operating programs that provide an array of services to DC Superior Court, US District Court for the District of Columbia, and the defendants under PSA’s supervision. Consistent with the Agency’s strategic plan, as noted above, PSA is organized into two divisions: Defendant Engagement and System Support (DESS) and Management and Administration (MA).



## DEFENDANT ENGAGEMENT AND SYSTEM SUPPORT (DESS)

DESS provides diagnostic, supervision, and treatment services to persons awaiting trial in DC Superior Court and US District Court. DESS is comprised of the offices responsible for pre-release screening and risk assessment, drug testing specimen collection, forensic toxicology, release services, defendant supervision, behavioral health assessment and treatment, courtroom support, and administrative support. The division is comprised of four offices: Pre-Release and Testing, Post-Release and Supervision, Forensic Toxicology Services, and Administrative Services.

## **Pre-Release and Testing**

The Office of Pre-Release and Testing performs diagnostic and drug testing services and supports the process of transitioning defendants onto pretrial supervision. The office consists of two units: Diagnostic Services and Drug Testing and Release Services.

The Diagnostic Services Unit is comprised of Diagnostic Services Teams that interview and review the criminal history of defendants arrested and charged with certain DC Code offenses and US Code offenses in the DC Superior Court. This information is used to assess each defendant's likelihood of appearing in court when required and remaining arrest-free while awaiting trial. This is called a "risk assessment."

PSA then recommends to the court what, if any, release conditions can be ordered that will reasonably assure a defendant's appearance in court and public safety according to their risk level.

The Drug Testing and Release Services Unit consists of two teams: Drug Testing Services and Release Services.

The Drug Testing Services Team collects urine and oral fluid specimens from defendants during the diagnostic process, and once cases are assigned to PSA for supervision. The team also collects specimens from respondents and juveniles with matters pending in DC Superior Court Family Division.

Immediately after defendants are released, they report to the Release Services Team to review release conditions. This engagement helps support the transition to supervision and compliance with the court's expectations.

## **Post-Release and Supervision**

The Office of Post-Release and Supervision is responsible for supervision, treatment intervention, and support services. The office consists of three units: Supervision 1, Supervision 2, and Treatment.

The Supervision Units supervise most defendants awaiting trial or sentencing in DC Superior Court and US District Court. This includes monitoring defendants' compliance with release conditions and reporting this information to the courts.

Common supervision requirements include reporting to a PSO, drug testing, and curfew or electronic monitoring. PSA's supervision components include general supervision teams, as well as teams that specialize in the supervision of electronic monitoring and traffic-related cases.

The Supervision Units also include PSA's Court Representatives Teams, which consist of PSOs assigned to criminal courtrooms to provide daily support to judges in the form of compliance reporting and facilitation of necessary referrals.

PSA's Treatment Unit is designed for defendants with severe SUDs and/or acute mental health treatment needs. The unit specializes in the synchronization of supervision and behavioral health

interventions and consists of three teams: Social Services and Assessment, Treatment, and Specialized Supervision.

The Social Services and Assessment Team (SSAT) administers assessments to identify defendants' treatment needs and assists PSOs in making appropriate referrals for treatment services. The SSAT also serves as a repository for information on community resources and helps connect defendants with needed social services.

The Treatment Team administers the Superior Court Drug Intervention Program, better known as Drug Court, a substance use disorder treatment and supervision program for defendants charged with misdemeanors and non-violent felonies. Participants receive appropriate treatment, and upon completion of the program, may have misdemeanor charges dismissed or receive favorable sentencing or reduction of felony charges.

Drug Court is a collaboration among the DC Superior Court, United States Attorney's Office for the District of Columbia (USAO), Office of the Attorney General for the District of Columbia (OAG), Public Defender Service for the District of Columbia (PDS), and PSA. Through Drug Court, the judiciary, prosecutor, defense attorneys, and PSA work together to help defendants achieve sobriety and become law-abiding citizens. PSA's Treatment Team uses innovative case management, referrals to appropriate treatment, and recovery-focused incentives and sanctions to support the rehabilitative process. Participants have immediate access to SUD treatment and receive specialized care, including gender-specific groups and individual and group therapy for trauma-impacted individuals.

The Treatment Team also administers the Sanction-Based Treatment Track (SBTT). SSBT is intended for individuals not eligible for Drug Court but in need of intensive outpatient treatment. Individuals in SBTT receive the same treatment options and are subject to the same administrative and judicially imposed sanctions as Drug Court participants but, unlike Drug Court, SBTT participants have limited judicial interaction and are not eligible for case dismissal or other favorable case disposition upon successful completion of treatment.

### **Forensic Toxicology Services**

The Office of Forensic Toxicology Services (OFTS) performs forensic drug testing in urine and oral fluid specimens collected from pretrial defendants, offenders supervised by the CSP and certain juveniles and respondents with cases in DC Superior Court Family Division.

Urine specimens are screened for up to 32 illicit substances: marijuana, phencyclidine (PCP), opiates (codeine/morphine; oxycodone/oxymorphone; hydrocodone/hydromorphone), methadone, cocaine, heroin, amphetamines (methamphetamine/amphetamine, MDMA/MDA), fentanyl, and synthetic cannabinoids (16 analytes). Additionally, specimens are tested for ethyl glucuronide (EtG) to confirm alcohol use and for creatinine levels to determine specimen validity. Oral fluid specimens are screened for up to nine substances: marijuana; phencyclidine (PCP); opiates; methadone; cocaine; alcohol; amphetamines; methamphetamine; oxycodone. OFTS uses gas chromatography and mass spectrometry (GC-MS) to confirm drug test results and is in the process of introducing liquid chromatography with tandem mass spectrometry (LC-MS-MS) to enhance PSA's ability to test for emergent opioids and synthetic compounds. Toxicologists



conduct levels analyses to determine if detected drugs signify new use or if they are residual to provide timely and accurate results for pretrial and other judicial decision-making.

OFTS also conducts forensic research, as needed, that leads directly to practical enhancements in drug testing, improves strategies in surveillance monitoring, reveals trends in emerging new drug use, develops bi-directional partnerships with the scientific and social research community, and introduces new technologies that improve efficiency and provide critical evidence to support future decision-making.

### **Administrative Services**

The Office of Administrative Services (OAS) is responsible for a full range of support services for PSA's offices that includes enterprise risk management, and emergency management for the Agency; and quality-management, and contract execution oversight for DESS. OAS works across offices to ensure management objectives align with PSA's strategic goals and performance objectives. The office also conducts analyses and evaluations of business processes within DESS to support supervisory and management staff with recommendations for enhancements to perform consistently at the desired level of excellence.

### **MANAGEMENT AND ADMINISTRATION (MA)**

The Division of Management and Administration is comprised of the offices responsible for PSA's planning and evaluation, policy development and implementation, information technology, human capital management, legal services, financial management, procurement, and facilities management.

### **Justice and Community Relations**

The Office of Justice and Community Relations (OJCR) establishes and maintains partnerships with judicial system partners, other government and non-profit entities, and the community to enhance PSA's ability to provide effective community supervision, enforce accountability, increase community awareness of PSA's public safety role, and develop opportunities for defendants under pretrial supervision. It is through these partnerships that PSA can effectuate close supervision to reasonably assure that defendants will return to court and not endanger the community while on pretrial release. In addition, treatment and social service options are developed and/or expanded to address the social problems that contribute to criminal behavior.

### **Finance and Administration**

The Office of Finance and Administration (OFA) assures the effective management and financial integrity of PSA programs, activities, and resources by developing, implementing, and managing policies, procedures, and systems in the areas of budget formulation and execution, finance and accounting, travel, internal controls, financial systems, and contract management. OFA also has responsibility for developing and administering policies, standards, and procedures regarding facilities management, property management and control, space management, vehicles, mail and distribution services, printing and reproduction services, and emergency management planning.



## **Human Capital Management**

The Office of Human Capital Management (OHCM) develops and administers the full range of human resources programs, including organizational design; a comprehensive classification, pay, and position management program; staffing and recruitment; awards and recognition; payroll administration; employee and labor relations; benefits; and personnel security. OHCM also includes the Training and Career Development Unit (TCDU), which designs, develops, and manages programmatic, systems and management training; performs training needs assessments; develops curricula; and designs, develops, presents, procures, and delivers training courses. TCDU also offers formal developmental programs and training opportunities to all staff.

## **Information Technology**

The Office of Information Technology (OIT) plans, develops, and manages the information technology systems that support PSA programs and management operations as well as information technology-related standards, policies, and procedures. OIT assesses PSA's technology requirements; analyzes potential return on technology investment for internal systems and for PSA interface with external systems; manages the agency's cybersecurity program and compliance with external requirements; designs and administers system configuration and architecture including hardware and software, telecommunications, network operations, desktop systems, and system security; and reviews and approves acquisition of all major hardware, software, and information technology contracts for PSA.

## **Legal Services**

The Office of Legal Services (OLS) is responsible for providing legal counsel to PSA management to ensure adherence to relevant laws, regulations and policies governing the supervision and monitoring of pretrial defendants; representing the Agency and its interests in litigation and before administrative bodies; and providing legal advice and recommendations related to the Agency's administrative functions, including financial management, procurement, facilities management, information technology and human resources (including employee and labor relations and disability program management).

## **Planning, Policy and Analysis**

The Office of Planning, Policy and Analysis (OPPA) uses evidence-based approaches to inform planning, policy, and operations. OPPA, in close partnership with other PSA offices, advances the Agency's mission by administering a range of mission-critical functions, including strategic planning, business analysis, development and measurement of key performance indicators, budget support, policy development and management, evidence-based research and analyses, and dashboard development. OPPA routinely tracks and ensures accurate reporting of Agency performance data. OPPA's Deputy Assistant Director serves as PSA's Performance Improvement Officer and Chief Data Officer.

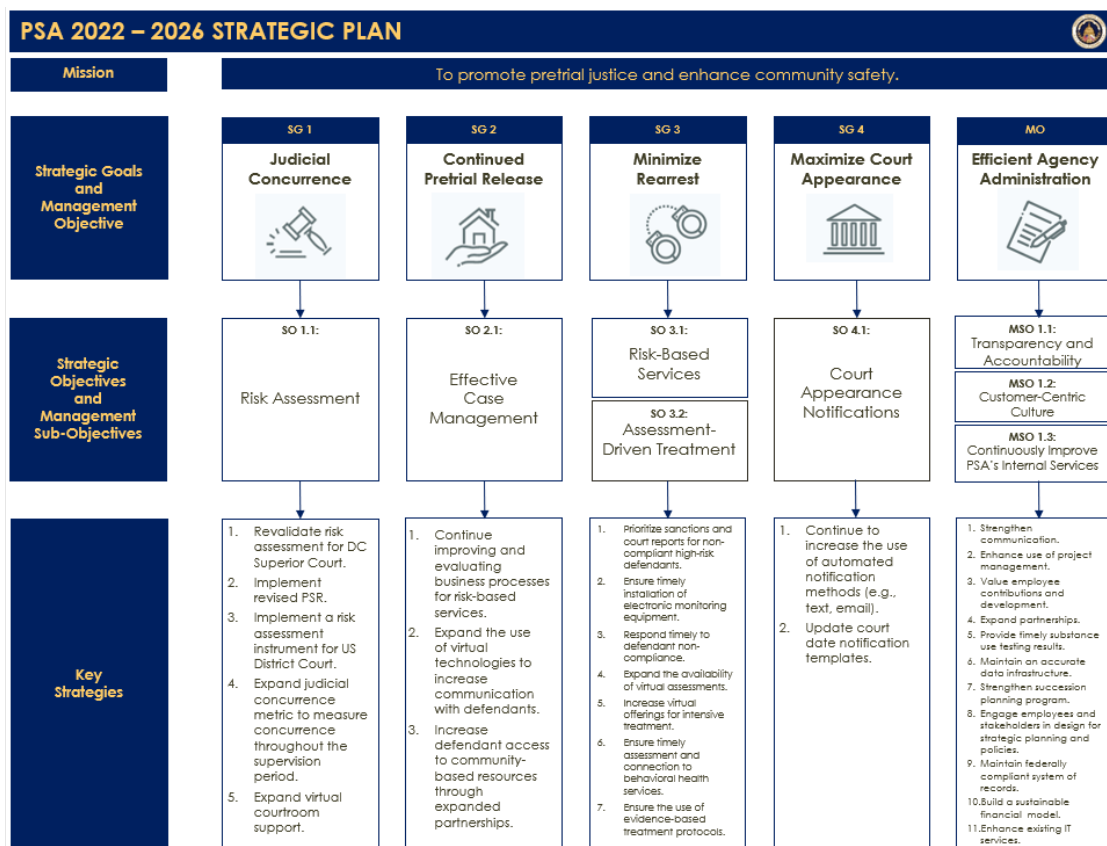
## STRATEGIC FRAMEWORK

PSA’s strategic plan sets the Agency’s priorities, goals and objectives that cascade throughout all levels of the organization to guide our work in achieving our mission of promoting pretrial justice and enhancing community safety while striving for efficient Agency administration. Agency leaders and employees will use this plan to drive resource allocations and transform strategies into actions and measurable results. Progress on our goals is routinely measured and collaboratively reviewed with staff at all levels of the Agency. This review process facilitates thoughtful discussion on our progress, highlights areas of success and identifies opportunities for improvements and adjustments.

PSA’s FYs 2022–2026 strategic plan is composed of four strategic goals and one management objective that outline the long-term outcomes we plan to achieve (see Figure 1). The four strategic goals focus on effective mission accomplishment, and the management objective focuses on efficient Agency administration. The four strategic goals are supported by specific objectives essential to our success. Key strategies outline how we will achieve our objectives and the performance indicators measure progress toward our goals.

The structure of PSA’s strategic plan from strategic goals down to performance indicators allows us to effectively assess Agency performance. PSA proactively monitors performance at all organizational levels and adjusts operations, as needed, to ensure mission accomplishment.

**Figure 1. PSA’s FY 2022–2026 Strategic Framework**



## PROGRAM PERFORMANCE

In response to COVID-19, and in accordance with public health guidance from the CDC and the White House, PSA altered its operations starting in March 2020 to comply with recommendations and implement measures necessary to slow the spread of the virus. In coordination with the courts, the Agency initially reduced defendant in-person reporting, suspended defendant lockup interviews, drug testing, treatment assessments, and referrals to treatment programs, all of which require close in-person contact. PSA also increased virtual support to court operations. To safely resume these mission critical tasks, PSA implemented a phased reopening plan that maximized virtual supervision for defendants and telework for most of its workforce whose duties could be performed remotely. In July 2022, PSA increased in-person work onsite, increased on-site defendant reporting, resumed lockup drug testing and court ordered spot testing, increased surveillance drug, and reintroduced in-person diagnostic interviews. Additional in-person work for staff in the Management and Administration offices is planned for April 2023, in accordance with OMB requirements.

During FY 2022, most DC Superior Court hearings continued to be held virtually. Despite the considerable impact of COVID-19 on Agency operations, PSA sustained performance on key operations and met or exceeded performance targets for all strategic goals during FY 2022.

**Table 1. Overall Performance by Strategic Goal, FYs 2018–2022**

Performance Indicator		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
<b>Strategic Goal 1</b>	Judicial Concurrence with PSA Recommendation	81%	78%	79%	84%	76% ●	<b>70%</b>
<b>Strategic Goal 2</b>	Continued Pretrial Release	85%	87%	85%	89%	89% ●	<b>85%</b>
<b>Strategic Goal 3</b>	Arrest Free Rate	87%	87%	88%	90%	93% ●	<b>88%</b>
	(Violent Crimes)	99%	99%	99%	98%	99% ●	<b>97%</b>
<b>Strategic Goal 4</b>	Court Appearance Rate	89%	88%	91%	92%	89% ●	<b>87%</b>

## **FY 2022 KEY AGENCY ACCOMPLISHMENTS**

In FY 2022, PSA continued to advance its mission of promoting pretrial justice and enhancing community safety, despite the ongoing challenges associated with the COVID-19 pandemic. PSA focused on innovative approaches to meeting its mission and a gradual resumption of normal operations. Both operations and management offices achieved notable accomplishments during the year, some of which are detailed below.

The Office of Policy, Planning, and Analysis (OPPA) developed the At-a-Glance dashboard to provide a current snapshot of important Agency performance metrics to senior leadership. The dashboard highlights defendant counts, average days of supervision, the four main strategic goal performance rates, a select set of strategic objective rates, and average daily caseload by supervision team. This combines numerous reports into one dashboard in a visually appealing way that saves time and is easy to understand. The Office of Administrative Services (OAS) enhanced the Agency-wide Enterprise Risk Management (ERM) program, which is designed to:

- strengthen decision-making by enhancing both the quantity and quality of the information available for decisions.
- improve information flow among decision-makers by encouraging transparency and use of fact-based information, and
- comply with legal and regulatory requirements to help the Agency make better decisions based on a more holistic view of risks and their interdependencies.

During FY 2022, OAS developed an Agency risk registry and continued implementing the ERM program to ensure a common approach to addressing the full spectrum of the PSA's significant risks. Before implementing the program, risk management duties fell under the purview of the Agency Director and the individual Deputy Assistant Directors. Now, the ERM program is working to ensure risk management is incorporated into every Agency program and supports all decision making. The program distributes risk management responsibility amongst three working groups. The first group, the Risk Management Working Group, consists of representatives from all PSA offices and is responsible for identifying and defining the risks. The second group, the Risk Management Board, consists of the Deputy Assistant Directors and determines how to address identified risks. The third group, the Risk Management Executive Board, consists of the Director and the Assistant Directors, and is responsible for approving and prioritizing projects and managing external risks.

The Office of Human Capital Management (OHCM) onboarded over 40 new employees during FY 2022, filling many mission-critical positions in the Agency that had been vacant and/or were unable to be filled for several years due to budget constraints. Staff from PSA's Training and Career Development Unit (TCDU) facilitated a comprehensive orientation program to acquaint new staff to the Agency upon onboarding. In FY 2022, OHCM—in consultation with staff from operations and management offices—also developed and deployed training for the Agency's new Risk-Based Services (RBS) initiative, which is planned to be fully implemented during FY 2023. Finally, OHCM launched its first Human Capital Effectiveness Survey in FY 2022 to assess staff satisfaction with overall customer service, recruitment and onboarding, and resolution of employee and labor relations issues. Results from the survey have allowed PSA to begin

improving efficiencies in the Agency’s onboarding and offboarding processes, which will continue into FY 2023.

## **KEY AGENCY STRATEGIES**

During FY 2022, PSA worked collaboratively with its labor union to finalize implementation plans and fulfill all labor obligations associated with the introduction of the RBS initiative. Additionally, all staff were trained on RBS, which is expected to be fully deployed in the Spring of 2023. PSA will continue to actively engage its union throughout deployment and post-deployment activities.

PSA made updates needed to its legacy client management system (CMS), the Pretrial Realtime Information System Manager (PRISM), to support RBS and is on track to deploy the majority of necessary changes during 2023. PSA is now working towards securing and reinforcing PRISM to bring it into compliance with modern IT security standards and ensure the system can support RBS into the future. PSA has conducted an independent assessment of PRISM and will work with a systems integrator to address the security and privacy assessment findings. Necessary changes will be implemented to ensure the system supports basic operational processes associated with the move to RBS and subsequent migration to the cloud. Moving the CMS to the cloud will improve its security posture significantly by introducing built-in security features, such as data at rest encryption, multi-factor authentication, least privilege access control, and retention rules, all of which will greatly enhance PRISM’s security.

## **STRATEGIC GOAL 1: JUDICIAL CONCURRENCE WITH PSA RECOMMENDATIONS**

PSA promotes the fair administration of justice by recommending the least restrictive release conditions to reasonably assure community safety and return to court. To support judicial decisions, PSA provides a Pretrial Services Report (PSR), which contains a summary of each defendant’s criminal history and demographic information. In this report, PSA recommends – as appropriate – release conditions designed to mitigate the risk of failure to appear in court and rearrest during the pretrial period. Our release condition recommendations, which are based on a scientifically validated risk assessment, include pro-social interventions, such as drug use testing, behavioral health assessment and treatment, electronic monitoring, and regular contact with a PSO. To gauge how often judges concur with our initial release condition recommendations, we implemented a measure of judicial concurrence. During this strategic period, we will expand the measure to assess concurrence with our recommendations throughout the supervision period.

### **Strategic Objective 1.1 Risk Assessment**

The PSR provides much of the information judges use to determine a defendant’s risk to the community and the level of supervision, if applicable. Risk assessment is a core component of the PSR. We conduct a risk assessment to determine each defendant’s risk of pretrial misconduct. The instrument used for defendants awaiting trial in DC Superior Court was developed specifically for the adult defendant population within Washington, DC, and has been validated to

ensure its predictive validity and evaluated to ensure that it is not biased with respect to race.<sup>10</sup> We will introduce use of a new instrument for defendants awaiting trial in US District Court. The new instrument will mirror a model developed by the federal judiciary to ensure synchronization of our efforts with those of other federal judicial districts nationwide. Use of these instruments enhances our ability to provide a comprehensive summary to the court of each defendant’s demographic information, criminal history, and recommended release conditions.

To gauge the quality of the information provided to judges for decision making, PSA implemented a measure of PSR completeness. A PSR is considered “complete” when it contains defendant interview responses (or documented refusal thereof), lockup drug use test results, criminal history, and release condition recommendations based on a risk assessment score, prior to the case being called in court.

**Performance Indicators**

**Table 2. Performance Indicators for Strategic Goal 1: Judicial Concurrence with PSA Recommendations, FYs 2018–2022**

Performance Indicator		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
<b>Strategic Goal 1</b>	Judicial Concurrence with PSA Recommendations	81%	78%	79%	84%	76% ●	<b>70%</b>
<b>Strategic Objective 1.1</b>	Risk Assessment (e.g., Completed PSRs) <sup>a</sup>	80%	72%	73%	N/A	N/A	<b>73%</b>

<sup>a</sup> Rates are not reported for this performance measure for FYs 2021 and 2022 because some or all activity needed to calculate the measure was suspended for at least 50 percent of the fiscal year as a result of the COVID-19 pandemic.

PSA exceeded its performance targets for Strategic Goal 1: *Judicial Concurrence with PSA Recommendations* and its supporting strategic objective.

<sup>10</sup> Kennedy, S., House, L., and Williams, M. (2013). Using Research to Improve Pretrial Justice and Public Safety: Results from PSA’s Risk Assessment Validation. *Federal Probation a journal of correctional philosophy and practice*, 77(1), 28-32. Retrieved from <https://www.uscourts.gov/federal-probation-journal/2013/06/using-research-improve-pretrial-justice-and-public-safety-results>.

## **Key Strategies Supporting Strategic Direction**

### ***1. Revalidate the risk-assessment instrument for DC Superior Court to ensure it continues to maintain predictive validity and accuracy.***

During FY 2023, PSA will conduct an independent revalidation of its risk assessment instrument to ensure it continues to perform with predictive efficacy; determine whether performance can be improved by modifying risk factors or weights applied to those risk factors that calculate overall risk scores; control, to the extent possible, for bias with respect to race; and appropriately identify any increased risks associated with a defendant's history of firearm-related arrests, and/or convictions.

### ***2. Implement a revised PSR to more effectively inform judicial officer decisions in DC Superior Court.***

To support judicial determinations, PSA provides a Pretrial Services Report (PSR) and recommends, as appropriate, a variety of release conditions to the judge consisting of interventions designed to allow defendants to safely remain in their community while increasing the likelihood of their appearance in court. In the revised PSR, PSA will recommend release conditions that more appropriately match the defendant's level of risk to more effectively inform risk-based decision making.

### ***3. Implement and evaluate the validity of a new risk assessment instrument for US District Court to ensure consistency with federal district courts across the nation.***

PSA will implement a new risk assessment instrument for federal defendants that mirrors a model developed by the federal judiciary to ensure synchronization of our efforts with those of other federal judicial districts nationwide. Use of this instrument enhances our ability to provide comprehensive summary to the court of each defendant's demographic information, criminal history and recommended release conditions. To gauge the efficacy of the instrument, PSA will conduct an independent evaluation of this risk assessment instrument to ensure it performs with the expected predictive efficacy.

### ***4. Expand the judicial concurrence metric to measure judicial concurrence with PSA recommendations throughout the pretrial supervision period.***

Effective supervision requires structured, evidence-based protocols, strategically targeting and individual's assessed criminogenic risks and needs. From arraignment hearings to subsequent hearings, PSA recommends, as appropriate, a variety of release conditions and behavioral health interventions that are designed to help defendants safely remain in the community. To gauge judicial concurrence beyond the initial hearing, PSA will expand the judicial concurrence measure to examine court agreement with Agency release condition recommendations throughout the supervision period.



**5. Expand capacity for virtual courtroom support.**

Upon the court’s return to primarily in-person operations, PSA will maintain the ability to support courtrooms virtually for arraignment and subsequent hearings, particularly during weather related closures or other events impacting physical access to court facilities.

**STRATEGIC GOAL 2: CONTINUED PRETRIAL RELEASE**

Allowing defendants to safely remain in the community while awaiting trial is an important component of an effective pretrial system. During the pretrial period, PSA undertakes efforts to address and resolve non-compliant behavior to help achieve the goal of continued community presence; however, in instances of sustained and/or egregious non-compliance, the Agency may request revocation of supervision. To gauge the effectiveness of defendant case management, we implemented a measure of continued pretrial release, which examines the rate at which defendants remain on release without revocation or a pending request for revocation due to non-compliance.

**Strategic Objective 2.1 Effective Case Management**

Case management is an individualized approach for securing, coordinating, and monitoring the appropriate risk-based services necessary to help each defendant successfully comply with release conditions. It comprises all activities performed by PSA that support a defendant’s compliance with court-ordered release conditions, appearance at all scheduled court hearings, and arrest-free behavior while on pretrial release. To gauge the effectiveness of risk-based services, PSA implemented a measure of defendant compliance at case disposition.

**Performance Indicators**

**Table 3. Performance Indicators for Strategic Goal 2: Continued Pretrial Release, FYs 2018–2022**

Performance Indicator		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
<b>Strategic Goal 2</b>	Continued Pretrial Release	85%	87%	85%	89%	89% ●	<b>85%</b>
<b>Strategic Objective 2.1</b>	Compliance with Release Conditions (e.g., Closeout Assessment)	75%	77%	74%	68%	78% ●	<b>77%</b>



PSA exceeded its performance targets for Strategic Goal 2: *Continued Pretrial Release* and its supporting strategic objective.

### **Key Strategies Supporting Strategic Direction**

#### ***1. Continue improving and evaluating business processes for risk-based services.***

PSA will assess the efficacy and effectiveness of risk-based services and focus on continuous evaluation and ongoing improvement of our services to ensure that supervision strategies are targeting individuals with medium-to-high levels of risk and needs, and services are aligned with defendant's assessed level of risk.

#### ***2. Expand the use of virtual technologies to increase communication with defendants.***

PSA will expand the use of email/text messaging to communicate with defendants to remind them of court dates, mental health screenings/SUD assessments, and supervision meetings. PSA will also continue to expand its capability to conduct diagnostic interviews over the telephone, and supervision meetings, SUD assessments and mental health screeners using teleconferencing applications, when necessary.

#### ***3. Increase defendant access to community-based resources through expanded partnerships***

PSA will expand its partnerships with law enforcement, justice partners, and neighboring communities within the DC, Maryland, and Virginia metropolitan area to increase community awareness of PSA's public safety role, and defendants' access to culturally relevant and geographically specific community-based resources to address their identified needs.

### **STRATEGIC GOAL 3: MINIMIZE REARREST**

PSA supervision is designed to minimize risk to the community. We use risk-based services to provide appropriate levels of supervision to each defendant. We also provide pro-social interventions, such as substance use and/or mental health disorder treatment, to mitigate risk and help defendants remain arrest-free. To gauge our effectiveness in minimizing rearrests, we implemented a measure of the arrest-free rate.

#### **Strategic Objective 3.1 Risk-Based Services**

PSA focuses supervision resources on defendants most at risk of violating their release conditions and uses graduated levels of supervision and pro-social interventions to promote compliance. Persons awaiting trial who are released on personal recognizance without PSA supervision receive only notification/reminders of their court dates. Lower and medium risk defendants require more direct contact with PSA, which may include a combination of telephone, virtual, and in-person supervision meetings with a PSO. Higher risk defendants are subject to more frequent and primarily in-person contact with assigned PSOs.

PSA's supervision strategies include imposing swift and consistent responses for non-compliance with release conditions and providing appropriate incentives for defendants who consistently

comply. PSA uses graduated sanctions to modify defendant behaviors considered precursors to criminal activity and/or failure to appear for court. Examples of such behaviors include failing to provide current contact information or report for supervision meetings. Responding promptly to non-compliance is directly related to achieving our mission. When infractions and/or violations of conditions are detected, PSA uses all available administrative sanctions, informs the court and, when warranted, seeks judicial sanctions, including revocation of release.

PSA also harnesses the power of incentives to encourage changes in defendant behavior. Common incentives PSA uses include reduction in the method and/or frequency of contacts required, and reduction in the frequency of drug testing.

To gauge the effectiveness of our supervision strategies, we implemented measures to evaluate the rate of our response to a defendant’s misconduct.

**Strategic Objective 3.2 Assessment-Driven Treatment**

An effective approach for minimizing rearrests during the pretrial period is addressing underlying issues, such as SUD and mental health treatment needs. After an appropriate assessment, PSA provides, either through contract services or referral, appropriate behavioral health services to enhance supervision compliance. In addition to public safety benefits, the community also benefits from the cost savings of providing supervision with the appropriate treatment services in lieu of incarceration.

Treatment for substance use and/or mental health disorders is provided as a component of, and never as a substitute for, PSA’s robust supervision protocols. Just as all defendants are assigned to supervision levels based on risk, defendants with behavioral health treatment needs are assigned to supervision units that provide services based on both risk and need. In addition to appropriate treatment, defendants placed in these programs have release conditions to support compliance, including substance use testing, regular supervision contact, and treatment program participation. To gauge effectiveness of these interventions, we measure defendant referral, assessment, and placement in treatment programs.

**Performance Indicators**

**Table 4. Performance Indicators for Strategic Goal 3: Minimize Rearrest, FYs 2018–2022**

Performance Indicator		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
<b>Strategic Goal 3</b>	Arrest-Free Rate (Overall)	87%	87%	88%	90%	93% ●	<b>88%</b>

	(Violent Crimes)	99%	99%	99%	98%	99% ●	<b>97%</b>
<b>Strategic Objective 3.1.1</b>	Response to Defendant Conduct (Drug Infractions)	90%	89%	91%	93%	91% ●	<b>80%</b>
	(Contact Infractions)	89%	89%	93%	88%	86% ●	<b>70%</b>
	(Electronic Monitoring Infractions)	92% <sup>a</sup>	95%	94%	98%	98% ●	<b>92%</b>
	(Group Session Infractions) <sup>b</sup>	89%	80%	78%	N/A	80% ●	<b>80%</b>
<b>Strategic Objective 3.2.1</b>	Substance Use Disorder (SUD) Assessments <sup>b</sup>	91%	96%	95%	N/A	93% ●	<b>90%</b>
<b>Strategic Objective 3.2.2</b>	Placement into Substance Use Disorder (SUD) Treatment <sup>b</sup>	55%	50%	33%	N/A	44% ●	<b>50%</b>
<b>Strategic Objective 3.2.3</b>	Reduction in Drug Use <sup>b</sup>	82%	85%	85%	N/A	77% ●	<b>74%</b>
<b>Strategic Objective 3.2.4</b>	Mental Health Assessments <sup>b</sup>	95%	93%	84%	N/A	76% ●	<b>90%</b>
<b>Strategic Objective 3.2.5</b>	Connection to Mental Health Services <sup>b</sup>	89%	86%	92%	N/A	76% ●	<b>80%</b>

<sup>a</sup> Data captured between February 14<sup>th</sup> and May 12<sup>th</sup>, 2018 were excluded from FY 2018 reporting due to PSA's transition from manual to automation collection.

<sup>b</sup> Rates are not reported for this performance measure for FY 2021 because some or all activity needed to calculate the measure was suspended for at least 50 percent of the fiscal year as a result of the COVID-19 pandemic.

PSA exceeded its performance targets for Strategic Goal 3: *Minimize Rearrest* and six of nine performance indicators associated with the strategic objectives supporting the goal. The performance indicators in which the Agency fell short of established targets are:

- Strategic Objective 3.2.2: Placement into Substance Use Disorder (SUD) Treatment
- Strategic Objective 3.2.4: Mental Health Assessments
- Strategic Objective 3.2.5: Connection to Mental Health Services

The suspension of drug testing and limitations associated with both SUD treatment and mental health services following the onset of the COVID-19 pandemic and emergence of new virus variants required PSA to adjust and curtail services requiring close in-person contact. This unprecedented shift in operations initially had a negative impact on some performance outcomes. However, to address these challenges, PSA began adapting its supervision and treatment strategies for the post-pandemic world.

With the emergence of new COVID-19 variants, many of PSA’s drug testing, SUD, and mental health-related activities (e.g., assessments and treatment) remained suspended or operated in a limited capacity for the majority of FY 2021 and, therefore, the Agency was unable to report performance outcomes for that year. PSA was able to restore a good portion of services in FY 2022, though many have not yet returned to pre-pandemic levels. Several residential and outpatient treatment facilities were still restricted in the number of individuals they could serve during FY 2022, and to this day, many defendants continue to be hesitant about engaging in close in-person contact that participation in treatment services requires. These constraints led to delays in placing defendants in treatment or connecting them with services, which likely had a negative impact on the completion of assessments, resulting in lagging performance on measures associated with those activities (see, Table 4; Placement into SUD Treatment, Mental Health Assessments and Connection with Mental Health Services).

Despite the challenges faced, PSA was able to assess and place considerably more defendants in treatment and/or connect them to mental health services in FY 2022 compared to FY 2021 and, for defendants completing SUD treatment during the year, 77 percent demonstrated a decrease in substance use following treatment (see, Table 4; Reduction in Drug Use). This suggests that PSA’s strategies and the adjustments made to the treatment program and associated activities in response to the COVID-19 pandemic have been effective.

Among PSA’s priorities for the FYs 2022–2026 planning period are to continue adapting supervision strategies for the post-pandemic world and assessing the effectiveness of these strategies. PSA is working to continue expanding assessment and treatment offerings to include additional virtual offerings, where applicable, to accommodate defendants unable or unwilling to attend in-person.

### **Key Strategies Supporting Strategic Direction (Strategic Objective 3.1)**

#### ***1. Prioritize sanctions and court reports for non-compliant high- risk defendants***

To assist judicial officers in identifying court reports that require immediate action, PSA implemented a priority reporting system to assist with expediting judicial responses to non-

compliance by high-risk defendants. PSA designates reports as “high priority” when high-risk defendants are declared a loss of contact, violate a stay away order or when a defendant (irrespective of risk level) threatens or assaults someone, or tampers with electronic monitoring equipment. With the introduction of RBS, PSA will further refine reports to aid in judicial decision making.

## ***2. Ensure timely installation of electronic monitoring equipment***

Court-ordered electronic monitoring (EM) provides an alternative to incarceration in managing higher-risk defendants under PSA supervision. Judiciary requests for courthouse installations of EM equipment installations are completed the same day. All other defendants court-ordered to EM have equipment installed within one business day.

## ***3. Respond timely to defendant non-compliance with conditions of release to enhance defendants' observance of court requirements.***

PSA uses graduated responses to address defendant’s non-compliance with release conditions. With the migration to RBS, a *Risk-Based Graduated Response Guide* has been developed to assist PSOs with identifying appropriate responses to non-compliant behaviors within one to three business days based on defendant’s risk-level.

### **Key Strategies Supporting Strategic Direction (Strategic Objective 3.2)**

#### ***1. Expand the availability to conduct virtual assessments, as appropriate, to eligible defendants.***

During the pandemic, PSA acquired software that enables the agency to provide virtual mental health screenings and SUD assessments to defendants with behavioral health needs under PSA supervision. This assists PSOs in making appropriate referrals for treatment services.

#### ***2. Increase virtual offerings for intensive outpatient treatment, as appropriate.***

PSA will continue to work with its contract-funded treatment vendors to provide virtual group services for SUD treatment to its higher risk defendants participating in Drug Court and sanction-based treatment, as necessary. Treatment services will also be expanded to other supervised defendants assessed with SUD treatment needs.

#### ***3. Ensure timely assessment and connection to behavioral health services.***

PSA completes same day screenings when requested by judges. For screenings that identify emergency or urgent needs, referrals for service are provided immediately. For screenings that reveal non-emergency needs, referrals for service are provided within five business days.

#### ***4. Ensure the use of evidence-based treatment protocols by contracted service providers.***

PSA will routinely evaluate treatment curricula utilized by contracted service providers to ensure the use of evidence-based protocols and the provision of current treatment practices for group facilitation and innovative treatment services for its PSA Support, Treatment and Addiction Recovery Services (STARS) program.

## STRATEGIC GOAL 4: MAXIMIZE COURT APPEARANCE

The strategic goal of maximizing court appearance is one of the most basic outcome measures for pretrial programs. National standards identify minimizing failures to appear in court as a central function for pretrial services agencies. Within PSA, this strategic goal is measured by the defendant appearance rate, which indicates the percentage of defendants on pretrial release who make all scheduled court appearances.

### Strategic Objective 4.1 Court Appearance Notifications

In order to minimize failures to appear, we notify defendants of future court dates. During the last strategic period, we expanded our notification process by adding an electronic option to inform, remind, and/or update defendants of upcoming court dates. This new process incorporates the use of text and email notifications in addition to letters mailed to the defendant’s residence.

During the initial contact, we ask defendants about their preferred method of notification. An automatic hierarchy is then generated for notifications to the defendant (e.g., email, text messages, and letters) based on the defendant’s preference. An analysis of court appearance notification methods suggests that text messages are the most effective in yielding the highest court appearance rates. To gauge the effectiveness of the notification for court appearance, we implemented a measure to determine the rate of court appearance according to the preferred notification method.

### Performance Indicators

**Table 5. Performance Indicators for Strategic Goal 4: Maximize Court Appearance, FYs 2018–2022**

Performance Indicator		FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
<b>Strategic Goal 4</b>	Court Appearance Rate	88%	88%	91%	92%	89% ●	<b>87%</b>
<b>Strategic Objective 4.1</b>	Court Notification Automation	26%	22%	28%	29%	43% ●	<b>25%</b>

PSA exceeded its performance targets for Strategic Goal 4: *Maximize Court Appearance* and its supporting strategic objective.

## **Key Strategies Supporting Strategic Direction**

### ***1. Continue to increase the use of automated notification methods (e.g., text, email)***

PSA notifies defendants of future court dates to minimize failures to appear in court. To continue with timeliness of these reminders, PSA will ask defendants about their preferred method of notification to increase the use of automated notification methods. An automatic hierarchy will be applied for generating notification to defendants based on their preference.

### ***2. Update templates for court date notification letters, emails and texts.***

PSA will conduct an internal evaluation using revised reminders with defendants evaluating their effectiveness and will continue to use insights from behavioral science to improve communications to defendants about their future court dates.

## RESOURCE REQUIREMENTS BY STRATEGIC GOAL

PSA uses a cost allocation methodology to determine actual and estimated appropriated resources, including both direct (e.g., staff performing direct defendant supervision) and indirect (e.g., rent, administrative activities, management), supporting each strategic goal. The table below reflects the funding allocation by strategic goal from FY 2022 to FY 2024.

## FUNDING BY STRATEGIC GOAL

Pretrial Services Agency for the District of Columbia										
Strategic Goal										
(in thousands of dollars)										
Strategic Goal	Description	FY 2022 Enacted		FY 2023 Enacted		FY 2024 Estimate		2023 to 2024 Change		
		FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	Percent
Strategic Goal 1	Judicial Concurrence With PSA	80	17,808	92	19,443	94	21,174	1	1,732	8.91%
Strategic Goal 2	Continued Pretrial Release	77	17,380	86	18,687	87	20,083	1	1,396	7.47%
Strategic Goal 3	Minimize Rearrest	82	18,785	95	20,503	96	22,272	1	1,769	8.63%
Strategic Goal 4	Maximize Court Appearance	86	19,143	97	20,805	98	22,642	1	1,837	8.83%
	<b>Sub-Total</b>	<b>325</b>	<b>73,116</b>	<b>371</b>	<b>79,439</b>	<b>375</b>	<b>86,171</b>	<b>4</b>	<b>6,733</b>	<b>8.48%</b>
	3-Year Lease Prospectus		7,304		998		2,503		1,505	150.80%
	<b>Total</b>	<b>325</b>	<b>80,420</b>	<b>371</b>	<b>80,437</b>	<b>375</b>	<b>88,674</b>	<b>4</b>	<b>8,238</b>	<b>10.24%</b>



## SUPPORTING MATERIALS

### MANAGEMENT AND ADMINISTRATION

#### Strategic Human Capital Management

- Supported achievement of the shift to RBS by working to ensure that all labor/ bargaining obligations were met. Continued working with organizational units to modify position descriptions and performance standards, as appropriate, to ensure that expectations are clearly articulated and that employees are held accountable for results.
- Worked to improve processes and employee accountability by entering mid-term bargaining with the Union on telework and performance management.
- Led the Agency's development of the COVID-19 Safety and Testing Plan to ensure safe reentry to the jobsite and to support operations during the on-going pandemic.
- Improved efficiency in and accountability of the performance management system by launching USA Performance. The new automated system eases the paperwork burden for supervisors and employees, supports real-time tracking of progress throughout the performance cycle, allows quick and easy review of files to ensure that all performance management steps are being followed, and provides a robust method of ensuring that employees are consistently aware of and held accountable for results.
- Improved employee accountability by revising the Alternative Dispute Resolution Policy.
- Supported the achievement of all Agency goals by leading the effort to fill approximately 50 mission-critical vacancies across the Agency.
- Improved security for the Agency by gaining access to and utilizing software that assigns physical security limits for on-boarding employees.
- Managed a training and career development program committed to developing a workforce capable of effectively responding to current and future demands in administering pretrial services and creating a work environment that promotes inclusiveness and growth:
  - PSA employees completed 12,594 hours of training to include on-line courses, instructor-led courses, forums, shadowing and on-the-job instruction.
  - Hosted two undergraduate student interns.
  - Contracted with an external vendor to provide facilitation and moderate workshops to prepare assigned subject matter experts (SME)s to facilitate RBS pilots and training classes. SMEs facilitated pilot of the RBS training program for senior leadership and supported the training for approximately 180 DESS employees. This curriculum was comprised of four instructor-led classes and three online modules.
  - Developed multiple training programs in the following areas: Technical Training, Diversity (updated content to reflect Executive Order 14035), Leadership, Records Management, Emotional Intelligence, Self-Care, and Professional Growth.
  - Expanded on-site offerings by providing 27 classes to address learning goals identified from both the annual training needs assessments and supervisory recommendations.
  - Conducted DESS refresher trainings using virtual platforms such as MS Teams and Zoom.

- Completed cost/benefit analysis regarding learning management system (LMS) changes. Based on qualitative data, determined it to be to the Agency's benefit to maintain our current system and add the career management module to support individual succession planning goals.
- Successfully completed the Agency's second virtual Special Achievement Awards ceremony.

### Records Management Infrastructure Development

- Conducted individual office assessments for record maintenance compliance and timely disposal of records that reached or surpassed disposition dates.
- Identified approximately 4,300 closed cases for transfer to the Federal Records Center for storage.
- Disposed of approximately 9,100 closed cases, supporting National Archives Records Administration (NARA) retention requirements.
- Updated and deployed a new Records Management annual training course.
- Ensured Agency-wide compliance with the annually mandated records management training.
- Developed life-cycle management requirements for Agency mission-critical operating system.
- Established centralized workspaces and identified relevant metadata for managing temporary electronic records.
- Led efforts to migrate legacy and current records and information from the network to SharePoint On-line (cloud based).
- Initiated the efforts to identify Controlled Unclassified Information.
- Submitted seven new record schedules to NARA.
- Maintained Records Management Steering Committee, which is composed of senior Agency leadership.
- Conducted an electronic systems inventory to determine which systems will require updating to perform life-cycle management.
- Remained on-track to meet the requirements of M-19-21 regarding the transition to electronic records.

### Financial Statement Audit

- Achieved an unmodified (clean) opinion on the FY 2022 financial statements.
- Supported the Management Internal Control, and Enterprise Risk Management programs by assisting with the identification of material business risks with corresponding mitigating controls.

### Information Technology

- Accelerated the infrastructure modernization in support of an expanded remote workforce:
  - Operationalized Microsoft Azure cloud to modernize device management; simplify application deployment and create a more secure digital operating environment.
  - Deployed 290 new laptops to PSA staff to support virtual and hybrid work environments.

- Deployed 262 docking stations to enable network connectivity and connection of monitors and peripherals to laptops.
- Operationalized Dameware Remote Support to troubleshoot desktops, laptops, software, and peripherals for staff working on-site and remotely.
- Increased the number of video conference options in support of new virtual business models.
- Implemented IT security measures in response to the increase in phishing and ransomware attacks.
  - Trained 100 percent of staff with significant privacy and security functions on role-based security.
  - Instituted new account management protocols for administrators and privileged users.
  - Increased use of monitoring tools to maintain situational awareness and enhance responsiveness to security risk.
  - Implemented automation tools to increase the efficiency of audit and system log reviews.
  - Replaced standalone host-based detection into an integrated platform security solution.
  - Enforced two-factor authentication for all enterprise network users.

# BUDGET DISPLAYS

**Pretrial Services Agency for the District of Columbia**  
**President's Budget (PB) 2024 CBJ Summary of FTEs by Pay Grade**  
(in Thousands of Dollars)

Description  Grade	FY 2021 Actual		FY 2022 Enacted		FY 2023 Enacted		PB 2024 Estimate		2023 to 2024 Change	
	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
SES	2	\$377	3	\$580	3	\$595	3	\$618	0	\$23
GS-15	8	\$1,490	11	\$1,824	11	\$1,874	11	\$1,944	0	\$70
GS-14	33	\$4,633	40	\$5,929	48	\$6,855	49	\$7,486	1	\$631
GS-13	57	\$6,823	64	\$8,097	74	\$9,373	77	\$10,204	3	\$831
GS-12	160	\$17,592	170	\$17,368	179	\$19,400	179	\$20,726	0	\$1,326
GS-11	11	\$532	10	\$797	10	\$818	10	\$851	0	\$33
GS-09	13	\$1,099	16	\$1,183	16	\$1,215	16	\$1,268	0	\$53
GS-08	4	\$409	4	\$293	4	\$301	4	\$314	0	\$13
GS-07	15	\$919	15	\$940	17	\$1,031	17	\$1,145	0	\$114
GS-06	5	\$483	0	\$0	1	\$53	1	\$55	0	\$2
GS-05	0	\$0	11	\$172	8	\$444	8	\$462	0	\$18
<b>Total</b>	<b>308</b>	<b>\$34,357</b>	<b>344<sup>A</sup></b>	<b>\$37,183</b>	<b>371<sup>B</sup></b>	<b>\$41,959</b>	<b>375</b>	<b>\$45,073</b>	<b>4</b>	<b>\$3,114</b>

<sup>A</sup> The FY 2022 344 FTE represents PSA's operating plan based on final appropriation received.

<sup>B</sup> FY 2023 371 FTE represents PSA's operating plan based on final appropriation received.

**Pretrial Services Agency for the District of Columbia**  
**President's Budget (PB) 2024 CBJ Summary of Obligations by Object Class**

(in Thousands of Dollars)

Object Class and Description	FY 2021	FY 2022	FY 2023	PB 2024	Change: 2023 to 2024	
	Actual	Enacted	Enacted	Estimate	Dollars	Percent
11.1 Full-Time Permanent	\$ 34,183	\$ 37,184	\$ 41,959	\$ 45,073	\$ 3,114	7%
11.3 Other than Full-Time Permanent						
11.5 Other Personnel Compensation	\$ 298	\$ 1,006	\$ 1,520	\$ 1,184	\$ (336)	-22%
12.1 Civilian Personnel Benefits	\$ 17,402	\$ 16,368	\$ 20,036	\$ 22,161	\$ 2,125	11%
13.0 Benefits for Former Personnel						
<b>Personnel Compensation and Benefits Total</b>	<b>\$ 51,883</b>	<b>\$ 54,558</b>	<b>\$ 63,515</b>	<b>\$ 68,418</b>	<b>\$ 4,903</b>	<b>-4%</b>
21.0 Travel and Transportation of Persons	\$ 2	\$ -	\$ 1	\$ 1		
22.0 Transportation of Things						
23.1 Rental Payments to GSA	\$ 3,386	\$ 3,305	\$ 3,391	\$ 3,448	\$ 57	2%
23.2 Rental Payments to Others	\$ 2,056	\$ 2,074	\$ 2,172	\$ 1,963	\$ (209)	-10%
23.3 Communications, Utility & Miscellaneous Charges	\$ 661	\$ 650	\$ 800	\$ 750	\$ (50)	-6%
24.0 Printing and Reproduction	\$ 20	\$ 4	\$ 18	\$ 18	\$ -	0%
25.1 Advisory and Assistance Services	\$ 65	\$ 499	\$ 500	\$ 500	\$ -	0%
25.2 Other Services from Non-Federal Sources	\$ 4,551	\$ 6,465	\$ 4,000	\$ 4,987	\$ 987	25%
25.3 Other Goods and Services from Federal Sources	\$ 1,419	\$ 1,544	\$ 1,300	\$ 1,500	\$ 200	15%
25.4 Operation and Maintenance of Facilities	\$ 17	\$ 63	\$ 30	\$ 65	\$ 35	117%
25.6 Medical Care						
25.7 Operation and Maintenance of Equipment	\$ 151	\$ 140	\$ 743	\$ 500	\$ (243)	-33%
26.0 Supplies and Materials	\$ 520	\$ 730	\$ 600	\$ 750	\$ 150	25%
31.0 Equipment (& Furniture)	\$ 1,553	\$ 3,085	\$ 2,369	\$ 3,271	\$ 902	38%
32.0 Land and Structures						
43.0 Interest and Dividends						
<b>Contractual Services, Training, &amp; Supplies Total</b>	<b>\$ 14,401</b>	<b>\$ 18,558</b>	<b>\$ 15,924</b>	<b>\$ 17,753</b>	<b>\$ 1,829</b>	<b>11%</b>
<b>Gross Obligations Total</b>	<b>\$ 66,284</b>	<b>\$ 73,116</b>	<b>\$ 79,439</b>	<b>\$ 86,171</b>	<b>\$ 6,732</b>	<b>7%</b>

**Pretrial Services Agency for the District of Columbia**  
**President's Budget (PB) 2024 CBJ Summary of Relocation Obligations by Object Class**

(in Thousands of Dollars)

Object Class and Description	FY 2021	FY 2022	FY 2023	PB 2024	Change: 2023 to 2024	
	Enacted	Enacted	Enacted	Estimate	Dollars	Percent
<b>Lease Prospectus</b>	<b>3-Year/2023</b>	<b>3-Year/2024</b>	<b>3-Year/2025</b>	<b>3-Year/2026</b>		
31.0 Equipment (& Furniture)	\$ 459	\$ 7,304	\$ 998	\$ 2,503	\$ (1,505)	-151%
<b>Gross Obligations Total</b>	<b>\$ 459</b>	<b>\$ 7,304</b>	<b>\$ 998</b>	<b>\$ 2,503</b>	<b>\$ (1,505)</b>	<b>-151%</b>