

Pretrial Services Agency for the District of Columbia



Fiscal Year 2026 Congressional Budget Justification & Fiscal Year 2024 Agency Performance Report

Fiscal Year 2026

May 30, 2025

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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 the Nation's Capital. 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 risk mitigation 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

PSA's current caseloads include individuals with charges ranging from misdemeanor property offenses to homicide. During fiscal year (FY) 2024, PSA served 27,188 arrestees and defendants. The agency supervised 15,676 defendants on pretrial release, which corresponds to an average of 7,995 defendants on any given day. Most defendants (93 percent) are awaiting trial in DC Superior Court, with a smaller number (7 percent) awaiting trial in US District Court. PSA provided services to an additional 11,512 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 their first appearance in court. Additionally, PSA conducted drug testing for 7,572 non-defendants, bringing the agency's total responsibility to 34,760 individuals throughout the year. As of April 30, 2025, PSA has engaged 23,548 arrestees and defendants, of which 13,678 were assigned to the agency for supervision. The agency's average daily population is 8,510.

During FY 2024, defendants remained under supervision for an average of 110 days. This average is closer to trends prior to the onset of the COVID-19 pandemic. Before the pandemic, defendants remained under supervision for an average of 94 days in FY 2019. 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. The average number of days declined in FY 2022 and FY 2023; however, the average number of days rose slightly in FY 2024.

The District of Columbia 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

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.)

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 achieves its statutory mandates, 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 and a fairer and more effective system of release and detention.

A. A MODEL FOR PRETRIAL JUSTICE

PSA's drug testing and innovative supervision and risk mitigation 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 stakeholder education 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 risk-mitigation alternatives to incarceration; and supervision techniques for defendants charged with non-violent offenses. Most recently we have held in-person technical assistance with various entities, including judiciary officials from Tbilisi, Georgia and the Connecticut Sentencing Commission. In FY 2025, PSA is working with the United States Department of State Bureau of International Narcotics and Law Enforcement Affairs on a series of technical sites visits for its program managers that oversee regions around the world.

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 instrument was last revalidated in 2018, and is currently undergoing revalidation review, with a projected completion date during FY 2025.

To leverage its long-standing investment in risk assessment, in FY 2023, after considerable planning, PSA transitioned 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 assessed risk and needs levels. This individualized approach, which comprises all supervision and risk-mitigation 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.

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, 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).

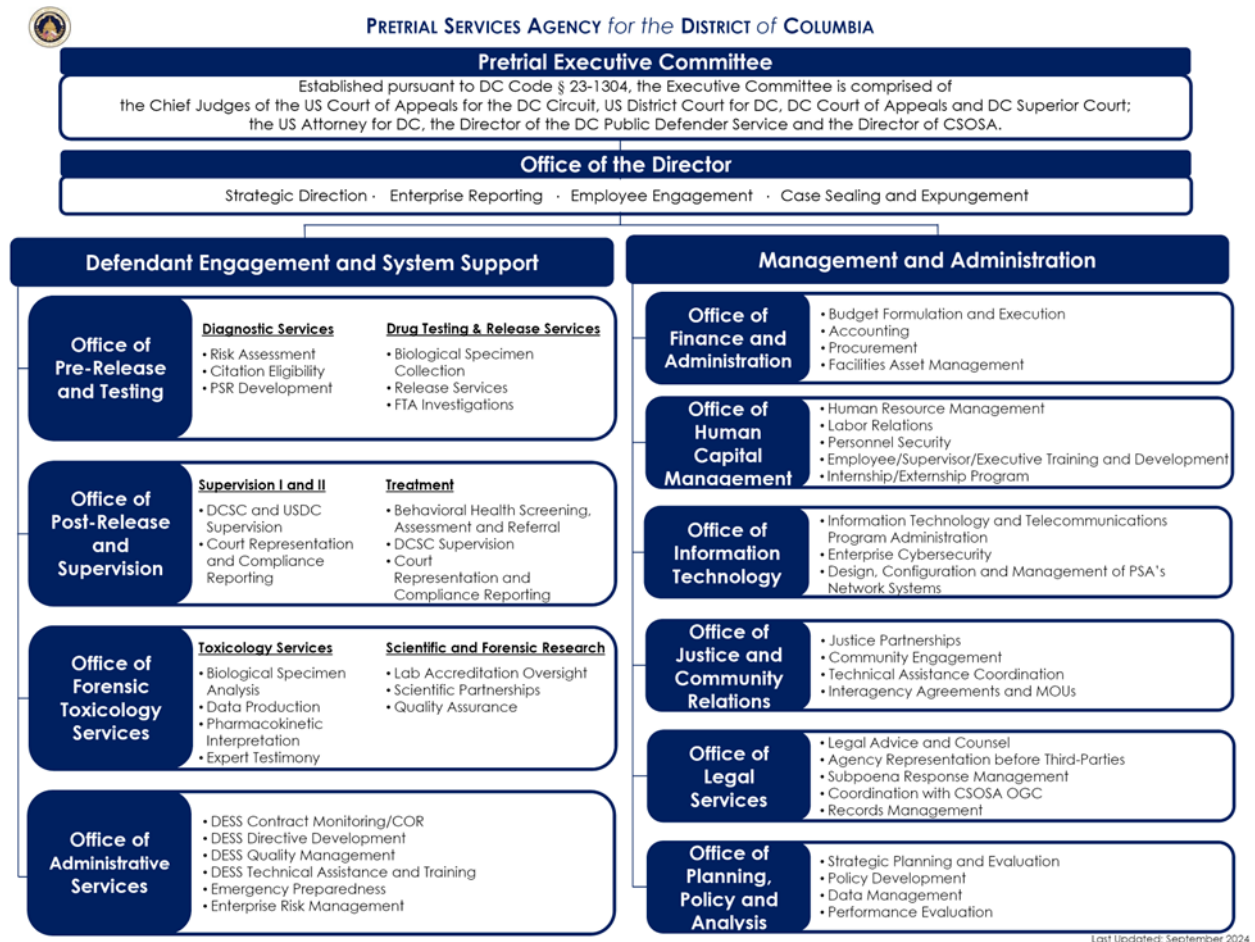


Figure 1. PSA Organizational Chart

A. DEFENDANT ENGAGEMENT AND SYSTEM SUPPORT (DESS)

DESS provides diagnostic, supervision, and risk mitigation 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, risk mitigation assessment and services, 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 to 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 investigate the criminal history of defendants arrested and charged with certain DC Code offenses in the DC Superior Court. PSA has US District Court Teams that interview and investigate the criminal history of defendants arrested and charged with U.S. Code offenses in the US District 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 arraigned or receive court-ordered release conditions after a subsequent hearing, they report to the Release Services Team to review their release conditions. This engagement helps support the defendant's transition to pretrial supervision and compliance with the court's expectations.

2. Post-Release and Supervision

The Office of Post-Release and Supervision is responsible for supervision, risk mitigation interventions, 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, release condition recommendations, and facilitation of necessary referrals.

PSA's Treatment Unit is designed for defendants with 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' behavioral health needs and assists PSO's in making appropriate referrals for mental health 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 (SUD) 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). SBTT is intended for individuals not eligible for Drug Court but in need of intensive substance use disorder 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.

The Specialized Supervision Team administers the DC Superior Court Mental Health Community Court (MHCC) program. MHCC 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), Superior Court Trial Lawyers Association, the DC Department of Behavioral Health (DBH), and PSA. Through MHCC, the collaborating partners work together to help defendants with misdemeanor and non-violent felony charges who have serious mental health condition improve their mental health condition and become law abiding citizens. PSA's Specialized Supervision Team collaborates with DBH to assist participants with connecting to mental health services and SUD treatment. Participants have immediate access to SUD treatment and receive specialized care, including individual and group therapy

for trauma-impacted individuals obtain services, remain arrest free, adhere to conditions of release and return to court.

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 CSOSA Community Supervision Program (CSP), and certain juveniles and respondents with cases in DC Superior Court Family Division.

Urine specimens are screened for up to 19 illicit substances: marijuana, phencyclidine (PCP), opiates (codeine/morphine), methadone, cocaine, heroin, amphetamines, 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) and liquid chromatography with tandem mass spectrometry (LC-MS-MS) to confirm drug test results to enhance PSA's ability to test for emergent opioids and synthetic compounds. Toxicologists conduct levels analyses or pharmacokinetics interpretation to determine whether detected drugs indicate 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 the division and the agency. OAS supports DESS offices by facilitating the acquisition cycle, facilitating issuing directives, improving business processes and quality management, and providing technical assistance and training to law enforcement officers and other staff. OAS supports the PSA enterprise by establishing and managing the Enterprise Risk Management program, Internal Control program, Emergency Management program, and Operations Security 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, financial audits, 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; personnel policies and personnel security. OHCM also includes the Training and Career Development Unit (TCDU), which designs, develops, and manages a diverse training portfolio for the agency; assesses agency training needs; develops curricula; and designs, develops, procures, and delivers training courses; and manages our internship and pathways program. 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. OIT also creates and maintains any information technology-related standards, policies, and procedures. OIT regularly reviews and assesses PSA's technological environment to ensure it leverages current technology and is compliant with Federal mandates and standards. The Service Delivery Unit (SDU) is responsible for the configuration, maintenance, upkeep, and administration of PSA's hardware, software, and major systems on the network. User Management, which consists of updating and administration of user account permissions on the network is done by OIT. The Application Program Interfaces (APIs) with internal/external stakeholders are designed and maintained by the Applications Development Unit (ADU). OIT's cybersecurity program is facilitated by the Information Technology Management Unit (ITMU) and ensures that the environment is following the Federal Information Security

Modernization Act (FISMA). OIT 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. OLS also includes the Records and Information Unit (RIMU), which is responsible for implementing, managing, evaluating, and maintaining the agency's records management program for both core mission and administrative records.

6. Planning, Policy and Analysis

The Office of Planning, Policy and Analysis (OPPA) uses evidence-based approaches to inform planning, directives, 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, agency directives, evidence-based research and analyses, and dashboard development. OPPA routinely tracks and ensures accurate reporting of agency performance data.

III. PRESIDENT’S BUDGET 2026 REQUEST

Between Fiscal Years 2017 and 2021, PSA implemented significant reductions in staffing and defendant programming and employed measures of last resort to ensure that the agency’s limited 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 and held the budget stable for FY 2024. The increased funding enabled PSA to sustain operations, begin to restore PSA’s FTE count to meet the demand for current services and stabilize its financial posture. These funding levels allowed PSA to restore its onboard FTE count, reduce PSO caseloads and build much needed depth in coverage for key agency support functions. Without this continued level of funding and the authority to hire for all funded positions, momentum on these restoration efforts will stop, and the agency will again be forced to modify and/or reduce mission critical defendant services.

PSA appreciates that FY 2026 continues to present unique financial challenges for the country. PSA’s annual operations funding at FY 2025 enacted levels is \$83,479,000. The FY 2026 Budget includes a reduction of \$232,000 from the FY 2025 Enacted funding level for annual operating requirements and salaries. No multi-year funds for relocation of PSA from 633 Indiana Avenue to consolidated HQ facility are requested. Funding below the FY 2026 Budget 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.

PSA’s FY 2026 Congressional Budget Justification includes \$83,247,000 in annual funding supporting 371 FTE and no three-year relocation funding.

Pretrial Services Agency for the District of Columbia FY26 Summary of Changes				
	FTE	Annual Amount \$(000)	Three- Year Amount \$(000)	Total Appropriation Amount \$(000)
FY 2023 Enacted Budget ¹	371	79,439	998	80,437
FY 2024 Enacted Budget ²	371	83,479	2,503	85,982
FY 2025 Enacted ³	371	83,479	2,503	85,982
Changes to Base:				
Non-Reoccurring FY 2025 Resources	-	(232)	(2,503)	(2,735)
Sub-Total, Changes to Base	-	(232)	(2,503)	(2,735)
FY 2026 Base	371	83,247	-	83,247
FY 2026 Requested Program Changes:				
Sub-Total, Requested Program Changes	-	-	-	-
FY 2026 PSA Budget Request	371	83,247	-	83,247
Increase (Decrease) versus FY 2025 Enacted Budget	-	(232)	(2,503)	(2,735)
Percent Increase (Decrease) versus FY 2025 Enacted Budget	0%	-0.28%	-100.00%	-3.18%

Figure 2.

¹ 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).

² The FY 2024 Enacted Budget includes \$2,503,000 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).

³ The FY 2025 PSA Enacted Budget includes \$2,503,000 in Three-Year (FY 2025-2027) funding for costs associated with a replacement lease for PSA's 633 Indiana Avenue, NW, locations and related facilities. These funds represent FY 2025 full year CR enacted for relocation resources.

Pretrial Services Agency – FY 2026 Adjustments to Base	(\$2,735,000)	0 FTE
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FY 2026 Reduction	(\$232,000)	0 FTE
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Non-Recurring Headquarters Relocation	(\$2,503,000)	0 FTE
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PSA is not requesting additional multi-year relocation funds in FY 2026.

Pretrial Services Agency – FY 2026 Program Changes	\$0	0 FTE
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Pretrial Services Agency for the District of Columbia President's Budget (PB) 2026 Summary of Obligations by Object Class <i>(in Thousands of Dollars)</i>								
Object Class and Description	FY 2022 Actual	FY 2023 Actual	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Budget Request	Change FY26 to FY25		
						\$	Percent	
11.1 Full-Time Permanent	35,062	40,403	45,073	43,755	45,059	1,304	3%	
11.5 Other Personnel Compensation	899	1,083	1,184	1,122	1,122	0	0%	
12.1 Civilian Personnel Benefits	18,179	18,944	22,161	21,010	21,216	206	1%	
Personnel Compensation and Benefits Total	54,139	60,430	68,418	65,887	67,397	1,510	2%	
21.0 Travel and Transportation of Persons	0	60	1	20	5	(15)	-75%	
23.1 Rental Payments to GSA	3,306	3,092	4,899	5,585	5,585	0	0%	
23.2 Rental Payments to Others	2,278	2,103	111	113	113	0	0%	
23.3 Communications, Utility & Miscellaneous Charges	621	736	750	706	706	0	0%	
24.0 Printing and Reproduction	20	19	18	14	15	1	7%	
25.1 Advisory and Assistance Services	847	767	500	439	197	(242)	-55%	
25.2 Other Services from Non-Federal Sources	3,993	5,193	5,088	6,140	5,130	(1,010)	-16%	
25.3 Other Goods and Services from Federal Sources	1,752	1,336	1,300	2,058	2,058	0	0%	
25.4 Operation and Maintenance of Facilities	31	146	65	229	210	(19)	-8%	
25.7 Operation and Maintenance of Equipment	186	465	500	540	371	(169)	-31%	
26.0 Supplies and Materials	570	1,241	750	1,327	1,110	(217)	-16%	
31.0 Equipment (& Furniture)	3,377	3,850	1,079	421	350	(71)	-17%	
Non-personnel Costs Total	16,981	19,009	15,061	17,592	15,850	(1,742)	-10%	
Gross Obligations Total	71,120	79,439	83,479	83,479	83,247	(232)	-0.28%	

Figure 3.

Lease Prospectus Obligation by Object Code							
Object Class and Description	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	Change FY26 to FY25	
	Actual	Enacted	Enacted	Budget Request	Budget Request	\$	Percent
23.1 Rental Payments to GSA	7,304	0	0	0	0	0	0%
25.2 Other Services from Non-Federal Sources	0	998	2,503	2,503	0	0	0%
Gross Obligation Total	7,304	998	2,503	2,503	0	0	0%

Figure 4.

Pretrial Services Agency for the District of Columbia
President's Budget (PB) 2026 Summary of FTEs by Pay Grade
(in Thousands of Dollars)

Description	FY 2022		FY 2023		FY 2024		FY 2025		FY 2026		2025 to 2026	
	Actual		Actual		Enacted		Enacted		Budget Requested		Change	
Grade	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
SES	3	\$580	3	\$595	3	\$625	4	\$830	4	\$830	0	\$0
GS-15	11	\$1,824	11	\$1,874	11	\$1,978	10	\$2,018	10	\$2,018	0	\$0
GS-14	40	\$5,929	48	\$6,855	49	\$7,489	53	\$7,819	53	\$7,819	0	\$0
GS-13	64	\$8,097	74	\$9,373	74	\$9,972	61	\$8,289	61	\$8,289	0	\$0
GS-12	170	\$17,368	179	\$19,400	179	\$20,976	191	\$22,156	191	\$22,156	0	\$0
GS-11	10	\$797	10	\$818	9	\$797	6	\$521	6	\$521	0	\$0
GS-09	16	\$1,183	16	\$1,215	16	\$1,298	15	\$1,197	15	\$1,197	0	\$0
GS-08	4	\$293	4	\$301	4	\$314	2	\$165	2	\$165	0	\$0
GS-07	15	\$940	17	\$1,031	17	\$1,265	22	\$1,670	22	\$1,670	0	\$0
GS-06	0	\$0	1	\$53	1	\$58	0	\$0	0	\$0	0	\$0
GS-05	11	\$172	8	\$444	8	\$467	7	\$395	7	\$395	0	\$0
Total	344^A	\$37,183	371^B	\$41,959	371	\$45,239	371	\$45,059	371	\$45,059	0	\$0

Figure 5.

^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

IV. STRATEGIC FRAMEWORK

PSA's Strategic Plan sets forth the agency's priorities, goals and objectives that 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), regularly reviewed with staff at all levels of the organization. These reviews promote thoughtful discussion on agency advancement, highlight areas of success and help staff to identify opportunities for improvements and adjustments.

PSA's FY 2022–2026 Strategic Plan is composed of four strategic goals and one management objective that outline the long-term outcomes the agency plans 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 PSA's success. Key strategies outline how the agency will achieve its objectives, and the performance indicators measure progress toward goals.

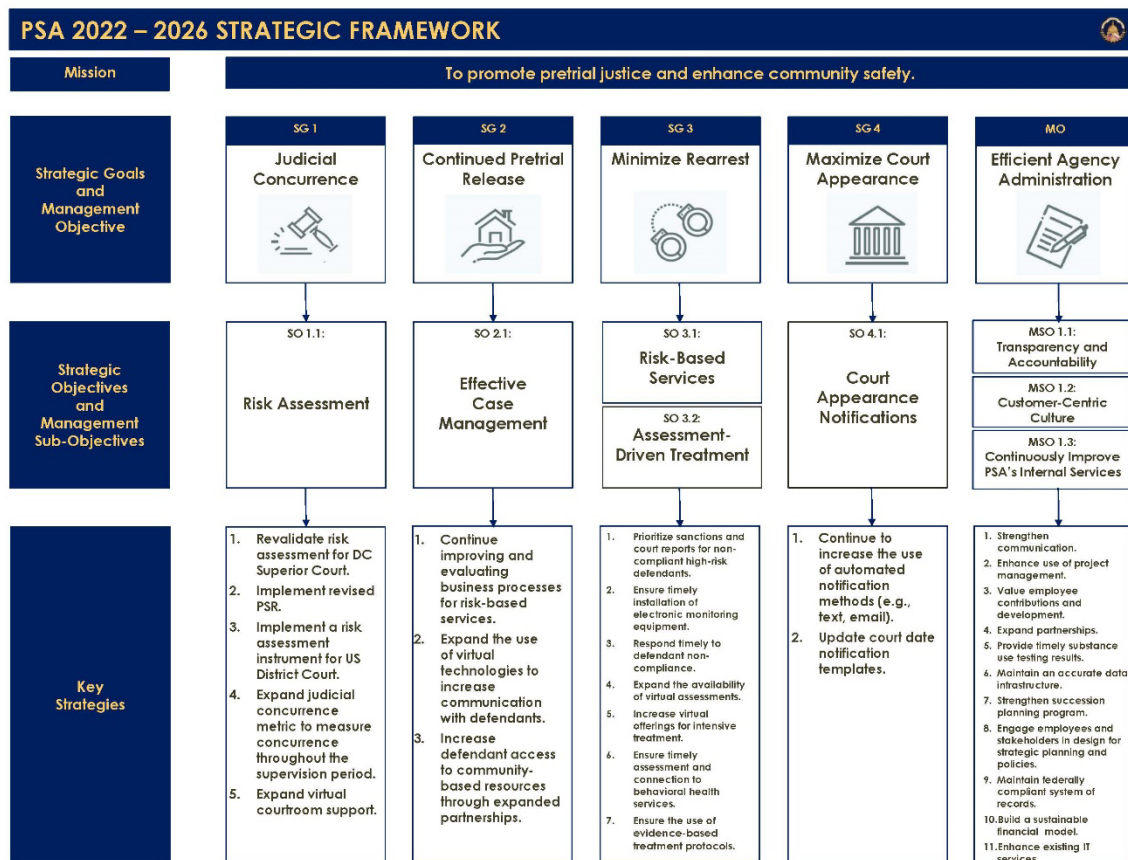







Figure 6. PSA's FY 2022–2026 Strategic Framework

V. PROGRAM PERFORMANCE

PSA exceeded or was within acceptable performance on all four strategic goals in FY 2024. These results were achieved through innovative supervision and management practices. PSA continued to implement data-driven decision-making and enhance its risk-based-services supervision model throughout the year, customizing release conditions and supervision based on each defendant's assessed risk levels for *failure to appear* and *rearrest*. These practices demonstrate PSA's commitment to continuous improvement, ensuring PSA will remain a leader among pretrial services agencies.

As outlined in the Learning Agenda, PSA is reviewing all performance indicators and developing recommendations for changing or incorporating new measures that align with the PSA mission. This work will continue as PSA begins strategic planning efforts for the FY 2026–2030 period.

Table 1. Overall Performance by Strategic Goal

Performance Indicator		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
Strategic Goal 1	Judicial Concurrence with PSA Recommendations	79%	84%	76%	69%	75% 	70%
Strategic Goal 2	Continued Pretrial Release	85%	89%	89%	86%	84% 	85%
Strategic Goal 3	Arrest Free Rate	88%	90%	93%	92%	89% 	88%
	(Violent Crimes)	99%	98%	99%	99%	99% 	97%
Strategic Goal 4	Court Appearance Rate	91%	92%	89%	87%	86% 	87%

PSA exceeded or was within acceptable performance on all measures. The one-percentage point differences from the targets on Strategic Goals 2 and 4 were statistically insignificant. Each rate fell within statistical confidence and of the target.

While PSA continued to exceed or perform acceptably on all strategic goals during FY 2024, the continued pretrial release rate decreased while staying within the statistical confidence of the target. This decrease was anticipated with the transition to Risk-Based Services (RBS), under which defendants may be recommended for higher or lower initial levels of supervision, and/or recommended for revocation with greater frequency than the previous supervision model. Further, changes to local laws and prosecutorial approaches have impacted release rates, which will continue to be monitored, and

performance targets adjusted to account for the changes, as needed. Conversely, judicial concurrence with PSA recommendations improved substantially over the past year.

PSA continues to regularly monitor outcomes, engage in routine communication with our criminal justice partners, and implement additional staff training on new procedures.

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 judicial orders, PSA implemented a measure to assess the extent to which judges concur with and implement PSA’s initial release conditions.

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

Table 2. Performance Indicators for Strategic Goal 1

Performance Indicator		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
Strategic Goal 1	Judicial Concurrence with PSA Recommendations	79%	84%	76%	69%	75% ●	70%
Strategic Objective 1.1	Risk Assessment (e.g., Completed PSRs) ^a	73%	N/A	N/A	73%	72% ●	73%

PSA exceeded or was within acceptable performance on all measures. The one-percentage point difference from the target on Strategic Objective 1.1 was statistically insignificant. Each rate fell within statistical confidence and of the target.

^a 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.

While PSA exceeded its overall performance target for Strategic Goal 1: *Judicial Concurrence with PSA Recommendations*, performance on the goal's strategic objective related to PSR completeness decreased slightly. The agency will continue to monitor performance on the overall goal and supporting objective and conduct additional analyses on factors impacting performance, as needed.

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 embarked on revalidating 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; 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 District Court (RADCC)], which is a scientifically based instrument to improve the efficiency and effectiveness of pretrial supervision. Use of this instrument enhances the agency's ability to provide a comprehensive summary to the US District Court of each defendant's demographic information, criminal history, and recommended release conditions. It also aligns PSA with other federal judicial districts nationwide.

3. Review the judicial concurrence metric to determine if this measure is consistent with the PSA mission and accurately reflects PSA performance and impact.

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. These recommendations are amongst the information considered by judges when making the final determination of a defendant's pre-trial status. PSA is reviewing this measure to determine how it aligns with the PSA mission as part of the development of the FY 2026 – 2030 strategic plan.

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 remaining in the community. To gauge the effectiveness of our supervision services, PSA 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

Table 3. Performance Indicators for Strategic Goal 2

Performance Indicator		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
Strategic Goal 2	Continued Pretrial Release	85%	89%	89%	86%	84% ●	85%
Strategic Objective 2.1	Compliance with Release Conditions (e.g., Closeout Assessment)	74%	68%	78%	77%	73% ■	77%

PSA exceeded or was within acceptable performance on Strategic Goal 2. The one-percentage point difference from the target on Strategic Objective 2 was statistically insignificant. The rate fell within statistical confidence and of the target.

Both RBS implementation and changes to local laws and prosecutorial approaches have demonstrated impacts on release rates. PSA will continue to monitor the impact, modify supervision strategies, and adjust performance targets to account for factors impacting agency operations.

Key Strategies Supporting Strategic Direction

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

In FY 2024, PSA implemented the initial post-deployment evaluation plan for RBS, which included the establishment of an agency wide Risk-Based Services Evaluation Workgroup. The evaluation plan was developed to appraise the efficacy and fidelity of the new operating model. The initial review phase resulted in the modification of several supervision protocols, including release condition recommendations,

responses to defendant non-compliance, addressing barriers and obstacles to supervision success, and reprioritizing services for the highest risk defendants. In addition, PSA updated its case audit process to include RBS processes and procedures. Case audits and reviews resulted in PSA updating and creating additional guidance to support and improve staff application of RBS protocols as well as the audit process to assess performance. PSA will continue to conduct analyses to monitor the efficacy and effectiveness of RBS.

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

PSA continues to leverage technology to communicate with defendants to remind them of court dates, and complete mental health screenings and substance use disorder (SUD) assessments. Increased reliance on these technologies requires regular monitoring and updates to ensure compliance with cybersecurity and other information technology standards.

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

PSA continues to 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 relevant and geographically specific community-based resources to address identified needs. In FY 2024, PSA increased its presence during key stakeholder events, including the Summer Crime Initiative activities with the Metropolitan Police Department (MPD) and various job fairs, and hosted a Defendant Resource Fair, and various job fairs. This type of outreach is vital to strengthening the connection between PSA and the communities it serves.

STRATEGIC GOAL 3: MINIMIZE REARREST

PSA supervision is designed to mitigate defendant risk, address needs that may impact defendant success, and help defendants remain arrest-free. To gauge the agency's effectiveness in minimizing rearrests, PSA measures the rate at which defendants remain arrest-free during the pretrial period.

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 supervision strategies, the agency implemented measures to evaluate the rate of response to defendant misconduct (e.g., drug use, contact, electronic monitoring, and group session infractions).

Strategic Objective 3.2 Assessment-Driven Risk Mitigation Services

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 formal assessments and screenings are conducted and needs identified, PSA provides appropriate behavioral health services through contract services or referrals that are aligned with risk-based priority.

Risk mitigation services 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, PSA measures defendant referral, assessment, and placement in risk mitigation programs.

Performance Indicators

Table 4. Performance Indicators for Strategic Goal 3

Performance Indicator		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
Strategic Goal 3	Arrest-Free Rate (Overall)	88%	90%	93%	92%	89% ●	88%
	Arrest-Free Rate (Violent Crimes)	99%	98%	99%	99%	99% ●	97%
Strategic Objective 3.1.1	Response to Defendant Conduct (Drug Infractions)	91%	93%	91%	95%	95% ●	80%
	Response to Defendant Conduct (Contact Infractions)	93%	88%	86%	94%	90% ●	70%

	Response to Defendant Conduct (Electronic Monitoring Infractions)	94%	98%	98%	97%	94% ●	92%
	Response to Defendant Conduct (Group Session Infractions) ^a	78%	N/A	80%	87%	87% ●	80%
Strategic Objective 3.2.1	Substance Use Disorder (SUD) Assessments ^a	95%	N/A	N/A	100%	99% ●	95%
Strategic Objective 3.2.2	Placement into Substance Use Disorder (SUD) Treatment ^a	33%	N/A	N/A	49%	62% ●	50%
Strategic Objective 3.2.3	Reduction in Drug Use ^a	85%	N/A	N/A	87%	69% ■	74%
Strategic Objective 3.2.4	Mental Health Screenings ^a	84%	N/A	N/A	97%	96% ●	90%
Strategic Objective 3.2.5	Connection to Mental Health Services	92%	N/A	N/A	78%	71% ●	70%

^a Rates are not reported for this performance measure for FY 2021 and FY 2022 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.

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 its established target was Strategic Objective 3.2.3, Reduction in Drug Use.

For much of the year, PSA operated with only one contracted residential treatment program for defendants with SUDs, which limited the number of defendants that could be placed and increased wait times for placement. These obstacles impacted the agency's ability to effectively address defendant drug use. To address these issues, PSA is working to secure additional residential treatment providers for FY 2025. Additionally, the agency continues to offer virtual assessment and treatment offerings, where appropriate.

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 updated its priority reporting system to assist with expediting judicial responses to non-compliance by high-risk defendants. PSA designates reports as “high priority” when high-risk defendants are declared a loss of contact, violate a stay away order or when a defendant (irrespective of risk level) threatens or assaults someone, or tampers with electronic monitoring equipment. With the introduction of RBS, PSA has further refined reports to aid in judicial decision making, focusing on expediting decisions for defendants at the 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. Judicial requests for courthouse installations of EM equipment 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 transition to RBS, a Risk-Based Graduated Response Guide was developed to assist Pretrial Services Officers (PSOs) with identifying appropriate responses to non-compliant behaviors within one to three business days based on a defendant's risk-level. Conversely, PSA also offers appropriate incentives to defendants who consistently comply to encourage their positive behavior.

Key Strategies Supporting Strategic Direction (Strategic Objective 3.2)

1. Expand the availability to conduct virtual assessments, as appropriate, for 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 assessments and screenings when requested by judges. For assessments and screenings that identify emergency or urgent needs, referrals for service are provided immediately. For assessments and screenings that reveal non-emergency needs, referrals for service are provided within five business days. Connection to services is dependent on resource availability. PSA monitors defendant needs and access to resources to ensure defendants receive the services they require.

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

PSA routinely evaluates treatment curricula utilized by contracted service providers to ensure the use of evidence-based protocols and fidelity of program administration. Provision of innovative risk mitigation services that meet defendant needs is vital to PSA's 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 fundamental outcome measures for pretrial programs. Within PSA, this strategic goal is measured by the defendant appearance rate, which indicates the percentage of cases where defendants on pretrial release make all scheduled court appearances during the fiscal year.

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, PSA implemented a measure to determine the rate of court appearance according to the preferred notification method.

Performance Indicators

Table 5. Performance Indicators for Strategic Goal 4

Performance Indicator		FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024–2026
Performance Description		Actual	Actual	Actual	Actual	Actual	Target
Strategic Goal 4	Court Appearance Rate	91%	92%	89%	87%	86% ●	87%
Strategic Objective 4.1	Court Notification Automation	28%	29%	43%	52%	48% ●	25%

PSA exceeded or was within acceptable performance on all measures. The one-percentage point difference from the target on Strategic Goal 4 was statistically insignificant. Each rate fell within statistical confidence and of the target.

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).

To minimize the likelihood of failure to appear, PSA notifies defendants of upcoming court dates. To ensure timely and effective communication, PSA has increased the automation of these reminders based on a defendant's preferred contact method. Because text message reminders have proven to be highly effective, PSA will continue to promote their use when appropriate.

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

PSA has reviewed the current templates for court date notification reminders and recommendations for enhancing them are currently under review. In FY 2025, PSA will conduct an internal evaluation of the effectiveness of the revised court reminders with a continued focus on improving communications between PSA and defendants regarding future court dates.

B. FY 2024 KEY AGENCY ACCOMPLISHMENTS

In FY 2024, PSA continued to advance its mission of promoting pretrial justice and enhancing community safety in the nation's capital. PSA focused on innovative approaches to meet its mission, focusing on enhanced services and performance improvement. 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 FY 2024 PSA implemented the initial phase of the evaluation plan for RBS which included the establishment of an agency-wide Risk-Based Services Evaluation Workgroup (RBSE). The evaluation plan was launched to appraise the efficacy and fidelity of the new operating model. The plan resulted in modifying several supervision protocols, to include risk-based release recommendations, adjustments to responses to defendant non-compliance based on risk, addressing barriers and obstacles to supervision success, and reprioritizing services for the highest risk defendants.

The RBSE Workgroup conducted a series of process reviews to provide post-implementation feedback and propose recommendations to improve and support RBS protocols. In addition, the case audit process was updated to include RBS processes and procedures to assist supervisors with conducting audits and consistently evaluate staff performance based on the RBS requirements. As a result of these audits and reviews, PSA updated and created supplemental guidance to support and improve staff application of RBS protocols as well as the audit process to assess performance.

PSA continued to evaluate its Pretrial Realtime Information System Manager (PRISM) in support of the full deployment of RBS and the corresponding evaluation plan, resulting in multiple system changes. Additional measures were implemented to ensure PRISM's continued security and reinforcement with compliance for modern IT security standards and to ensure the system can support RBS protocols into the future.

2. Expansion of Rap Back Notifications

PSA conducts regular and routine warrant and criminal history record checks for defendants released to pretrial supervision. During FY 2024, PSA enhanced the ability to provide timely notifications to the court when a defendant is rearrested or has an outstanding warrant in jurisdictions outside of Washington, DC. PSA began using the Federal Bureau of Investigation (FBI) Next Generation Identification or NGI system, Rap Back service. This service provides timely notification to PSA when defendants under pretrial supervision have been rearrested or have an outstanding warrant issued. The additional service allows PSA to quickly notify the court of any subsequent criminal

justice activity, regardless of court date and current compliance with existing release conditions.

3. Enhanced Community Outreach

Effective community outreach is vital to strengthening the bridge between PSA and the communities we serve. In FY 2024, PSA promoted and increased PSA presence at key events, including the Summer Crime Initiative activities with the Metropolitan Police Department (MPD), community meetings such as the 2024 Defendant Resource Fair, and various job fairs. Through these efforts PSA was able to provide resources and trainings opportunities to PSA's employees, such as the Criminal Justice Coordinating Council (CJCC) meeting on adult community supervision, to promote and assist in equipping employees with the knowledge and skills necessary to effectively serve the community.

4. 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. During FY 2024 the Office of Forensic Toxicology Services (OFTS) successfully passed the College of American Pathologist (CAP) proficiency tests, affirming its ability to deliver accurate drug testing results. The successful completion of this assessment, including the UDC-B proficiency test, highlights the continued commitment to high standards in laboratory performance. Additionally, OFTS has implemented in-house fentanyl confirmation testing of urine specimens using the LC-MS/MS instrument, further enhancing capabilities and ensuring precise and reliable testing outcomes. Additional highlights from OFTS in FY 2024 are as follows:

- Provided 14 affidavits to support hearings and adjudications in supervised release, 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 23 confirmation/litigation packets to support drug court hearings.
- Worked collaboratively with the Office of Policy, Planning and Analysis (OPPA) to provide a timely and monthly drug test report to CSP for supervision of offenders.

5. Increase Staffing and Workforce Support and Development

PSA onboarded 21 new employees during FY 2024, filling many mission-critical positions in the agency that had been vacant several years due to budget constraints. These new staff conduct and support the work of PSA to support smaller, more manageable caseloads, the successful administering of RBS, and to provide necessary key management and administrative functions underlying the work of the agency. In FY

2024, PSA launched the Pathways Program and offered internship positions to two students supporting projects in PSA's Office of Legal Services and the Office of Communications and Community Outreach.

Additionally, in FY 2024, PSA continued to expand its various training, engagement, and developmental activities in support of the PSA workforce to include courses on supervisory development, critical thinking, emotional intelligence, and time management, among others. PSA's Training and Career Development Unit also deployed a staff Training Needs Assessment, which will inform course offerings in FY 2025.

6. Technical Assistance and Development

In FY 2023, PSA established its 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 DC 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. In FY 2024, the unit coordinated and oversaw mental health, domestic violence lethality, and drug testing technician training, as well as recertifying staff in the use of the Washington Area Law Enforcement System (WALEs).

7. Physical Space Consolidation

While the agency awaits a long-term consolidated GSA lease solution, PSA continued to evaluate the cost savings and opportunity to consolidate office lease space. As part of ongoing efforts to enhance operational efficiency and infrastructure, PSA decommissioned its leased space at 601 Indiana Avenue, NW (BLDG 601). PSA was able to secure additional lease space at its 633 Indiana Avenue, NW location and relocated all staff and operational functions from BLDG 601 in March 2024. As part of the consolidation effort, the previous information technology facility was also relocated to the agency headquarters in April 2024. This move included key upgrades, such as installing wireless access points on multiple floors, configuring three new servers for data replication, and installing fiber cables for improved communication. Additional improvements were completed in July 2024. Annual Safety Inspections were also conducted across all areas ensuring that all safety standards were met.

8. Enterprise Risk Management

PSA made significant strides in enhancing the Enterprise Risk Management (ERM) program's framework that was implemented in FY 2024. As part of this effort, a SharePoint site was developed to assist in the ERM process and house the agency's Risk Register. To support this implementation, recurring collaborative meetings were held

with agency leadership to share updates, review and revise previously identified risks, and discuss new potential risks with all offices within PSA.

Additionally, the ERM framework was updated to include more robust risk methodologies and risk management tools. These changes aimed to improve the identification, evaluation, and mitigation of risks across PSA. The SharePoint site was designed with user-friendly features to facilitate easier access to risk information and streamline the reporting process.

In support of the launch of the ERM SharePoint site, training sessions were provided to ensure all ERM stakeholders are equipped to use the new tools and processes effectively. These sessions included hands-on demonstrations, detailed guides, and question and answer sessions. Furthermore, ongoing support and resources were made available to ensure continuous improvement and adaptation of the ERM processes. By incorporating these process changes, PSA has strengthened its ability to manage risks proactively.

9. Internal Communications Infrastructure Survey

Effective communication within an organization is critical for operational success and employee engagement. In FY 2024, PSA surveyed members of its workforce to elicit feedback on the effectiveness of the agency's current internal communications structure. The main themes assessed included staff familiarity with the agency's communications infrastructure, effectiveness of communication, accessibility to information, and transparency of communication. Recommendations aimed at refining communication protocols, enhancing communications tools, and streamlining communication across the organization were proposed for consideration.