

COURTHOUSE

A Case for the Future

Pretrial Services Agency for the
District of Columbia
FY 2014-2018 Strategic Plan
(Revised March 2016)

Clifford T. Keenan, Director
www.PretrialServices.gov



**A Case for the Future: Pretrial Services Agency for the
District of Columbia FY 2014-2018 Strategic Plan
(Revised March 2016)**

Clifford T. Keenan, Director
Leslie C. Cooper, Deputy Director

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Leadership

Executive Management

Clifford T. Keenan, Esq.
Director

Leslie C. Cooper, Esq.
Deputy Director/Chief Operating Officer

Catherine Terry-Crusor
Associate Director, Operations

Ronald Brown
Director, Office of Human Capital
Management

Vacant
Director, Office of Information Technology

Wendy Miller
Director, Office of Financial Administration

Felix Adatsi, Ph.D.
Director, Office of Forensic Toxicology
Services

Vacant
Director, Office of Strategic Development/
Performance Improvement Officer

Claire J. Fay
Director, Office of Justice and Community
Relations

Executive Committee

Honorable Eric T. Washington, Chair
Chief Judge, District of Columbia Court of
Appeals

Honorable Merrick B. Garland
Chief Judge, United States Court of Appeals
for the District of Columbia

Honorable Beryl A. Howell
Chief Judge, United States District Court for
the District of Columbia

Honorable Lee F. Satterfield
Chief Judge, Superior Court of the District of
Columbia

Honorable Nancy M. Ware
Director, Court Services and Offender
Supervision Agency

Honorable Channing D. Phillips, Esq.
United States Attorney for the District of
Columbia

Avis E. Buchanan, Esq.
Director, Public Defender Service for the
District of Columbia

PSA's mission is to promote pretrial justice and enhance community safety.

PSA's vision is to thrive as a leader within the justice system through a diverse, inclusive and empowered workforce that embodies integrity, excellence, accountability, and innovation in the delivery of the highest quality services.

Director's Message

“Do the right thing and do it well” is the mantra for the Pretrial Services Agency for the District of Columbia (PSA) and the focus of our FY 2014-2018 Strategic Plan. The Plan illustrates our commitment to be a performance-based, results-oriented organization that can directly link costs with outcomes. It also highlights our continued dedication to ensuring public safety and promoting pretrial justice through high-quality risk assessment, supervision and treatment procedures.



We are proud to have achieved several of our original priority and performance goals since adopting this Plan in 2014. We completed an impact review of our validated risk assessment instrument that helped identify areas for improvement to the instrument. We created in-house procedures to measure judicial satisfaction and turn suggestions from the judiciary—our primary customer—into actual improvements of Agency products and services. We investigated changes in drug use patterns within our defendant population and secured resources to enhance our detection of synthetic cannabinoids and other designer drugs. In addition, we conducted several in-house evaluations to assure that the levels of supervision PSA offers match the risk levels and factors within the District’s defendant population. Our new strategic framework builds on these successes while highlighting new performance and priority goals that align more closely to PSA’s strategic goals and objectives.

During the remainder of the strategic plan period, we will continue to improve upon our identification of defendants who pose a higher risk of pretrial failure, enhance our supervision and oversight of these defendants, and work with local justice and community partners to expand services and support for persons with substance dependence and mental health needs. We will emphasize evidence-based operational and management practices, and emphasize human capital to improve work quality. Most importantly, we will continue our near 50-year commitment of providing excellent service to the District of Columbia through a strong sense of mission, a dedicated and professional staff, and collaboration with our justice and community partners.

Sincerely,

A handwritten signature in blue ink that reads "Clifford T. Keenan".

Cliff Keenan
Director
March 2016

Summary

The Pretrial Services Agency for the District of Columbia has revised its strategic framework and the resulting strategic goals and objectives, and performance goals and measures, and priority goals, effective for fiscal years 2016 to 2018. It also has identified a new management objective and 13 corresponding management performance goals. The revised Strategic Framework is aligned more closely with the guidance from the Government Performance and Results Act Modernization Act (2010) and Office of Management and Budget A-11 on effective and efficient agency strategic planning. The revised goals and objectives also span the Agency's major functions and operations and are linked to the outcomes of judicial concurrence promoting public safety, court appearance and defendant accountability. A diagram of the new Strategic Framework is presented In Appendix A.

The revised Strategic Plan also includes the goal leaders who are responsible for ensuring that goals are accomplished within the strategic plan period. PSA's organizational chart is presented in Appendix B.

Strategic Goals

Strategic Goal 1: Judicial Concurrence with PSA Recommendations

Strategic Goal 2: Continued Pretrial Release

Strategic Goal 3: Minimize Rearrest

Strategic Goal 4: Maximize Court Appearance

Strategic Objectives

Strategic Objective 1: Risk Assessment

Performance Goal 1.1: Provide accurate and timely risk information to relevant stakeholders

Lead: Program Manager, Court Services Program

Performance Goal 1.2: Use drug testing data to inform risk assessment

Lead: Director, Office of Forensic Toxicology

Performance Goal 1.3: Routinely obtain judicial feedback on the quality of Agency services

Lead: Senior Analyst, Office of Strategic Development

Strategic Objective 2: Risk-Based Supervision

Performance Goal 2.1: Develop and utilize individualized risk and needs-based supervision plans

Lead: Deputy Associate Director, Office of Operations

Performance Goal 2.2: Apply an appropriate series of graduated responses to defendant conduct

Lead: Program Manager, Supervision Program

Strategic Objective 3: Appropriate Treatment

Performance Goal 3.1: Provide appropriate substance use disorder and mental health treatment services through direct care and referral

Lead: Program Manager, Treatment Program

Management Objective: Effective Agency Administration

Management Performance Goal 1: Records management

Lead: Records Manager

Management Performance Goal 2: Subpoena, case sealing and expungement program

Lead: Attorney Advisor

Management Performance Goal 3: Partnerships

Lead: Director, Office of Justice and Community Relations

Management Performance Goal 4: Human Capital Management

Lead: Director, Office of Human Capital Management

Management Performance Goal 5: Training and Career Development

Lead: Director, Training and Career Development

Management Performance Goal 6: Budget Development and Financial Management

Lead: Director, Office of Finance and Administration

Management Performance Goal 7: Procurement Management

Lead: Director, Office of Finance and Administration

Management Performance Goal 8: Facilities Management

Lead: Director, Office of Finance and Administration

Management Performance Goal 9: Information Technology

Lead: Director, Office of Information Technology

Management Performance Goal 10: Drug Testing Results to Partner Agencies

Lead: Director, Office of Forensic Toxicology Services

Management Performance Goal 11: Policy Guidance
Lead: Policy and Program Development Manager

Management Performance Goal 12: Strategic Planning, Performance Measurement, Program Evaluation, and Assessment
Lead: Director, Office of Strategic Development

Management Performance Goal 13: Internal Information Sharing
Lead: Senior Special Assistant to the PSA Deputy Director

Priority Goals

Priority Goal 1: Refining Risk Assessment Instrument
Lead: Associate Director, Operations

Priority Goal 2: Develop Risk-Based Supervision Protocols
Lead: Deputy Associate Director, Operations

Priority Goal 3: Expanding Treatment Services
Lead: Senior Special Assistant, Operations

Priority Goal 4: Developing Records Management Infrastructure
Lead: Records Manager

Introduction

The Pretrial Services Agency for the District of Columbia's (PSA) *2014-2018 Strategic Plan* continues the goal outlined in previous strategic plans to advance PSA as a performance-based, results-oriented organization that can directly link costs with outcomes. To this, the new Plan adds instituting evidence-based operational practices, using innovative approaches in technologies and organizational learning, leveraging strategic partnerships, enhancing performance-based management and maximizing workforce productivity as strategic priorities. The Plan also incorporates requirements for Federal agencies mandated by *The Government Performance and Results Act Modernization Act* (GPRAMA) of 2010 (Public Law 111-352), most importantly, assigning specific Agency staff to ensure progress on all strategic enhancements.

As mandated by GPRAMA, the *Strategic Plan* is linked to PSA's annual performance budgets for FY 2014-2018. The performance budgets will include progress reports on each strategic enhancement as well as the Agency's success at meeting its Office of Management and Budget (OMB)-approved outcome and performance measure targets for the specific fiscal year. The performance budget will be provided to OMB and published as part of the Congressional Budget Justification submitted to Congress. PSA also will report program performance and financial accountability results in the annual Agency Financial Report (AFR).

To meet GPRAMA's requirement for closer integration of strategic planning and human capital management planning, the *Strategic Plan* links to PSA's *Human Capital Management Plan*. Staff from PSA's Office of Human Capital Management (OHCM) helped develop the *Strategic Plan* and identified needed human capital resources for each strategic enhancement. These include staffing additions or reassignments, changes to staff position descriptions, training, and possible points of negotiation with the American Federation of Government Employees Local 1456, PSA's employee union.

Finally, in accordance with Executive Order 13583, "Establishing a Coordinated Government-wide Initiative to Promote Diversity and Inclusion (D&I) in the Federal Workforce" and its commitment to create and sustain a high-performing workforce that embraces diversity and empowers all employees to achieve their full potential, PSA will integrate the *Strategic Plan* with PSA's and the Court Services and Offender Supervision Agency's (CSOSA) *Diversity and Inclusion (D&I) Strategic Plan*. The D&I Strategic Plan establishes a foundation for CSOSA and PSA to ensure a diverse workforce through the recruitment and retention of staff that represents all segments of American society, cultivating a culture that encourages fairness and a level playing field for all employees, and sustaining a diverse and inclusive workforce.

The Pretrial Services Agency for the District of Columbia

PSA assists judicial officers in the Superior Court of the District of Columbia (DCSC) and the United States District Court for the District of Columbia (USDC) by formulating release recommendations and providing supervision and treatment services to help ensure that pretrial defendants return to court and do not engage in criminal activity. The result is that, in the District of Columbia, unnecessary pretrial detention is minimized, jail crowding is reduced, public safety is increased, and the pretrial release process is administered fairly.

The National Capital Revitalization and Self-Government Improvement Act of 1997 established PSA as an independent entity within CSOSA in the Executive Branch of the Federal Government.

PSA has served the District of Columbia for nearly 50 years and is a widely-recognized national leader in the pretrial field. Its pretrial drug testing and innovative supervision and treatment programs are models for the criminal justice system. Innovation, effective use of technology, and the development of human capital lead to organizational excellence, transparency, high professional and ethical standards, and accountability to the public.

Mission, Vision and Guiding Principles

PSA's mission is to promote pretrial justice and enhance community safety. Our vision is to thrive as a leader within the justice system through a diverse, inclusive and empowered workforce that embodies integrity, excellence, accountability, and innovation in the delivery of the highest quality services.

PSA has four guiding principles:

1. The presumption of innocence of the pretrial defendant should lead to the least restrictive release consistent with community safety and return to court, and preventive detention only as a last resort, based on a judicial determination of the risk of non-appearance in court and/or danger to any person or to the community.
2. Non-financial conditional release, based on the history, characteristics, and reliability of defendants, is more effective than financial release conditions. Reliance on money bail discriminates against indigent defendants and cannot effectively address the need for release conditions that protect the public.
3. Pro-social interventions that address substance dependence, employment, housing, medical, educational and mental health issues that afford defendants the opportunity for personal improvement and decrease the likelihood of criminal behavior.

4. Innovative and effective use of technology and development of human capital that leads to organizational excellence, transparency, high professional and ethical standards and accountability to the public.

PSA's near 50 years of service to the District of Columbia provides a strong foundation for future growth. The Agency's confidence in its ability to accomplish its strategic goals over the next four years comes from its mission statement, goals and objectives and the strong commitment of Agency staff to these ideals. PSA takes pride in its clear definition of "success" in mission critical areas, its ability to measure and consistently meet performance targets, and its record of strategic achievement.

Measuring Success: Outcome and Performance Measurement

Historically, PSA has measured achievement of its critical outcomes through three measures:

1. **Arrest-Free Rate** - percentage of defendants who remain arrest-free during the pretrial release period.
2. **Appearance Rate** - percentage of defendants who make all scheduled court appearances during the pretrial period.
3. **Continued Pretrial Release Rate** - percentage of defendants who remain on release at the conclusion of their pretrial period without a pending request for removal or revocation due to non-compliance.

During the FY 2011-2015 strategic plan period, PSA met or exceeded the established targets for each outcome measure (Table 1). In FY 2015, 89 percent of released defendants remained arrest-free while in the community pretrial and less than two percent were rearrested on violent offenses. Eighty-eight percent of released defendants made all scheduled court appearances and 88 percent of defendants remained in the community at the conclusion of supervision.

GPRAMA requires Federal agencies to adopt outcome and performance measure targets for the ensuing two fiscal years and, when appropriate, suggest revisions to OMB for approval. Recommended measures and associated targets must be ambitious, but reasonable, and linked to the agency's strategic mission and objectives. Consistent with this requirement, beginning in FY 2016, PSA will add as an outcome measure the rate of judicial concurrence at initial appearance with conditions of release PSA recommends.

PSA also revised several outcome and performance measure definitions and targets to cover FY 2014-2017. These are based on PSA's actual performance over the previous five fiscal years as well as management's expectation of appropriate and quality performance in the strategy areas of risk assessment, supervision, substance use disorder

Table 1: PSA Performance Outcomes FY 2011-2015

Outcomes	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2015- 2017 Target
Arrest-Free Rate - Percentage of defendants who remain arrest-free during the pretrial release period						
Any crimes	88%	89%	90%	89%	89%	88%
Violent crimes	99%	99%	>99%	99%	98%	98%
Appearance Rate - Percentage of defendants who make all scheduled court appearances during the pretrial period						
	88%	89%	88%	88%	88%	87%
Continued Pretrial Release - Percentage of defendants who remain on release at the conclusion of their pretrial status without a pending request for removal or revocation due to non-compliance						
	88%	88%	87%	88%	88%	85%

treatment and mental health treatment integration, and partnerships. The targets also reflect improvements in data collection under our management information system and data warehouse and our enhanced capacity to track, report, and analyze data and trends. Finally, these revisions better align outcome and performance measurement with PSA’s stated mission, vision, and objectives.

- PSA reworded Outcome Measure 2 to *the percentage of defendants that make all scheduled court appearances during the pretrial period*. The new wording better reflects PSA’s objective to promote court appearance among released defendants and conforms to recommended wording of this outcome for pretrial services programs.¹
- PSA increased the target for Outcome Measures 3, continued pretrial release, to 85 percent. PSA has recorded actual results under this measure of 83 percent, 88 percent and 88 percent from FY 2010-2012. The recommended 85 percent target for FY 2014-2016 is more consistent with these observed results. It also reflects the expected change in PSA’s supervision population, given the growth in cases with “personal recognizance without conditions” releases—which is now double the rate of FY 2010 and FY 2011—that in previous fiscal years would have been ordered to PSA supervision.
- PSA discontinued as a performance measure tracking the percentage of defendants connected to educational or employment services following assessment. This decision was prompted, in part, by an examination of the most

¹ National Institute of Corrections (2001). *Measuring What Matters: Suggested Outcomes and Performance Measures for the Pretrial Services Field*. Washington DC: National Institute of Corrections.

mission critical activities being performed by the units responsible for this function. PSA continues to monitor this information internally.

Strategic Framework

PSA's Strategic Framework is the cornerstone by which the Agency sets outcome-oriented goals, determines actions to achieve the goals, and mobilizes resources to execute the actions. The framework starts with a clear mission statement. Cascading strategic goals and objectives, and performance goals and measures, and priority goals are directly aligned to the mission.

For the FY 2016-2018 strategic plan period, PSA introduced several revisions to its Strategic Framework:

1. Previous Strategic Outcomes are now referred to as Strategic Goals, consistent with requirements under GPRAMA. The strategic goals articulate outcome-oriented, long-term goals for advancing PSA's mission.
2. The Strategic Framework better illustrates the link between PSA's mission, goals, objectives and performance measures.
3. A new FY 2016 strategic goal is added, focusing on the rate at which the judicial officers concur with PSA's recommendations made at initial court appearance. A new performance outcome target to track this goal will be introduced during FY 2016.
4. The previous label *Strategic Goal* is replaced with *Strategic Objective*. PSA's strategic objectives are used to develop performance measures which monitor Agency operations, show how employees contribute to the organization's mission, determine program evaluations needed, communicate Agency progress, and consider the impact of external factors on the Agency's progress.
5. PSA's partnership goal is eliminated as a standalone strategic objective. Partnering with justice system agencies, local government and private social service providers, and the community remain a vital component of PSA's operations. PSA's partnerships cross-cut PSA programs; therefore, the partnership objectives are integrated with the other strategic objectives.
6. PSA has also refined its management objectives that link the Agency's administrative functions to strategic goals and objectives to create a set of strategic objectives which are comprehensive of all Agency activity.

Revisions to PSA's previous strategic goals are provided in Table 2. These include elimination of two previous goals: partnerships and maintaining a results-driven culture. "Partnerships" is now a management performance goal and the Agency's commitment to a results-driven culture is evident throughout the plan.

Table 2: Revisions to PSA’s Strategic Goals

FY 2015	Revision for FY 2016-2018
Previous Strategic Goals	New Strategic Goals
<ul style="list-style-type: none"> • Help judicial officers make informed release and detention decisions throughout the pretrial period. 	<ul style="list-style-type: none"> • Judicial Concurrence with PSA Recommendations • Minimize Rearrest • Maximize Court Appearance • Continued Pretrial Release
<ul style="list-style-type: none"> • Supervise defendants to support court appearances and enhance public safety. 	
<ul style="list-style-type: none"> • Integrate treatment and pro-social interventions into supervision to support court appearance and enhance public safety. 	
<ul style="list-style-type: none"> • Partner with stakeholders to address defendant needs and produce better system outcomes. 	
<ul style="list-style-type: none"> • Maintain a results-driven culture. 	

The new Strategic Framework includes three new strategic objectives—risk assessment, risk-based supervision and appropriate treatment, and one new management objective, effective Agency administration. Two of the objectives were strategic goals under the previous framework. The revised objectives are more streamlined and clearly articulate how the Agency will accomplish its four goals. There are also six new performance goals under the new Strategic Framework, which illustrate the specific work that will be accomplished for each strategic objective and management objective.

Strategic Goals

PSA’s *Strategic Goals* for FY 2016-2018 span the Agency’s major functions and operations and link to the outcomes of judicial concurrence and promoting continued pretrial release, minimizing re-arrest and maximizing court appearance.

The new strategic goal related to judicial concurrence with PSA recommendations is consistent with PSA’s recognition of the Court as its primary stakeholder.

Strategic Goal 1: Judicial Concurrence with PSA Recommendations

During FY 2016, the Agency will implement a judicial concurrence measure to gauge judicial agreement at initial appearance with conditions of release PSA recommends.

Strategic Goal 2: Continued Pretrial Release

The strategic goal of continued pretrial release focuses on the released defendants who are (1) not revoked for technical violations due to condition violations, (2) appear for all scheduled court appearances, and (3) are not charged with a new offense during pretrial supervision. The measure excludes defendants who are detained following a guilty verdict and those revoked due to non-pretrial-related holds.

Strategic Goal 3: Minimize Rearrest

PSA's strategic goal of minimizing rearrest will track the percentage of supervised defendants who are not arrested for a new offense during the pretrial period. A new offense is defined as one with the following characteristics:

- The offense date occurs during the defendant's period of pretrial release.
- There is a prosecutorial decision to charge.
- The new offense carries the potential of incarceration or community supervision upon conviction.

Strategic Goal 4: Maximize Court Appearance

The strategic goal of maximizing court appearance is one of the most basic outcome measures for pretrial service programs. National standards on pretrial release identify minimizing failures to appear as a central function for pretrial programs. This strategic goal will be assessed through the appearance rate, which measures the percentage of supervised defendants who make all scheduled court appearances.

Strategic Objectives and Performance Goals

Consistent with GPRAMA requirements, each performance and priority goal has a Goal Leader, an official named by the PSA Chief Operating Officer and accountable to lead overall efforts to achieve the enhancement. The Goal Leader will lay out strategies to achieve the objective, manage execution, regularly review performance, engage others as needed, and make course corrections, as appropriate.

Strategic Objective I: Risk-Based Assessment

Research shows that risk assessment and supervision assignment are best achieved through the use of a validated actuarial instrument.² PSA incorporated an empirically validated risk assessment instrument (RAI) into its diagnostic protocols in FY 2014. This helped ensure that assigned risk levels were based on factors shown to be predictive of pretrial misconduct, improving PSA's identification of defendants that require little or no supervision and those needing higher levels of supervision and services while awaiting trial. This also permitted better targeting of supervision and treatment resources to defendants who are not eligible for detention by statute, but who present a greater probability of failure to appear or rearrest. In addition, the actuarial assessment's background design and programming allows PSA to add and test the predictive power of newly-identified variables against failure to appear and rearrest.

In FY 2015, PSA re-contracted with the RAI developer to examine the results of data from the first year of RAI implementation, including re-evaluation of the cut-off points used for the current risk designations and the effects of potential alternate scoring options for several RAI factors. The developer made several suggestions regarding changes to certain risk factor scoring and the proper use of the RAI that predicts the likelihood of domestic violence re-offense. PSA leadership accepted these recommendations and established RAI revision as a Priority Goal for FY 2016.

PSA has identified three primary performance goals to support its achievement of the first strategic objective of risk assessment. The first and second performance goals are to provide accurate and timely risk information to its stakeholders – particularly its primary stakeholder, the Court – and to use drug testing data to inform risk assessment. Some priority projects include:

² Van Nostrand, M. (2007). Bonta, J., & Hanson, R. (1995). Violent recidivism of men released from prison. Paper presented at the 103rd Annual Convention of the American Psychological Association, New York, NY. Brizer, D. (1989); Grove, W.M., Zald, D.H., Lebow, B.S., Snitz, B.E. and Nelson, C.. (2000). Clinical versus mechanical prediction: A meta-analysis. *Psychological Assessment*, 12:19-30. "Introduction: Overview of current approaches to the prediction of violence"; In D. Brizer & M. Crowner (Eds.), *Current approaches to the prediction of violence*. Washington, D.C.: American Psychiatric Press, Inc. Cormier, R. B. (1997); Gottfredson, S. (1987). "Prediction: An overview of selected methodological issues." In Gottfredson, D. & Tonry, M. (Eds.), *Prediction and Classification* (pp. 21-51). Chicago, IL: University of Chicago Press; Howe, E. (1994). "Judged person dangerousness as weighted averaging," *Journal of Applied Social Psychology*, 24(14), 1270-1290; Litwack, T., Kirschner, S., and Wack, R. (1993). "The assessment of dangerousness and predictions of violence: Recent research and future prospects," *Psychiatric Quarterly*, 64(3), 245-271; Wolfe, R. (2007). *Expanding the Use of Problem Solving*. Washington, D.C.: Center for Court Innovation. p. 3; Andrews, D.A., Bonta, J. and Hoge, R.D. (1990). *Classification for effective rehabilitation: Rediscovering psychology*. *Criminal Justice and Behavior*, 17(1): 19-52.

- Refining its risk assessment instrument based on recommendations from the developer;
- Creating revised risk assessment category designations; and
- Developing a mobile interview application and a streamlined diagnostic interview process to support the provision of timely and accurate risk assessment data to its stakeholders.

The third performance goal for risk assessment is to continue to routinely obtain and implement judicial feedback on Agency services.

Strategic Objective II: Risk-Based Supervision

Pretrial outcomes can greatly improve when supervision levels match the assessed risk level of defendants awaiting trial. Research on the “risk principle” asserts that over-supervision of low-risk defendants produces poor outcomes and wastes resources. Common pretrial supervision conditions include checking in with a pretrial case manager, court date reminders, drug testing, GPS supervision, and/or treatment referrals.

PSA has identified two performance goals related to strategic objective two, risk-based supervision. The first is developing and utilizing individualized risk- and needs-based supervision plans for defendants. The Office of Operations created a workgroup in FY 2014 to compile and reviewed relevant literature on this topic. The workgroup will continue during this strategic plan period and focus efforts on developing a comprehensive model for risk- and needs-based supervision, including the development of case management protocols. The second performance goal is applying appropriate series of graduated responses to defendant conduct. PSA will evaluate its current policy and practices for responding to compliant and non-compliant behavior to ensure that responses are consistent with the Agency’s goals of leveraging risk assessment data to make supervision decisions. Some priority projects include:

- Making a number of enhancements to the High Intensity Supervision Program;
- Expanding court notification options; and
- Improving court reports.

Strategic Objective III: Appropriate Treatment

During this strategic plan period, PSA is committed to ensuring that the substance use disorder and mental health treatment services provided to supervised defendants are appropriate and of the highest quality. The focus will be on providing direct care through its in-house PSA STARS program, which provides outpatient substance use disorder treatment services to high-need defendants and better coordinating referrals to community-based services and resources, when appropriate.

PSA has identified one performance goal that will support this strategic objective; that is to provide appropriate substance use disorder and mental health treatment services through direct care and referral. Several projects will support this goal, including a review of PSA’s treatment function. Some priority projects include:

- Revising the hearing status report updates to maximize real-time status and include information helpful to the team decision making;
- Updating the Drug Court Guide of Response to Defendant Conduct;
- Collaborating with the Office of the Attorney General for the District of Columbia to make Drug Court and Mental Health Community Court available to OAG-prosecuted cases;
- Consolidating assessment functions in the SSAC to ensure consistent treatment recommendations; and
- Developing business models for the program to identify appropriate performance measures and to assist in the identification of gaps in program operations. The business models will also help to ensure that the work of the program is aligned with the Strategic Framework.

Strategic objectives and performance goals are listed in Table 3.

Table 3: FY 2016-2018 Strategic Objective and Performance Goals

Strategic Objectives	Performance Goals
Risk-Based Assessment	<ul style="list-style-type: none"> • Provide timely and accurate risk assessment information to relevant stakeholders • Use drug testing to inform risk assessment • Routinely obtain judicial feedback on the quality of agency services
Risk-Based Supervision	<ul style="list-style-type: none"> • Develop and utilize individualize risk and needs-based supervision plans • Apply an appropriate series of graduated responses to defendant conduct
Appropriate Treatment	<ul style="list-style-type: none"> • Provide appropriate substance use disorder and mental health treatment through direct care and referral

Management Objective: Effective Agency Administration

OMB Circular A-11 (2015) directs Federal agencies to establish management-focused objectives that reflect key priorities of the agency. Management objectives communicate improvement priorities for management functions, such as strategic human capital management, information technology, sustainability and financial stewardship. In general, these efforts will cut across the organization and should reflect priorities that leadership would like to emphasize over the period of performance established in the strategic plan.

Under the previous strategic framework, PSA had two management objectives: 1) Enhancing performance-based management; and 2) Maximizing workforce productivity. In the new Strategic Framework, PSA has one management objective, ensuring effective Agency administration.

Management Performance Goals

PSA's management objective to ensure effective Agency administration is supported by 13 management performance goals. All of the administrative offices that support mission-critical operations are reflected in the 13 management performance goals. The offices were involved in developing performance measures to assess their progress annually and also will be responsible for tracking these measures.

Management Performance Goal 1: Records Management

PSA has established a goal of maintaining an orderly and federally-compliant system of records to document business processes throughout the Agency. This goal aligns with the Presidential Memorandum on Managing Government Records (M-12-18, November 2011). During the strategic plan period, progress on this goal will be measured through the timely completion and submission of the annual assessment to the National Archives of Records Administration; the completion of Agency-wide records management training and annual re-training for staff; ensuring timely transfer and disposition of records; and acquisition and implementation of an electronic document and records management system (EDRMS) in collaboration with CSOSA.

Management Performance Goal 2: Subpoena and Case Sealing and Expungement Program

The subpoena and case sealing expungement program reflects the Agency's commitment to be responsive to the many requests it receives annually for action and information from the Court and other sources. This performance goal focuses on the Agency's timely responses to all court orders and requests for information.

Management Performance Goal 3: Partnerships

Creating and sustaining partnerships was a stand-alone goal in the previous strategic framework. However, under the new Strategic Framework, cultivating partnerships has been shifted to a management performance goal. The focus of this effort is to encourage PSA's collaboration with Federal and local agencies and entities to share information that will help each party accomplish its respective mission. Effective partnering with other justice agencies, community organizations, and treatment and social services agencies is a major strategy through which PSA enhances public safety in the District's neighborhoods and builds capacity for support services for defendants under pretrial supervision. Partnerships with the courts, the United States Attorney's Office, various District government agencies and non-profit community-based organizations help PSA effectuate close supervision to reasonably assure future court appearance and heighten public safety.

PSA defines strategic partnership as a collaboration between PSA and one or more government agencies (local, state, or federal) to perform work in support of one or more of PSA's strategic objectives (risk assessment, risk-based supervision, and appropriate treatment). The strategic partnership is formally established once a memorandum of understanding has been executed. In order for a strategic partnership to be established, PSA must determine at least one goal or outcome of the collaboration, which must be included in the memorandum of understanding. Strategic partnerships will be measured through quantitative and qualitative measures.

Management Performance Goal 4: Human Capital Management

The performance goal of human capital management focuses on administering an effective human capital program, with an emphasis on diversity and inclusion and effective labor/management relations. During this strategic plan period, OHCM will monitor progress on this performance goal through staff attrition and turn-over rate; time to hire; percentage of labor management relations issues resolved within the agreed upon time frame; percentage of grievances resolved at specific steps; and establishment of policies and programs promoting diversity and inclusion in the workplace.

Management Performance Goal 5: Training and Career Development

During the strategic plan period, the Agency will focus on providing meaningful opportunities for learning and career development. Positive results in this area will be measured through the availability of appropriate curricula and formal training lessons for Agency mission critical work; effectiveness of formal training for all mission critical functions; adherence to mandatory training requirements; and the percentage of staff receiving formal career development opportunities.

Management Performance Goal 6: Budget Development and Financial Management

PSA's Office of Finance and Administration (OFA) will be responsible for monitoring the performance goal of budget development and financial management. The focus for this goal will be administering Agency funding effectively, in accordance with identified priorities and Federal requirements. Progress will be measured by the Agency achieving an unmodified opinion on financial statements and no noted material weaknesses or significant deficiencies; achieving an appropriate funding utilization rate; and submitting budget documents by the external due dates imposed by OMB and Congress.

Management Performance Goal 7: Procurement Management

Within the strategic plan period, OFA will also be responsible for effective procurement management. This goal focuses on conducting agency acquisition planning, purchasing and contract operations and management in accordance with identified priorities and requirements. Successful performance in this area will be measured, in part, through progress towards small business procurement goals. Federal agencies are statutorily required to ensure that small businesses get their fair share of work with the Federal government. Progress also will be measured through the achievement of procurement administrative lead times. These timelines start when a complete acquisition package is received by the procurement office and ends once the award has been made. Adherence to these timelines will be important as PSA rebids its substance use disorder and mental health treatment contracts.

Management Performance Goal 8: Facilities Management

OFA will continue ensuring that the Agency has adequate and safe workspaces for personnel and organizational activities during the strategic plan period. Two measures that will be used to measure success for this goal are annual safety inspections and timely resolution of facilities helpdesk tickets.

Management Performance Goal 9: Information Technology

Information technology focuses on providing functional information technology services to support organizational activities. The Office of Information Technology (OIT) will provide oversight to ensure the achievement of this goal. The goal will be assessed through several measures, including the “up time” when mission critical systems are operational and available; timeliness of helpdesk responses; customer satisfaction rates following helpdesk encounters and an agency-wide annual customer satisfaction survey.

Management Performance Goal 10: Drug Testing Results to Partner Agencies

During this strategic plan period, the Office of Forensic Technology Services (OFTS) will provide timely and accurate drug testing results to partner agencies. This will be assessed through several measures, including achievement of passing scores on external certification reviews and development of internal protocols to ensure the quality and accuracy of drug testing procedures.

Management Performance Goal 11: Policy Guidance

PSA is committed to providing clear guidance to staff in the form of policy, management instructions and other formats during the strategic plan period. This will be measured by the development and implementation of a formalized review system for policies and written guidance. This will also include the continued development of appropriate and clear policy to respond to emergent needs and creation of business process models for all offices.

Management Performance Goal 12: Strategic Planning, Performance Measurement, Program Evaluation and Assessment

Throughout the strategic plan period, the Office of Strategic Development (OSD) will continue to lead Agency efforts in the area performance measurement, including monitoring, tracking and reporting on outcome and performance measures internally and externally. OSD will also complete work on the Agency’s new strategic plan, covering FY 2018-2022, during this period. In addition, PSA leadership will focus on developing the Agency agenda for critical areas where evaluation, analyses and outcome performance measurement is needed.

Management Performance Goal 13: Internal Information Sharing

Finally, the critical goal of enhancing internal information sharing will focus on promoting the sharing of information across internal Agency components to ensure common understanding of priorities and progress towards achievement of goals. A new

model for communication will be implemented during the strategic plan period, which includes a series of meetings and other communication tools developed to enhance Agency-wide communication. This will include daily executive meetings; monthly meetings of office directors, PSA's management team, labor relations forum and individual teams and units; bi-monthly meetings between line staff and executives; a quarterly strategic planning and performance review meeting; and an annual agency-wide town hall meeting. These meetings are supplemented by distribution of a quarterly internal newsletter; bi-weekly progress reports and monthly work plan reviews.

Priority Goals

Agency priority goals support improvements in near-term outcomes, customer services, or efficiencies and advance the long-term strategic goals and objectives, reflect the priority-focus of Agency leadership, and rely predominantly on Agency execution to be accomplished, rather than new legislation or additional funding.

Priority Goal 1: Refine Risk Assessment Protocols

In December 2012, PSA launched the use of a new, scientifically validated risk assessment protocol. The protocol evaluates over 70 factors for each defendant and predicts the risk of pretrial misconduct across four domains: failure to appear; rearrest; rearrest on a dangerous or violent offense; and rearrest on a domestic violence offense. Having now successfully introduced use of the new assessment, during the next strategic plan period, PSA will shift its work to refining administration, and will focus on reevaluating the scoring ranges to ensure appropriate classification of defendants based on known outcomes, and exploring options for combining scores to get a single, multi-dimensional score for each defendant.

Priority Goal 2: Develop Risk-Based Supervision Protocols

PSA's current supervision practices are based upon defendant assignment to programs, which operate under general guidelines for defendant reporting and managing defendant risk. During the new strategic plan period, PSA will focus on leveraging risk assessment data to move away from the traditional program model to focus more on assigning individual release conditions that correspond to identified risk factors. This change will result in more individualized supervision plans, which will maximize the Agency's ability to adjust supervision in response to defendant behavior.

Priority Goal 3: Expand Treatment Services

During the strategic plan period, PSA will increase efforts to connect defendants with appropriate substance use disorder and mental health treatment through a combination of direct care and referral. The Agency will focus on expanding Drug Court participation to include defendants prosecuted by the Attorney General for the District of Columbia and building capacity for additional mental health services, with an emphasis on addressing trauma. PSA also will explore the creation of gender-specific interventions to address specific criminogenic needs within this defendant population.

Priority Goal 4: Develop Records Management Infrastructure

In accordance with the President's directive on managing government records, during the next strategic plan period, PSA will continue efforts towards establishing a compliant records management program. Specifically, PSA will work with CSOSA to identify and implement the use of an electronic document and records management system. In addition to introduction of the new system, the Agency will continue to finalize file plans, ensure the ongoing training of staff and the appropriate disposition of records in accordance with Agency and Federal requirements.

Conclusion

*An evidence-based organization consistently develops and uses processes for systematically identifying, appraising and acting on objective data as the basis for effective problem solving, decision-making and concurrent outcomes assessment. This approach combines benchmarks, judgment and organizational values as the basis for demonstrating improved outcomes... What makes an evidence-based organization stand out among its competitors is the clarity among all members about the organization's purpose, vision and operations, as well as a commitment from each member to help reduce gaps between current and desired outcomes. An evidence-based organization is about making it real as well as getting it right.*³

During the FY 2014-2018 strategic plan period, PSA must continue to make effective supervision of higher-risk defendants a priority, and also refine its risk assessment, supervision, and treatment protocols to identify and manage this group better. Substance

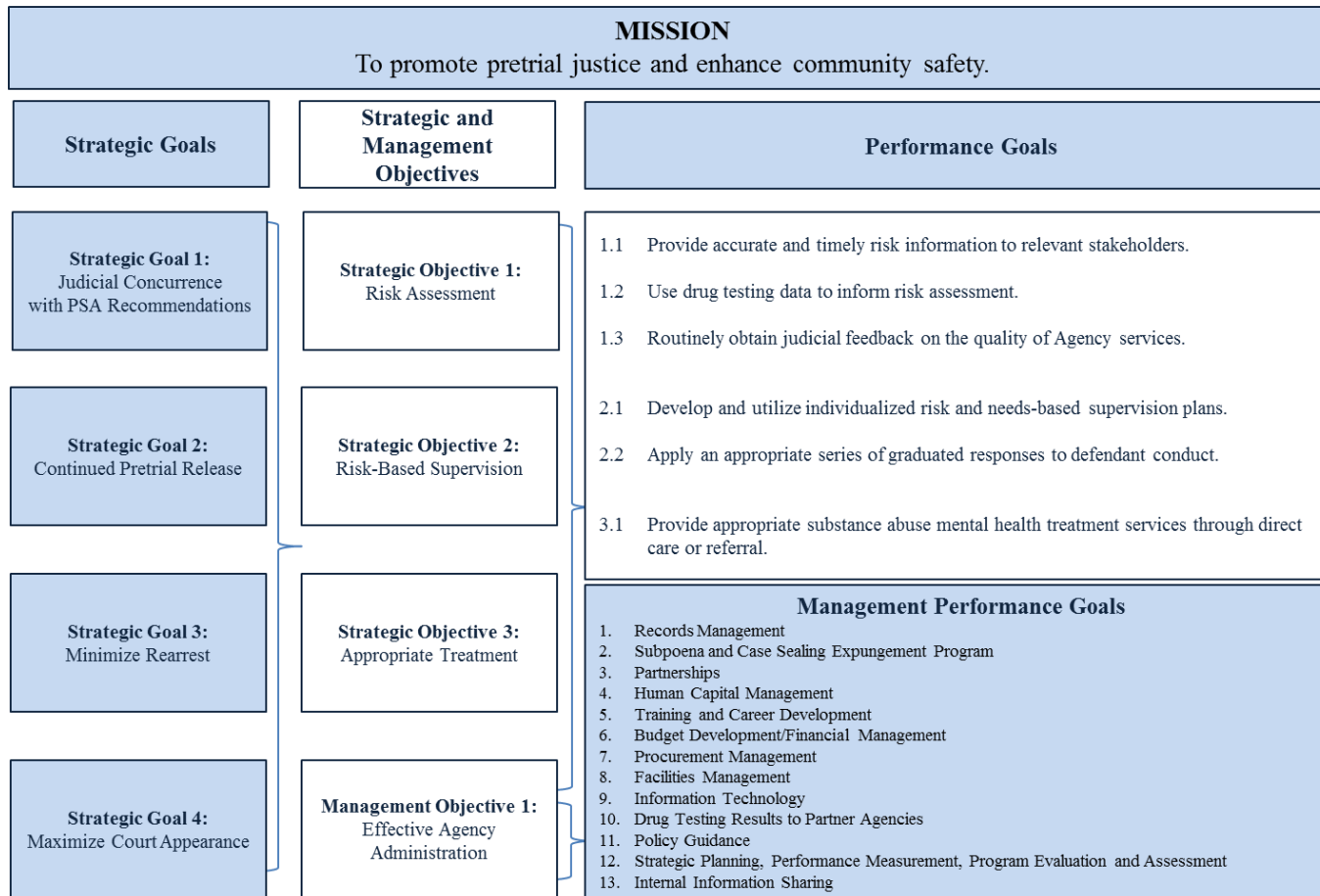
³ Walter, M. (2008). "Evidence-Based Organization: Using Alignment and Affiliation to Create Excellence in Outcomes." Trustee Magazine, April 2008.

dependence and mental health issues will remain major risk and needs factors and demand more collaborative and innovative responses from PSA and its treatment partners. However, the future also offers several potential opportunities. The Agency has the chance to better target its focus and resources towards mission critical areas. New technologies may allow more effective and efficient risk assessment, supervision, and treatment at costs that are more reasonable. Finally, PSA's stakeholders and partners are committed to improving the quality of pretrial justice in the District of Columbia and are willing to continue and enhance meaningful collaborations in this area.

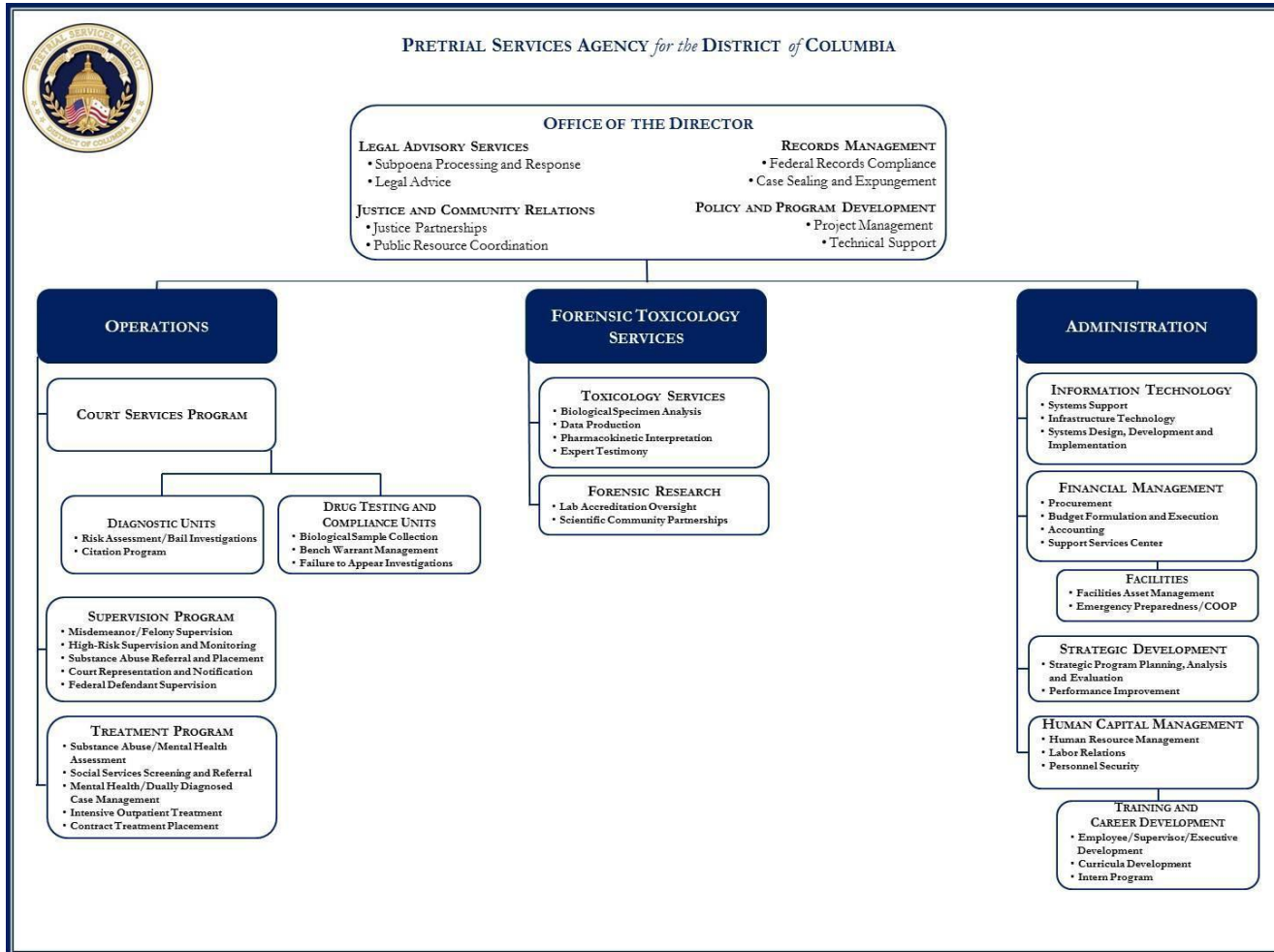
Most importantly, PSA brings to bear the strength of nearly 50 years of excellent service to the District of Columbia, a strong sense of mission and purpose, a dedicated and professional staff, and a reputation for collaboration and cooperation with other justice partners. Since becoming a Federal agency, PSA has sharpened its mission and vision and has focused on being driven by performance and measured by results. PSA's strategic initiatives will be the catalysts with which to focus the Agency's strengths and opportunities to meet future challenges and issues and to continue PSA's continuing development as an evidence-based organization.

Appendix A: PSA's Revised Strategic Framework

FY 2016 – FY 2018 PSA STRATEGIC FRAMEWORK



Appendix B: Agency Organizational Chart



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