PRETRIAL SERVICES AGENCY FOR
THE DISTRICT OF COLUMBIA

STRATEGIC PLAN FOR FISCAL YEARS 2022–2026

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TABLE OF CONTENTS

MESSAGE FROM THE DIRECTOR

It is my privilege to lead the Pretrial Services Agency for the District of Columbia (PSA), where our talented and dedicated employees work tirelessly to advance our important public safety mission.

For over half a century, we have ensured, through our strong sense of mission and effective collaborations with justice partners, that unnecessary pretrial detention is minimized, public safety is enhanced, and the pretrial release process is administered fairly. Our risk assessment, drug testing, and innovative supervision and treatment programs are recognized as models for the criminal justice system nationwide. We honor this status by routinely extending technical assistance to domestic and international justice systems interested in initiating or enhancing their own pretrial programs.

Our strategic plan for fiscal years 2022 through 2026 reflects a continued commitment to the fair administration of justice and incorporates the collective vision of internal and external stakeholders, as well as defendants, regarding PSA's way forward.

For the next five years, our efforts will focus on leading the future of defendant supervision into the post-pandemic world as we continue to meet the needs of our judges, protect the rights of our defendants, and remain cognizant of our responsibility to the community we serve. We will enhance our virtual service offerings and leverage our risk assessment data to encourage judicial concurrence with our release recommendations, maximize opportunities for defendants to remain on pretrial release until disposition of their cases, minimize rearrest during the pretrial period, and promote defendant appearance at all scheduled court dates.

In addition, we remain committed to the continuous evaluation and ongoing improvement of our services to ensure fidelity to evidence-based practices. We also will continue to cultivate and nurture collaborations with our justice partners across the District to help advance our interrelated missions.

The past several years created unprecedented challenges for responding to the COVID-19 pandemic along with the call for racial justice. Going forward, we reaffirm our commitment to provide a healthy and safe environment for employees and the defendants we serve.

Building upon our history of service to the District and our past successes, we are excited to continue leading public safety in the Nation's Capital.

Leslie C. Cooper, Esq.

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Chair
Chief Judge
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Honorable Sri Srinivasan
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United States Court of Appeals for the
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Honorable Beryl A. Howell
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ABOUT THE PRETRIAL SERVICES AGENCY FOR THE DISTRICT OF COLUMBIA

The Pretrial Services Agency (PSA or Agency) for the District of Columbia (DC or District) strives to improve public safety and serve the community through data-driven decision making by a committed workforce that provides evidence-based pretrial supervision and support services, and our mission is to promote pretrial justice and enhance community safety. In fulfilling our mission, PSA assists judges 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 is presented in court, identifying detention eligibility and formulating release recommendations, as appropriate. Our recommendations are based upon the arrestee's demographic information, criminal history, and drug use and/or mental health information. For defendants who are placed on conditional release pending trial, we provide supervision and treatment services intended to reasonably assure that defendants 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] and, under the National Capital Revitalization and Self-Government Improvement Act of 1997, 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 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 significantly limits the use of money-based detention. PSA employs evidence-based practices to help judges in the District and federal court 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 our 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 Core Beliefs

PSA upholds the following core beliefs in fulfilling our mission to promote pretrial justice and enhance community safety.

1. We have a capable workforce with the necessary knowledge, skills, and abilities to execute our mission.
2. Establishing rapport among employees, judges, defendants, and other community partners is essential for creating opportunities to mitigate challenges in executing our mission.
3. Pretrial success means we implement all efforts to maximize court appearances and minimize rearrests of defendants.
4. We recommend to judges the least restrictive conditions necessary to mitigate a defendant's risk of failure to appear and/or rearrest.
5. We use supervision strategies based on a defendant's identified risk and not on bias or preset regimens.
6. Although we refer to our supervised population as *defendants*; we treat each

defendant as a ***person*** awaiting trial.

7. We make decisions based on research, data and evidence-based practices.

ABOUT PSA'S STRATEGIC PLAN

PSA presents this strategic plan for fiscal years (FY) 2022 through 2026 to the President, Congress, the Office of Management and Budget (OMB), and members of the public. This plan outlines our approach for achieving our strategic goals and objectives over the next five years.

The Government Performance and Results Modernization Act of 2010 governs the development and implementation of strategic plans.[3] These plans must articulate the mission and goals, identify strategies to achieve the goals, and determine the ways in which success is measured.

PSA strives for excellence in meeting our mission. Our strategic plan sets forth a framework of priorities and objectives that cascade throughout all levels of the Agency to guide our work in meeting our mission of promoting pretrial justice and enhancing community safety while striving for efficient Agency administration (Appendix A). Agency leaders and employees will use this plan to drive resource allocations and transform strategies into actions and measurable results. Progress will be measured routinely and collaboratively reviewed at all Agency levels. This review process facilitates thoughtful discussion on our progress and identifies opportunities for improvements and adjustments.

Our strategic plan is comprised of four strategic goals and one management objective that outline the long-term outcomes we plan to achieve. Four strategic goals focus on effective mission accomplishment, and one management objective focuses on efficient Agency administration. The four strategic goals are supported by specific objectives that target our progress. Key strategies outline how we will achieve our objectives and the performance indictors measure the impact of progress toward our goals. PSA's learning agenda (Appendix B) will examine appropriate changes to targets and/or revisions of performance indicators following the implementation of risk-based services.

The structure of our strategic plan complies with guidance from the OMB Circular A-11.[4]

PSA's FY 2022–2026 Agency Priority Goal

Agency Priority Goals (APG) rely on crosscutting Agency collaboration and execution to support improvements in near-term outcomes. For FYs 2022-2023, we will adapt our supervision services for the post-pandemic world.

The disruption of normal operations resulting from the COVID-19 pandemic created the duality of challenge and opportunity. While we were challenged to rethink traditional ways of engaging with the courts and defendants we serve, we recognized an opportunity to examine the efficacy of new supervision techniques.

As a result of the COVID-19 pandemic, the number of arrests overall decreased, but increased court case processing times led to a sharp increase in the number of days defendants remained under our supervision, resulting in the highest daily average of defendants under supervision in recent history. To ensure our continued ability to achieve the Agency's mission under these unprecedented circumstances, we were required to adapt and innovate.

To continue the effective supervision of defendants while adhering to public health guidance and requirements, we introduced virtual supervision practices. From modifying our risk assessment protocols to limiting in-person supervision to our highest-risk defendants, PSA re-engineered its business model. Specifically, and in coordination with the courts, we suspended defendant lock-up interviews, drug testing, behavioral health assessments, and referrals to treatment programs, all of which require close in-person contact. To safely maintain contact with defendants on release to PSA, we adjusted engagement based on defendants' risk levels. For defendants at higher risk of rearrest, we continued electronic monitoring, and reconfigured our office spaces to ensure the health and safety of our workforce and supervised population. For defendants at moderate to lower risk of rearrest and/or failure to appear in court, we shifted the majority of in-person reporting to phone reporting.

PSA's overall response to the pandemic, including the virtualization of supervision services, proved to be effective. We continued to meet or exceed the performance targets for all our strategic goals and safeguarded the health and safety of our workforce and defendant population, while simultaneously assessing impacts of modified supervision techniques on defendants of varying risk levels.

For FYs 2022-2023, we will use lessons learned from the COVID-19 pandemic to re-imagine how we provide supervision services in the post-pandemic period and beyond.

Specifically, we will increase our ability to:

1. Conduct diagnostic lock-up interviews via phone, when necessary;
2. Conduct virtual supervision meetings, when appropriate, with eligible defendants; and
3. Offer virtual behavioral health assessments and treatment, when appropriate, to eligible defendants.

STRATEGIC GOAL 1: JUDICIAL CONCURRENCE WITH PSA RECOMMENDATIONS

PSA promotes the fair administration of justice by recommending the least restrictive release conditions consistent with community safety and return to court. To support judicial decisions, we provide a Pretrial Services Report (PSR), which contains recommendations regarding pretrial release. In this report, we recommend, 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 testing, behavioral health assessment and treatment, global positioning system (GPS) electronic monitoring, and regular contact with a pretrial services officer (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 it is not biased with respect to race. During this strategic period, 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, we implemented a measure of PSR completeness. A PSR is deemed "complete" when it contains defendant interview responses (or documented refusal thereof), lock-up drug test results, criminal history, and release condition recommendations based on a risk assessment score, prior to the case being called in court.

Key Strategies

1. Re-validate the risk-assessment instrument for DC Superior Court to ensure it continues to maintain predictive validity and accuracy;
2. Implement a revised PSR to more effectively assist judicial officer decisions in DC Superior Court;
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;

4. Expand the judicial concurrence metric to measure judicial concurrence with PSA recommendations throughout the supervision period; and
5. Expand capacity for virtual courtroom support.

Performance Indicators

Table 1 – Performance Indicators for Strategic Goal 1: Judicial Concurrence with PSA Recommendations

Performance Indicator Area	Indicator Description	Target
Strategic Goal 1	Rate at which judges impose release conditions consistent with PSA's recommendations.	70%
Strategic Objective 1.1	Percentage of complete PSRs available prior to case being called in court.	73%

STRATEGIC GOAL 2: CONTINUED PRETRIAL RELEASE

Continued pretrial release ensures due process for defendants while minimizing the risk to public safety. During the pretrial period, defendant release may be revoked due to non-compliance with conditions of release. 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

As noted under Strategic Goal 1, PSA assesses each defendant upon intake using valid and reliable tools to determine a defendant's risk of pretrial noncompliance. Despite our long-standing commitment to risk assessment, we have traditionally utilized a program-based approach to supervision where defendants received uniform services, despite their level of assessed risk. After considerable planning, 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. To gauge the effectiveness of RBS, we implemented a measure of defendant compliance at case disposition.

Key Strategies

1. Fully implement RBS;
2. Continue improving and evaluating business processes for RBS;
3. Expand the use of virtual technologies to increase communication with defendants; and

4. Increase defendant access to community-based resources through expanded partnerships.

Performance Indicators

Table 2 – Performance Indicators for Strategic Goal 2: Continued Pretrial Release

Performance Indicator Area	Indicator Description	Target
Strategic Goal 2	Percentage of defendants on pretrial release who remain on release for the duration of the pretrial period.	85%
Strategic Objective 2.1	Percentage of defendants who are compliant with release conditions at the end of the pretrial period.	77%

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

We focus supervision resources on defendants most at risk of violating their release conditions and use graduated levels of supervision and interventions to promote compliance. Persons awaiting trial 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.

Our supervision strategy includes imposing swift and consistent responses for non-compliance with release conditions and providing appropriate incentives for defendants who consistently comply. We use 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, we use all available administrative sanctions, inform the court and, when warranted, seek judicial sanctions, including revocation of release.

We also harness the power of incentives to encourage changes in defendant behavior. Common incentives we use 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 as well as defendant satisfaction with our services.

Key Strategies

1. Prioritize sanctions and court reports for non-compliant high-risk defendants;
2. Ensure timely installation of electronic monitoring equipment; and
3. Respond timely to defendant non-compliance with conditions of release to enhance defendants' observance of court requirements.

Strategic Objective 3.2: Assessment-Driven Treatment

An effective approach for minimizing rearrests during the pretrial period is addressing underlying issues, such as substance use disorder and mental health treatment needs. After an appropriate assessment, we provide, either through contracted 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 as a substitute for, our 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 drug testing, regular supervision contact, and treatment program participation. To gauge effectiveness of these interventions, we measure defendant referral, assessment, and placement in treatment programs.

Key Strategies

1. Expand the availability of virtual assessments, as appropriate, to eligible defendants;
2. Increase virtual offerings for intensive outpatient treatment, as appropriate;
3. Ensure timely assessment and connection to behavioral health services; and
4. Ensure the use of evidence-based treatment protocols by contracted service providers.

Performance Indicators

Table 3 – Performance Indicators for Strategic Goal 3: Minimize Rearrest		
Performance Indicator Area	Indicator Description	Target
Strategic Goal 3	Percentage of supervised defendants who are not arrested for a new, papered offense* during the pretrial period.	88%
Strategic Objective 3.1	Percentage of defendants whose non-compliance is addressed timely based on risk in the following categories: • Drug Testing Infractions • Contact Infractions • Electronic Monitoring Infractions • Group Session Infractions	 80% 70% 92% 80%
Strategic Objective 3.2.1	Percentage of referred defendants who are assessed for substance use disorders and/or need for treatment.	95%
Strategic Objective 3.2.2	Percentage of eligible assessed defendants placed in substance use disorder treatment programs.	50%
Strategic Objective 3.2.3	Percentage of defendants who have a reduction in drug use for 60 days following completion of sanction-based treatment.	74%
Strategic Objective 3.2.4	Percentage of referred defendants who are screened or assessed for needing mental health treatment.	90%
Strategic Objective 3.2.5	Percentage of service-eligible defendants who are connected to mental health treatment.	70%

* An offense for which the prosecutor has decided to file charges in response to the arrest.

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 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 then is generated for notifications to the defendant (i.e., 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.

Key Strategies

1. Continue to increase the use of automated notification methods (e.g., text, email); and
2. Update templates for court date notification letters, emails and texts.

Performance Indicators

Table 4 – Performance Indicators for Strategic Goal 4: Maximize Court Appearance

Performance Indicator Area	Indicator Description	Target
Strategic Goal 4	Percentage of defendants on pretrial release who make all scheduled court appearances during the pendency of their cases.	87%
Strategic Objective 4.1	Percentage of eligible court notifications changed from mail to automated text and/or email.	25%

MANAGEMENT OBJECTIVE 1: EFFICIENT AGENCY ADMINISTRATION

PSA continuously strives for excellence and greater efficiency in meeting our customers' needs by modernizing operations and service delivery. By streamlining processes, reducing administrative costs, and strengthening internal controls, we will continue to foster a customer-centric culture that promotes transparency and accountability.

Management Sub-Objective 1.1: Foster a Culture of Transparency and Accountability

Trust is key to employee engagement and successful stakeholder partnerships. To establish trust, we are committed to promoting a culture of transparency and accountability at all levels of the enterprise. To gauge our effectiveness in maintaining these standards, we implemented qualitative measures of employee and stakeholder satisfaction.

Key Strategies

1. Strengthen internal and external communication to ensure understanding of key elements in our strategic plan; and
2. Enhance the use of project management best practices to support continued progress toward achieving our strategic goals.

Management Sub-Objective 1.2: Foster a Customer-Centric Culture

Human capital is our greatest asset, and we regularly engage our employees to assess their needs and seek their input as we develop and execute the Agency's strategic priorities. In addition, during this strategic planning period, we will expand our outreach and engagement with external stakeholders to ensure their awareness of PSA's mission, our role in the justice system and to obtain their feedback on the services we provide. We will explore new ways of interfacing with customers and stakeholders to remain apprised of their concerns, ideas, and questions. To gauge our effectiveness in maintaining a customer-centric culture, we implemented measures of employee and stakeholder satisfaction.

Key Strategies

1. Foster an inclusive environment that values employee contributions and development at all levels of the organization, addresses current and future workforce needs and prioritizes a healthy labor-management relationship;
2. Expand partnerships with federal and local agencies and community organizations to share and exchange resources to support our mission; and
3. Provide timely and accurate drug testing results for PSA and our partner agencies.

Management Sub-Objective 1.3: Continuously Improve PSA's Internal Services

PSA divides personnel into direct mission roles within the Division of Defendant Engagement and System Support (DESS) and mission- support roles within the Division of Management and Administration (MA) (see, Appendix C for our organizational structure). Consistent with our commitment to a customer-centric culture, we view DESS employees as customers of all MA services and continuously strive to improve the employee experience with our internal services. To gauge employee experience with internal services, we implemented measures of progress in areas across Agency administration that include people, processes, and technology.

Key Strategies

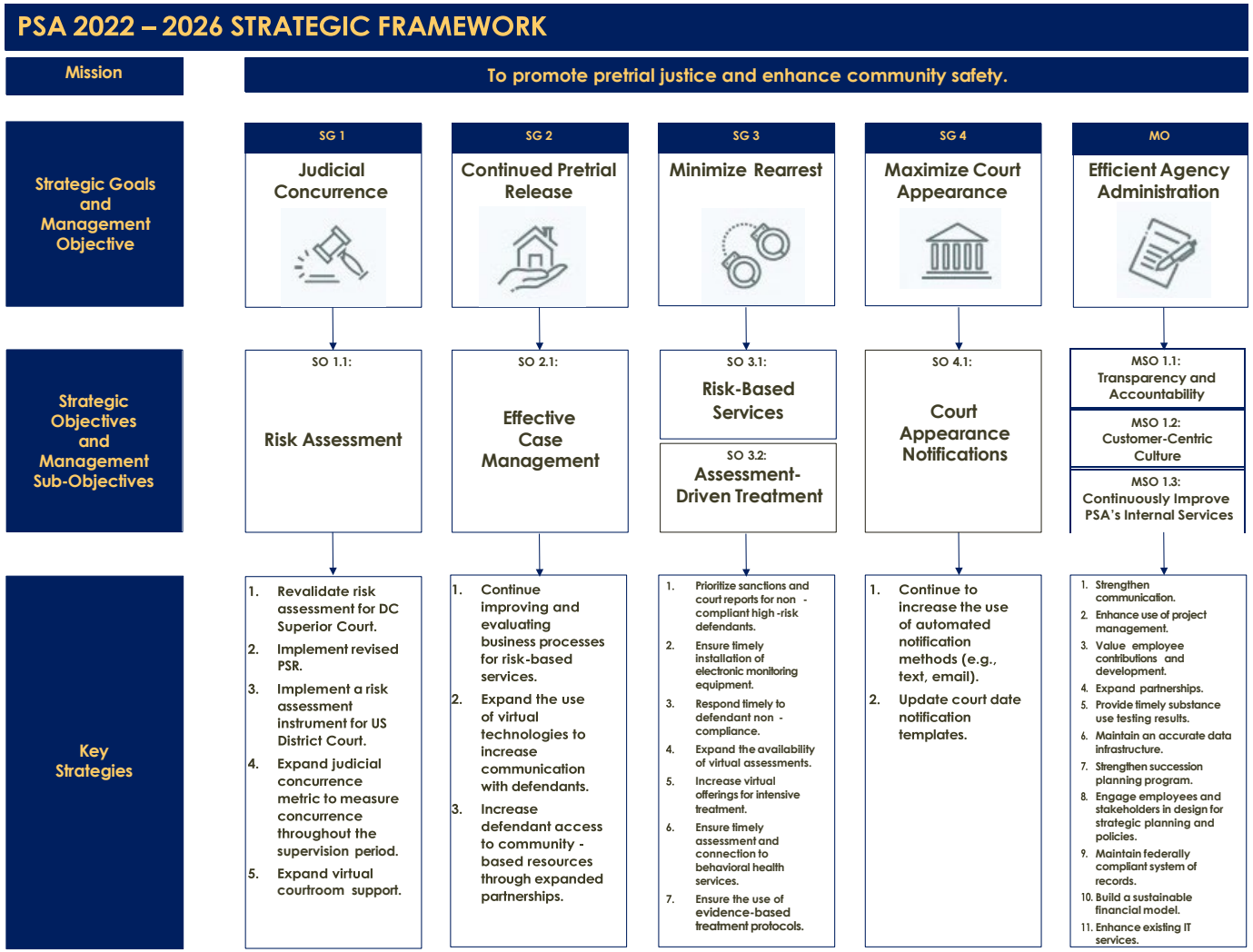
1. Maintain a data infrastructure that supports accurate performance monitoring and informed decision making;
2. Strengthen our succession planning program to promote seamless continuity of Agency operations;
3. Promote collaboration among employees and stakeholders in the development of Agency strategic plans and policies;
4. Continue to develop and maintain an orderly and federally compliant record management system to document business processes;
5. Build a sustainable, transparent and collaborative financial model that effectively directs resources to strategic priorities;
6. Ensure functional information technology systems and services that meet internal and external stakeholders' needs and adhere to federal information security and storage requirements.

Performance Indicators

Table 5 – Management Objective 1: Efficient Agency Administration		
Performance Indicator Area	Indicator Description	Target
Management Sub-Objective 1.1.1	Engagement of employees as measured through U.S. Office of Personnel Management's Federal Employee Viewpoint Survey (FEVS).	70%
Management Sub-Objective 1.1.2*	Maintenance of high standards of honesty and integrity from senior leadership.	66%
Management Sub-Objective 1.1.3*	Managers' communication of our organizational goals.	74%
Management Sub-Objective 1.1.4*	Managers' promotion of communication among different work units.	61%
Management Sub-Objective 1.1.5*	Employee satisfaction with information received from management.	65%
Management Sub-Objective 1.2.1	Timely response to all court orders, subpoenas, requests for Agency action.	75%
Management Sub-Objective 1.2.2	Timely response to court orders for case sealing and expungement.	75%
Management Sub-Objective 1.2.3	Maintenance of memoranda of understanding and letters of agreement that formalize PSA's strategic partnerships.	10
Management Sub-Objective 1.2.4	Timely dissemination of drug testing results to PSA, CSOSA, and other partners.	4 business days
Management Sub-Objective 1.3.1	Quality and accuracy of drug testing as measured by performance on external proficiency tests.	75%
Management Sub-Objective 1.3.2	Timely disposition of records through transfer to the Federal Records Center (FRC).	Yes/No
Management Sub-Objective 1.3.3	An unmodified opinion on financial statements with no noted material weaknesses or significant deficiencies.	Yes/No
Management Sub-Objective 1.3.4	Timely completion of annual safety inspections.	Yes/No
Management Sub-Objective 1.3.5	Timely resolution of facilities helpdesk tickets.	95%
Management Sub-Objective 1.3.6	Up-time for critical information technology systems.	95%

*Source is the Annual Federal Employee Viewpoint Survey

APPENDIX A: STRATEGIC FRAMEWORK



APPENDIX B: PSA'S LEARNING AGENDA

PSA's learning agenda is designed to assess the efficacy and effectiveness of our defendant engagement activities, specifically risk-based services (RBS), and stakeholder satisfaction as we move towards full implementation of RBS. Our efforts are focused on continuous evaluation and ongoing improvement of our services to ensure fidelity to evidence-based practices and data-driven decision-making. This learning agenda provides key research and evaluation questions for the four strategic goals (SG) and one management objective as described in our FY 2022-2026 Strategic Plan:

- SG 1 – Judicial concurrence with PSA recommendations;
- SG 2 – Continued pretrial release;
- SG 3 – Minimize rearrest;
- SG 4 – Maximize court appearance; and
- Management Objective – Efficient Agency administration.

Evaluation plans are developed based on the Agency's high priority areas as identified throughout the planning period.

PSA's Learning Agenda for FYs 2022-2026				
Evaluation Plan	Purpose	Evaluation Questions	Activities	Milestones
SG1: Judicial Concurrence with PSA Recommendations				
Risk Assessment	Ensure cut points are appropriately set*	Are PSA's existing risk level cut points appropriate given defendant outcomes?	Evaluate rearrest/failure-to-appear (RA/FTA) outcomes in relation to defendants' assessed risk to determine if cut point adjustments are needed.	Monitor outcomes for defendants by risk level. Implement cut point adjustments, as needed.
	Implement a new risk assessment instrument (RAI) specific to US District Court (USDC).	What impact will implementation of the new risk assessment have on PSA recommendations at arraignment? What impact will the implementation of the new risk assessment have on the override rate?	Implement the new RAI for USDC cases.	Implement use of new RAI for USDC. Evaluate the impact of implementing the new risk assessment on the override rate.

PSA's Learning Agenda for FYs 2022-2026				
Evaluation Plan	Purpose	Evaluation Questions	Activities	Milestones
Risk Assessment - continued	Revalidate the RAI.	Does the existing RAI continue to perform with predictive efficacy? Can the RAI be improved by modifying the risk factors or weights applied to those risk factors that calculate overall risk scores? Does the RAI continue to control, to the extent possible, for bias with respect to race? Does the RAI indicate any increased risks associated with gun-related arrests, and/or convictions?	Revalidation the RAI model using an independent contractor.	Acquire and execute a contract. Revalidate and deploy the RAI. Evaluate revalidated RAI.

Evaluation Plan	Purpose	Evaluation Questions	Activities	Milestones
SG 2: Continued Pretrial Release				
Effective Case Management	Review show cause hearing requests for removal from PSA supervision.	Does implementation of RBS result in increased requests for removal from PSA supervision? How often are PSA requests for removal from PSA supervision granted?	Evaluate the impact of increased requests for removal from PSA supervision on the continued pretrial release rate.	Monitor for any increases in requests for removal from PSA supervision and impact on continued pretrial release rates. Report findings and adjust targets for continued pretrial release rates, as needed.
SG 3: Minimize Rearrest and SG 4: Maximize Court Appearance				
Electronic Monitoring (EM)	Determine if the most appropriate defendants are placed on EM.	Are there differences in outcomes by risk level for defendants on EM?	Measure and compare RA/FTA rates for defendants on EM and not on EM.	Conduct review of outcomes for defendants on EM by risk level. Establish performance metrics to measure the efficacy of EM.

Evaluation Plan	Purpose	Evaluation Questions	Activities	Milestones
Management Objective 1: Efficient Agency Administration				
Customer-Centric Culture	Evaluate stakeholder satisfaction with RBS.	How satisfied are our stakeholders with RBS?	Measure stakeholder satisfaction with RBS.	Develop surveys. Administer surveys, complete analysis, and provide report.
Performance Indicators				
Performance Indicators	Review performance indicators.	What modifications are required to our current performance indicators to account for the changes in business practices required as a result of the implementation of RBS?	Continue with the Quarterly Agency Performance Review Committee to examine revisions to targets, definitions and performance measures.	Define how strategic goals and strategic objectives will be measured under RBS. Measure and report rates, adjust metrics and update corresponding policy as needed.

* Cut points are specified values selected between 0 and 100 to categorize defendants' assessed risk levels.

APPENDIX C: AGENCY ORGANIZATIONAL STRUCTURE