

Pretrial Services Agency for the District of Columbia



Congressional Budget Justification

Fiscal Year 2025

March 11, 2024

LEADERSHIP

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I. 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 1967.¹ 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.²

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 of Columbia'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.

PSA's current caseloads include individuals with charges ranging from misdemeanor property offenses to homicide. During fiscal year (FY) 2023, PSA served 24,417 arrestees and defendants. The Agency supervised 13,770 defendants on pretrial release, which corresponds to an average of 7,337 defendants on any given day. Most defendants (91 percent) are awaiting trial in DC Superior Court, with a smaller number (9 percent) awaiting trial in US District Court. PSA provided services to an additional 10,647 arrestees and defendants, which included completing criminal history checks for persons who were released on citation or personal recognizance or whose charges were dismissed prior to the first appearance in court. Additionally, PSA conducted drug testing for 7,200 non-defendants, bringing the Agency's total responsibility to just under 31,700 individuals throughout the year.

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

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

During FY 2023, defendants remained under supervision for an average of 108 days which, although declining, 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 FY 2023, this trend has continued to trend downward, but has still not reached pre-pandemic levels.

A. A MODEL FOR PRETRIAL JUSTICE

PSA's drug testing and innovative supervision and treatment strategies are recognized as models for the field of pretrial justice. The foundation of PSA's model approach includes:

- 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 needs.
- 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 to various entities, including program managers from the US Department of State, Bureau of International Narcotics and Law Enforcement Affairs/Office of Knowledge Management.

B. 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. Throughout this time, the Agency 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 of Columbia. 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 will be completed in FY 2024.

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, PSA transitioned to a risk-based services (RBS) model of supervision during FY 2023. 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.

Over the last few years, PSA successfully adapted operations in response to the COVID-19 pandemic. By reimagining assessment and supervision services, the agency assured continuity of operations, despite myriad 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.

II. 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, PSA is organized into two divisions: Defendant Engagement and System Support (DESS) and Management and Administration (MA).

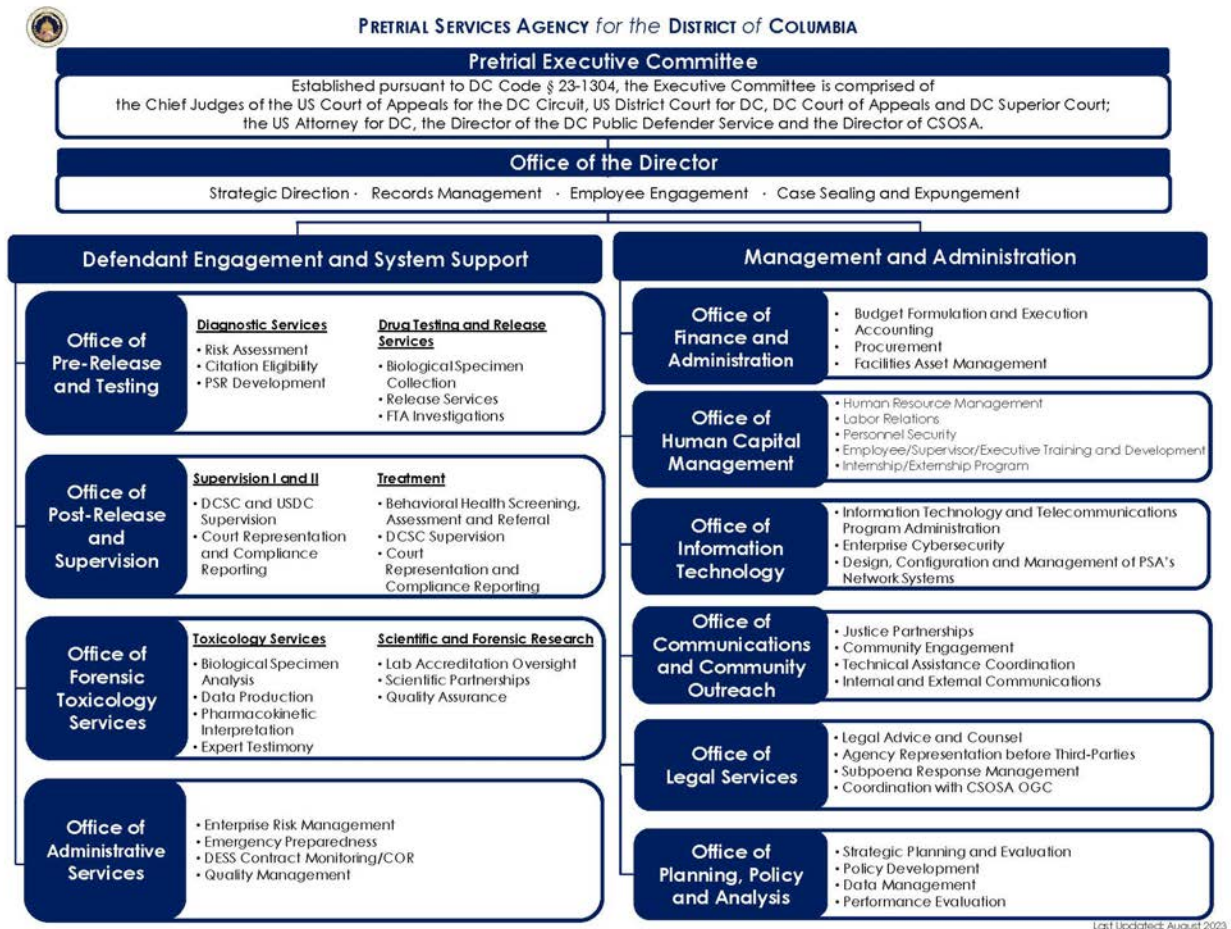


Figure 1. PSA Organizational Chart

A. 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.

1. 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.

2. 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 substance use disorders (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 and screenings 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, receive favorable sentencing, or have felony charges reduced.

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.

3. Forensic Toxicology Services

The Office of Forensic Toxicology Services (OFTS) performs forensic drug testing on urine and oral fluid specimens collected from pretrial defendants, offenders supervised by the Community Supervision Program (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, PCP, opiates, methadone, cocaine, alcohol, amphetamines, methamphetamine and 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 whether detected drugs signify new or residual use and 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.

4. Administrative Services

The Office of Administrative Services (OAS) is responsible for a full range of support services for DESS and the Agency. OAS supports DESS offices by facilitating the acquisition cycle, improving business processes, and providing technical training to law enforcement officers. It supports the Agency by administering the Enterprise Risk Management program, the Internal Controls program, the Operations Security program, and the Emergency Management program. OAS works across offices to ensure management objectives align with PSA's strategic goals and performance objectives.

B. MANAGEMENT AND ADMINISTRATION (MA)

The Division of Management and Administration is comprised of the offices responsible for PSA's financial management, procurement, facilities management, human capital management, information technology, communications and community outreach, legal services, planning, performance measurement, research and analysis, and policy development.

1. 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.

2. 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 a diverse training portfolio; assesses training needs; develops curricula; and designs, develops, procures, and delivers training courses. TCDU also offers formal developmental programs and training opportunities to all staff.

3. 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; configures and manages internal systems and interfaces 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.

4. Communications and Community Outreach

The Office of Communications and Community Outreach (OCCO) fosters effective internal and external communications. OCCO 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. These partnerships help PSA achieve its public safety mission, while also creating important community connections for defendants during the pretrial release period and beyond.

5. 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).

6. 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.

III. PRESIDENT’S BUDGET 2025 REQUEST

Between Fiscal Years 2017 and 2021, PSA implemented significant reductions in non-law enforcement staffing and employed measures of last resort to meet new and emergent needs while ensuring Agency resources were directly aligned toward effective treatment and supervision of high-risk defendants in the District of Columbia. The agency reached a crisis point during FY 2021, when the long-term impacts of absorbing increasing costs related to employee salary and benefits were compounded by the effects of the ongoing COVID-19 pandemic. These factors created conditions that threatened the agency’s ability to continue mission-critical defendant engagement services.

To address these operational challenges, Congress appropriated increased funding for PSA in FY 2022 and FY 2023. The increased funding enabled PSA to sustain operations and begin stabilizing its financial posture. The recruitment actions undertaken during FYs 2022 and 2023 were part of a two-phased hiring plan designed to restore PSA’s FTE count to meet the demand for its services. Current funding has allowed PSA to increase its onboard FTE count from 306 to 371, resulting in significant reductions to PSO caseloads and enabling PSA to begin building much needed depth in coverage for key Agency support functions. Without this continued level of funding, momentum on staffing restoration efforts will stop, and the agency will again be forced to modify and/or reduce mission critical defendant services.

PSA appreciates that FY 2024 and FY 2025 present unique financial challenges for the country. PSA’s FY 2024 annual operations funding at FY 2023 enacted levels is \$79,439,000. Our FY 2025 Budget request builds off of this funding level to support required base employee payroll increases, retirement cost increases, required cybersecurity initiatives, funds for consolidation of PSA facilities from 601 Indiana Avenue and 1025 F Street into 633 Indiana Avenue, and the associated increases in shared costs at 633 Indiana Avenue. Appropriations below the FY 2025 requested level would present significant challenges and negatively impact PSA’s ability to maintain core defendant supervision operations necessary to meet critical defendant needs and continue to positively impact public safety in the District of Columbia. Additionally, if enacted, PSA would be required to once again institute significant reductions and hiring freezes of key positions, eliminate employee training, and delay or forego necessary information technology enhancements.

PSA’s FY 2025 President’s Budget (PB) request includes \$85,526,000 in annual funding supporting 371 FTE and \$7,304,000 in 3-year funding for relocation costs, for a total amount of \$92,830,000.

Pretrial Services Agency for the District of Columbia
FY25 Summary of Changes at FY24 Flat plus Pay Raises & Inflation

	FTE	Annual Amount \$(000)	Three- Year Amount \$(000)	Total Appropriation Amount \$(000)
FY 2022 Enacted Budget ¹	344	73,116	7,304	80,420
FY 2023 Enacted Budget ²	371	79,439	998	80,437
FY 2024 PSA at current staffing and ops level (FY23) ³	371	79,439	2,503	81,942
Changes to Base:				
FY 2024 Pay Raise, FERS and lease cost increases		3,235		
FY 2025 Pay Raise	-	1,875	-	1,875
FY 2025 Headquarters Building Consolidation/Lease Inflation	-	977		977
Sub-Total, Changes to Base	-	6,087	-	2,852
FY 2025 Base	371	85,526	2,503	88,029
FY 2025 Requested Program Changes:				
PSA Headquarters Relocation ⁴	-	-	4,801	4,801
Sub-Total, Requested Program Changes	-	-	4,801	4,801
FY 2025 PSA Budget Request	371	85,526	7,304	92,830
Increase (Decrease) versus FY 2023 Enacted Budget	-	6,087	6,306	12,393
Percent Increase (Decrease) versus FY 2023 Enacted Budget	0%	8%	632%	15%

Figure 2.

1 The FY 2022 Enacted Budget included \$7,304,000 in Three-Year (FY 2022-2024) funding for costs associated with a replacement lease for PSA's Headquarters (601/633 Indiana Avenue, NW, and 1025 F Street, NW).

2 The FY 2023 Enacted Budget includes \$2,567,000 in Three-Year (FY 2023-2025) funding for costs associated with a replacement lease for PSA's Headquarters (601/633 Indiana Avenue, NW, and 1025 F Street, NW).

3 FY 2024 PSA Estimate is based upon Annual Operations funding of \$86,171,000 submitted by PSA for PB 2024 and Three-Year Relocation funding of 2,503,000.

4 The FY 2025 PSA Budget Request includes \$7,304,000 in Three-Year (FY 2025-2027) funding for costs associated with a replacement lease for PSA's 601 & 633 Indiana Avenue, NW, locations and related facilities. These funds represent a re-request of FY 2022 Enacted (FY 2022-2024) relocation resources that may expire, unused, due to delays in these relocation projects.

Pretrial Services Agency – FY 2025 Adjustments to Base	\$6,087,000	0 FTE
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FY 2024 Pay Raise and Inflation Cost	\$3,235,000	0 FTE
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PSA requests \$3,235,000 to support additional payroll increases resulting from the January 2024 Federal Pay Raise, FERS Retirement and other lease increases.

FY 2025 Pay Raise Increase	\$1,875,000	0 FTE
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PSA requests \$1,875,000 to support FY 2025 (October 2024 – September 2025) payroll cost increases associated with an estimated 2.0 percent 2025 civilian pay raise.

FY 2025 Headquarters Building Consolidation Lease Inflation Costs	\$977,000	0 FTE
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PSA’s FY 2025 estimate includes \$977,000 funding for lease inflationary costs and to support space acquisition and planning to consolidate PSA’s Headquarters locations into a single building lease at 633 Indiana Ave, NW.

Pretrial Services Agency – FY 2025 Program Changes	\$7,304,000	0 FTE
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Headquarters Relocation	\$7,304,000	0 FTE
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The FY 2022 Enacted Budget contains \$7,304,000 in Three Year (FY 2022-2024) funding as the first installment of resources to support space acquisition and planning to relocate PSA’s Headquarters at 633 Indiana Avenue, NW location and related facilities.

PSA re-requests FY 2025 (FY 2025-2027) funds in the amount of \$7,304,000 as a contingency for Headquarters space acquisition delays that may result in FY 2022 Enacted funds (FY 2022-2024) expiring before use.

Pretrial Services Agency for the District of Columbia
President's Budget (PB) 2025 Summary of Obligations by Object Class
(in Thousands of Dollars)

Object Class and Description	FY 2022 Actual	FY 2023 Enacted	PB FY 2024	FY 2024 Full Year CR	FY 2025 Budget Request	Change FY25 to FY24 CR		Change FY25 to FY23	
						\$	Percent	\$	Percent
						11.1 Full-Time Permanent	35,062	40,403	45,073
11.5 Other Personnel Compensation	899	1,083	1,184	1,184	1,184	0	0%	101	9%
12.1 Civilian Personnel Benefits	18,179	18,944	22,161	21,161	22,116	955	5%	3,172	17%
Personnel Compensation and Benefits Total	54,139	60,430	68,418	67,584	69,445	1,861	3%	9,015	15%
21.0 Travel and Transportation of Persons	0	60	1	62	0	(62)	-100%	(60)	-100%
23.1 Rental Payments to GSA	3,306	3,092	4,899	4,074	5,586	1,512	37%	2,494	81%
23.2 Rental Payments to Others	2,278	2,103	111	1,251	113	(1,138)	-91%	(1,990)	-95%
23.3 Communications, Utility & Miscellaneous Charges	621	736	750	750	706	(44)	-6%	(30)	-4%
24.0 Printing and Reproduction	20	19	18	18	14	(4)	-22%	(5)	-26%
25.1 Advisory and Assistance Services	847	767	500	500	439	(61)	-12%	(328)	-43%
25.2 Other Services from Non-Federal Sources	3,993	5,193	5,388	2,475	4,648	2,173	88%	(545)	-10%
25.3 Other Goods and Services from Federal Sources	1,752	1,336	1,300	900	2,058	1,158	129%	722	54%
25.4 Operation and Maintenance of Facilities	31	146	65	65	229	164	252%	83	57%
25.7 Operation and Maintenance of Equipment	186	465	700	700	540	(160)	-23%	75	16%
26.0 Supplies and Materials	570	1,241	750	910	1,327	417	46%	86	7%
31.0 Equipment (& Furniture)	3,377	3,850	3,271	150	421	271	181%	(3,429)	-89%
Non-personnel Costs Total	16,981	19,009	17,753	11,855	16,081	4,226	22%	(2,927)	-15%
Gross Obligations Total	71,120	79,439	86,171	79,439	85,526	6,088	8%	6,088	8%

Figure 3.

Lease Prospectus Obligation by Object Code

Object Class and Description	FY 2022 Actual	FY 2023 Enacted	PB FY 2024	FY 2025 Budget Request	Change FY25 to		Change FY25 to	
					\$	Percent	\$	Percent
					23.1 Rental Payments to GSA	7,304	998	2,503
Gross Obligation Total	7,304	998	2,503	7,304	4,801	192%	6,306	632%

Figure 4.

Pretrial Services Agency for the District of Columbia
President's Budget (PB) 2025 Summary of FTEs by Pay Grade
(in Thousands of Dollars)



Description	FY 2022		FY 2023		FY 2024 CR		FY 2025		2024 to 2025	
	Actual		Enacted		Estimate		Budget Request		Change	
Grade	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
SES	3	\$580	3	\$595	3	\$625	3	\$630	0	\$5
GS-15	11	\$1,824	11	\$1,874	11	\$1,978	11	\$2,018	0	\$40
GS-14	40	\$5,929	48	\$6,855	49	\$7,489	52	\$7,989	3	\$500
GS-13	64	\$8,097	74	\$9,373	74	\$9,972	62	\$8,425	-12	-\$1,547
GS-12	170	\$17,368	179	\$19,400	179	\$20,976	191	\$23,136	12	\$2,160
GS-11	10	\$797	10	\$818	9	\$797	6	\$521	-3	-\$276
GS-09	16	\$1,183	16	\$1,215	16	\$1,298	15	\$1,197	-1	-\$101
GS-08	4	\$293	4	\$301	4	\$314	2	\$165	-2	-\$149
GS-07	15	\$940	17	\$1,031	17	\$1,265	22	\$1,670	5	\$405
GS-06	0	\$0	1	\$53	1	\$58	0	\$0	-1	-\$58
GS-05	11	\$172	8	\$444	8	\$467	7	\$395	-1	-\$72
Total	344^A	\$37,183	371^B	\$41,959	371	\$45,239	371	\$46,145	0	\$906

^A FY 2022 344 FTE represents PSA's operating plan based on enacted appropriation

^B FY 2023 371 FTE represents PSA's operating plan based on enacted appropriation

Figure 5.

IV. STRATEGIC FRAMEWORK

PSA’s Strategic Plan sets forth 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 use this Plan to drive resource allocations, thereby empowering employees to transform strategies into actions and measurable results. Progress on our goals and objectives is measured using a comprehensive set of key performance indicators (KPIs) and regularly reviewed with staff at all levels of the organization. These reviews promote thoughtful discussion on Agency advancement, highlighting areas of success and helping staff to identify 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 #6). 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.

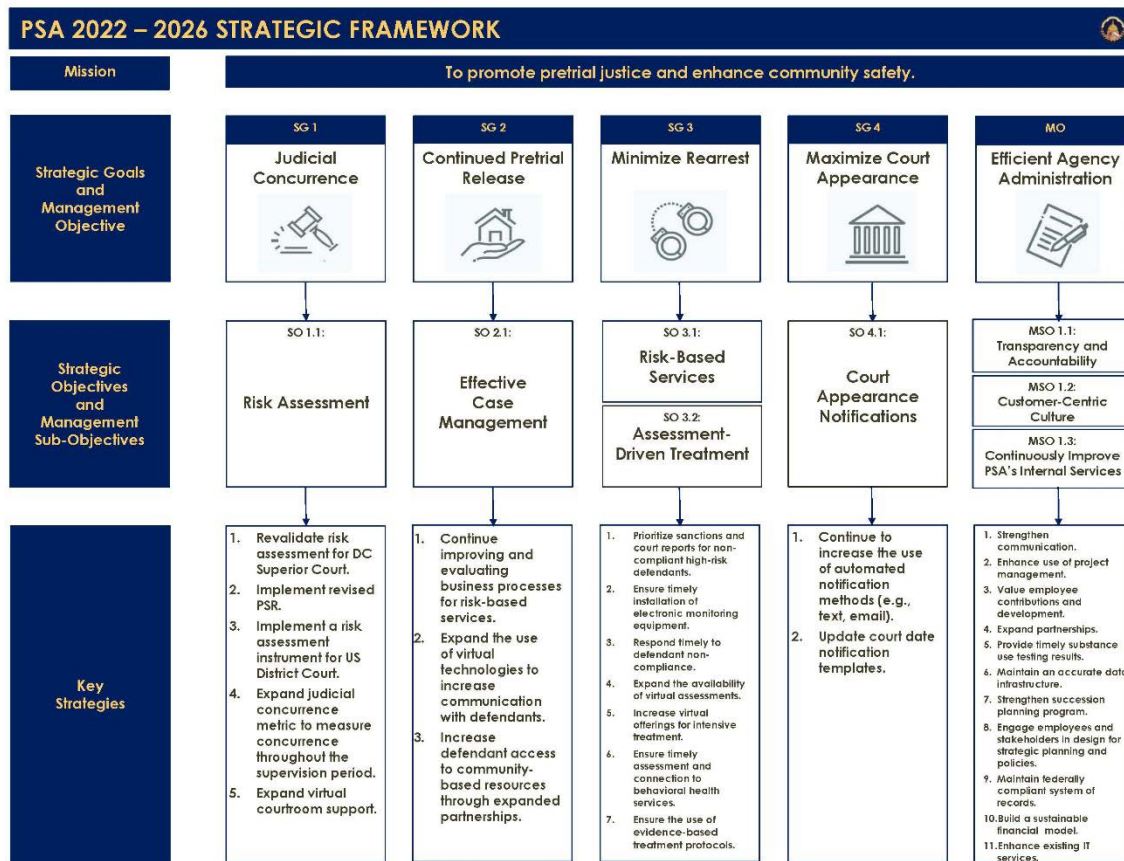


Figure 6. PSA’s FY 2022–2026 Strategic Framework

V. PROGRAM PERFORMANCE

As it continues to adjust to its post-pandemic operating posture, PSA has met or exceeded performance targets for all its strategic goals in FY 2023. These results were achieved through innovative supervision and management practices. At the same time, PSA deployed a risk-based-services model in April 2023, which will allow PSA to customize release conditions and supervision based on each defendant’s assessed risk levels for *failure to appear* and *rearrest*. This evolution demonstrates PSA’s commitment to continuous improvement and will assure PSA remains a leader among pretrial services agencies.

While PSA continued to meet or exceed performance targets for most strategic goals during FY 2023, there was a demonstrated decrease in performance on judicial concurrence and continued pretrial release measures. These decreases were anticipated because of the migration to RBS, under which defendants may be recommended for higher or lower initial levels of supervision than previously, and/or recommended for revocation with greater frequency than the prior supervision model. We will continue to regularly monitor outcomes considering recent operational changes, promote increased communication with our criminal justice partners and as needed, implement additional staff training on new policies and procedures.

Performance Indicator		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
Strategic Goal 1	Judicial Concurrence with PSA Recommendations	78%	79%	84%	76%	69% ● ^	70%
Strategic Goal 2	Continued Pretrial Release	87%	85%	89%	89%	86% ●	85%
Strategic Goal 3	Arrest Free Rate	87%	88%	90%	93%	92% ●	88%
	(Violent Crimes)	99%	99%	98%	99%	99% ●	97%
Strategic Goal 4	Court Appearance Rate	88%	91%	92%	89%	87% ●	87%

^ The one percentage point difference from the target was statistically insignificant

Table 1. Overall Performance by Strategic Goal

A. KEY AGENCY STRATEGIES

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, as well as recommended release conditions designed to mitigate the risk of failure to appear in court and rearrest during the pretrial period. To gauge the degree to which our recommendations align with the judiciary’s orders, we implemented a measure assessing the extent to which judges concur with and implement PSA’s initial release conditions. During this strategic period, we will expand the measure to assess concurrence with our recommendations throughout the supervision period. In addition, we will continue to monitor impacts of RBS implementation on future concurrence rates.

Strategic Objective 1.1 Risk Assessment

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 test results, criminal history, and release condition recommendations based on a risk assessment score, prior to the case being called in court.

Performance Indicators

Performance Indicator		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
Strategic Goal 1	Judicial Concurrence with PSA Recommendations	78%	79%	84%	76%	69% ●	70%
Strategic Objective 1.1	Risk Assessment (e.g., Completed PSRs) *	72%	73%	N/A	N/A	73% ●	73%

Table 2. Performance Indicators for Strategic Goal 1

* 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 those fiscal years due to the COVID-19 pandemic. PSA expects this number to increase when the court and all interagency partners return to pre-pandemic operations.

While PSA essentially met its overall performance target for Strategic Goal 1: *Judicial Concurrence with PSA Recommendations*, performance was seven percentage points lower in FY 2023 than FY 2022. It is possible the implementation of RBS impacted this overall goal, and the Agency will conduct additional analyses on this goal and its supporting strategic objective.

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 2024, 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 and evaluate the validity of a new risk assessment instrument for US District Court to ensure consistency with federal district courts across the nation.

In FY 2023, PSA deployed a Risk Assessment Instrument for the US District Court [Risk Assessment for the District of Columbia (RADDC)], which is a scientifically-based instrument to improve the efficiency and effectiveness of pretrial supervision. Use of this instrument will enhance our ability to provide a comprehensive summary to the US District Court of each defendant's demographic information, criminal history, and recommended release conditions. It will also bring PSA in line with other federal judicial districts nationwide.

3. 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 an 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 recommendations throughout the supervision period.

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. To gauge the effectiveness of our supervision services, 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. To gauge the effectiveness of defendant case management, PSA implemented a measure of defendant compliance at case disposition.

Performance Indicators

Performance Indicator		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
Strategic Goal 2	Continued Pretrial Release	87%	85%	89%	89%	86% ●	85%
Strategic Objective 2.1	Compliance with Release Conditions (e.g., Closeout Assessment)	77%	74%	68%	78%	77% ●	77%

Table 3. Performance Indicators for Strategic Goal 2

Key Strategies Supporting Strategic Direction

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

In the latter part of FY 2023, PSA conducted initial analyses assessing the implementation of RBS. Results are forthcoming and as they become available will be used to improve our business processes. Additionally, PSA plans to conduct further analyses to monitor the efficacy and effectiveness of RBS. PSA will 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 and substance use disorder (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 screenings 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 mitigate defendant risk, address needs that may impact defendant success on supervision 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.

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

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

Strategic Objective 3.2 Assessment-Driven Treatment

An effective approach for minimizing rearrests during the pretrial period is addressing underlying issues that may impact a defendant's success on supervision, such as SUD and mental health treatment needs. After a formal assessment is conducted and a need identified, PSA provides—either through contract services or referral—appropriate behavioral health services aligned with risk-based priority.

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. 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 units have release conditions to support compliance, including substance use testing, regular supervision contact, and treatment program participation. To gauge the effectiveness of these interventions, we measure defendant referral, assessment, and placement in treatment programs.

Performance Indicators

Performance Indicator		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
Strategic Goal 3	Arrest-Free Rate (Overall)	87%	88%	90%	93%	92% ●	88%
	Arrest-Free Rate (Violent Crimes)	99%	99%	98%	99%	99% ●	97%
Strategic Objective 3.1.1	Response to Defendant Conduct (Drug Infractions)	89%	91%	93%	91%	95% ●	80%
	Response to Defendant Conduct (Contact Infractions)	89%	93%	88%	86%	94% ●	70%
	Response to Defendant Conduct (Electronic Monitoring Infractions)	95%	94%	98%	98%	97% ●	92%
	Response to Defendant Conduct (Group Session Infractions)*	80%	78%	N/A	80%	87% ●	80%
Strategic Objective 3.2.1	Substance Use Disorder (SUD) Assessments *	96%	95%	N/A	93%	100% ●	95%
Strategic Objective 3.2.2	Placement into Substance Use Disorder (SUD) Treatment *	50%	33%	N/A	44%	49% ● ^	50%

Strategic Objective 3.2.3	Reduction in Drug Use *	85%	85%	N/A	77%	87% ●	74%
Strategic Objective 3.2.4	Mental Health Assessments *	93%	84%	N/A	76%	97% ●	90%
Strategic Objective 3.2.5	Connection to Mental Health Services *	86%	92%	N/A	76%	78% ●	70%

^ The one percentage point difference from the target was statistically insignificant

Table 4. Performance Indicators for Strategic Goal 3 1

PSA exceeded its performance targets for Strategic Goal 3: Minimize Rearrest and eight of nine performance indicators associated with the strategic objectives supporting the goal.

The performance indicator in which the Agency fell short of established targets is:

Strategic Objective 3.2.2: Placement into Substance Use Disorder (SUD) Treatment

The suspension of drug testing and limitations associated with both SUD treatment and mental health services during the COVID-19 pandemic required PSA to adjust and curtail services requiring close in-person contact. This unprecedented shift in operations initially had a negative impact on some FY 2023 performance outcomes. As pandemic impacts abated, performance on behavioral health-related measures improved in the last portion of 2023.

Among PSA’s priorities for the FY 2022–2026 planning period are to continue adapting supervision strategies for the post-pandemic world and assessing the effectiveness of these strategies. PSA continues to offer virtual assessment and treatment offerings, where applicable, to accommodate defendants unable 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

* 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 due to the COVID-19 pandemic.

“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, with a goal of expediting decisions for defendants at highest risk of rearrest.

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. While approximately half of assessments are currently done in-person, PSA continues to use this technology, as needed, to reduce barriers and ensure defendants are appropriately assessed and referred to 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 defendants participating in Drug Court and sanction-based treatment, as appropriate.

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. 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

To minimize failures to appear, defendants are notified of upcoming court dates using 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

Performance Indicator		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
Strategic Goal 4	Court Appearance Rate	88%	91%	92%	89%	87% ●	87%
Strategic Objective 4.1	Court Notification Automation	22%	28%	29%	43%	52% ●	25%

Table 5. Performance Indicators for Strategic Goal 4

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.

B. FY 2023 KEY AGENCY ACCOMPLISHMENTS

In FY 2023, PSA continued to advance its mission of promoting pretrial justice and enhancing community safety. PSA focused on innovative approaches to meeting its mission while gradually resuming in-person operations following the end of the COVID-19 pandemic. Both operations and management offices achieved notable accomplishments during the year, some of which are detailed below.

1. Risk Based Services (RBS)

One of PSA's most noteworthy accomplishments in FY 2023 was the full deployment of its risk-based services model (RBS) in April 2023. This new approach to supervision resulted in modifying several supervision protocols, to include making risk-based release recommendations, responding to defendant noncompliance and applying sanctions based on risk, identifying and addressing obstacles to defendant success, and prioritizing services (e.g., treatment and electronic monitoring) for the highest risk defendants. Following the launch of RBS, PSA conducted a series of process reviews to appraise the success of and fidelity to this new operating model during its implementation phase. The reviews focused on determining if staff were following the RBS guidance and ensuring that supervisors were conducting monthly audits. Results from these reviews are forthcoming.

The transition to RBS required updating PSA's client management system (CMS), the Pretrial Realtime Information System Manager (PRISM), to support full deployment of RBS resulting in the implementation of more than 200 system changes. Additionally, PRISM was secured and reinforced to bring it into compliance with modern IT security standards and ensure the system can support RBS into the future.

2. Increase Staffing and Workforce Support and Development

PSA onboarded 41 new employees during FY 2023, 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. These new staff conduct and support the work of PSA resulting in smaller, more manageable caseloads, the successful implementation of RBS, and necessary support for key management and administrative functions underlying the work of the Agency.

Additionally, in FY 2023, PSA successfully and efficiently implemented its return to on-site work, negotiated pilot telework programs while ensuring adequate office coverage and protecting mission-critical in-person functions. PSA also transitioned to an automated system for performance management, improved employee access to their performance information, and promoted supervisory accountability in all phases of the performance management cycle. Finally, as pandemic limitations continued to ease, PSA expanded various training, engagement, and developmental activities in support of the PSA workforce.


PSA established a Technical Development and Assistance Unit (TDAU) to provide training and support the development of specialized skills that PSOs and other law enforcement staff need to work in the D.C. criminal justice system. This unit is focused on developing, and delivering, instructional materials for all DESS technical law enforcement skills, law enforcement systems, and Agency-specific law enforcement job functions. Additionally,

this unit communicates best practices, instructions, new information, and trends in the pretrial services arena.

3. Audit Review Tracking System

PSA implemented a Pretrial Services Officers (PSO) case audit review tracking system for supervisors. This tool allows supervisors to complete and document outcomes of monthly audits, including a summary of corrective actions the supervisor took with an employee. The audit system also provides data to identify and analyze trends in case management, which can be used to identify both strengths and challenges in case management. With this information, DESS can make data-driven decisions in the revision or creation of instructions, as well as in the development of staff training. As of September 30, 2023, DESS supervisors performed 2,280 case audits.

4. Cybersecurity Improvements and IT enhancements

In FY 2023, PSA began enforcing the login to Agency systems using personal identity verification (PIV) to bring PSA into security compliance for multi-factor authentication. Additionally, new applications have been implemented on to Agency devices to protect Agency assets and data. 

PSA is in the final stages of implementing ServiceDesk Plus, an enterprise service management platform that will help the Agency design and deliver critical IT and business services. As of the end FY 2023, setup of the system was complete and testing is in progress. The system will be fully deployed in early March 2024.

5. Planning, Policy and Analysis

PSA developed a series of dashboards using PowerBI to provide a current snapshot of key Agency performance metrics. 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. It combines numerous reports into one visually appealing dashboard that is updated regularly so staff have access to the most recent facts and figures describing PSA's defendant population. Routinely monitoring performance, particularly considering recent operational changes, allows the Agency to identify bottlenecks in processes and take corrective action to address trends in performance targets.

In FY 2023, PSA launched an initiative to create business process maps for the Agency's key processes and procedures. These business process maps outline key procedures in the areas of HR, legal services and finance and administration, providing a concise visual representation of the critical steps needed to bring a product, service or other process from start to completion. These serve as the foundation for writing policy and will also be

used to develop key performance indicators (KPIs) for these functions as the Agency continues to develop its performance measurement system.

6. Forensic Toxicology Services

PSA continued to provide timely and accurate drug testing results for defendants, supported external stakeholders with drug testing results and other information, installed five new Gas Chromatography / Mass Spectrometry (GC/MS) machines, and ensured that PSA's drug testing laboratories remained in compliance with Clinical Laboratory Improvements Amendment (CLIA) regulations. During FY23 OFTS:

- worked collaboratively with CSP to successfully deploy fentanyl screening tests for the offender population;
- provided 108 affidavits to support hearings and adjudications in parole and probation cases;
- consistently provided toxicology support to drug court proceedings through attendance at drug court staffing each time court is in session;
- provided 14 litigation packets to support drug court hearings;
- worked collaboratively with OPPA to provide timely and monthly drug test report to CSP for the supervision of the offender population;
- achieved CLIA reaccreditation for the Agency's primary and satellite laboratories;
- reduced turnaround times for lockup and spot drug test results to less than two hours;
- installed five new instruments, which are were validated for integration into routine drug testing; and
- started the validation of our LC-MS-MS instrument for the in-house confirmation of fentanyl, with validation studies for other opiates/opioids to follow.