

Pretrial Services Agency for the District of Columbia



Fiscal Year 2027 CBJ
Fiscal Year 2025 Agency Performance Report

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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 individuals subject to detention and formulating release condition recommendations, as appropriate, based upon the arrestee’s criminal history, drug use and/or mental health information, and demographic 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 FY 2025, PSA served 31,401 arrestees and defendants. The Agency supervised 18,341 defendants on pretrial release, which corresponds to an average of 8,822 defendants on any given day. Most defendants (95 percent) are awaiting trial in DC Superior Court, with a smaller number (5 percent) awaiting trial in US District Court. During this same period, PSA provided services to an additional 13,060 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 9,075 non-defendants, bringing the Agency’s total responsibility to 40,476 individuals during this period.

Defendants remained under supervision for an average of 99 days in FY 2025. This average is closer to pre-pandemic levels, when defendants remained under supervision for an average of 94 days.

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 three divisions: Chief of Staff, Defendant Engagement and System Support (DESS) and Management and Administration (MA).

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.)

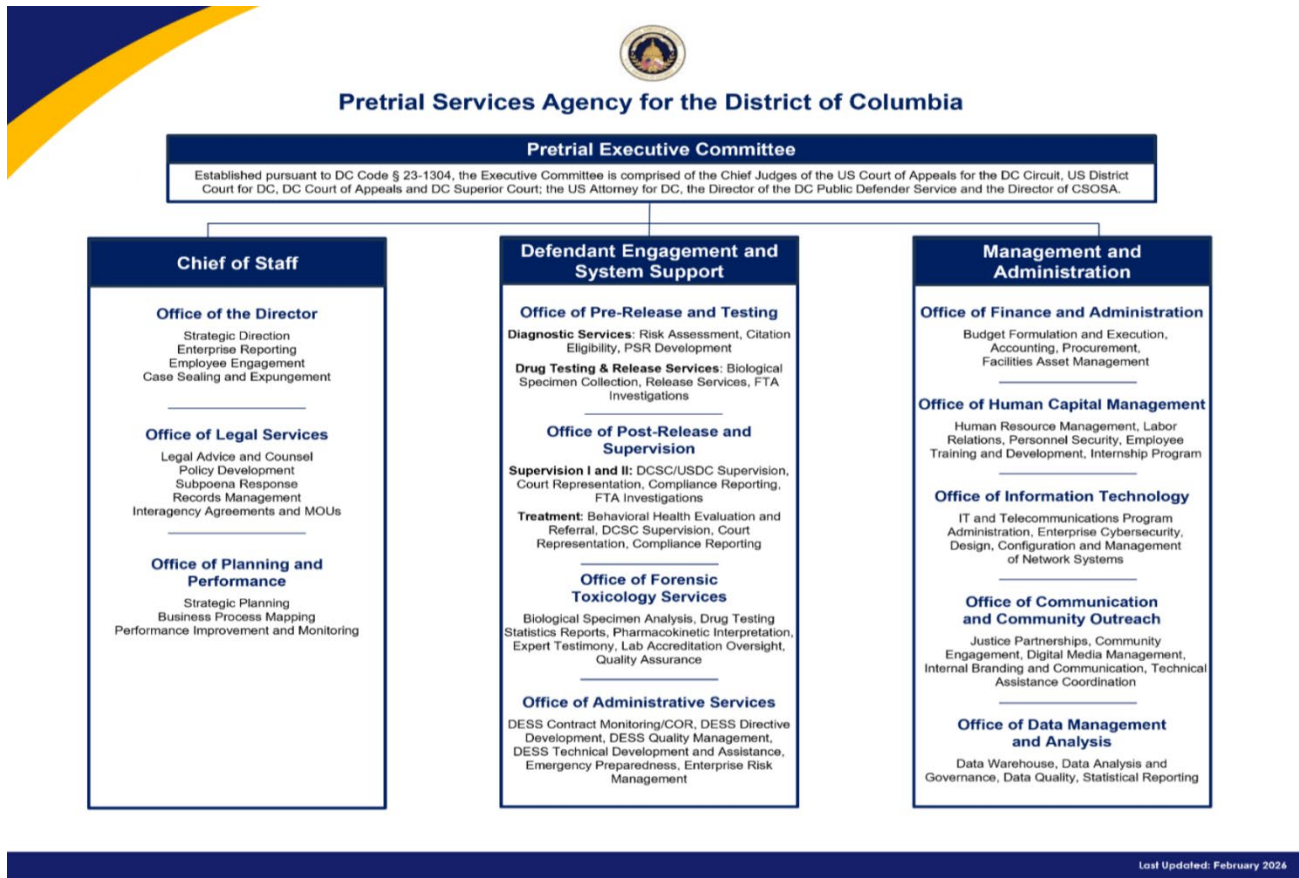


Figure 1. PSA Organizational Chart

A. CHIEF OF STAFF

1. Legal Services

The Office of Legal Services (OLS) provides legal counsel to PSA management to ensure adherence to relevant laws, regulations and policies governing the supervision and monitoring of pretrial defendants; represents the agency and its interests in litigation and before administrative bodies; and provides 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 implements, manages, evaluates, and maintains the agency’s records management program for both core mission and administrative records.

2. Planning and Performance

The Office of Planning and Performance advances the agency’s mission by administering a range of mission-critical functions, including strategic planning, business process mapping and performance improvement and monitoring.

B. 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 a US District Court Team that interview and investigates 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.

In addition, the Diagnostic Services Unit conducts eligibility screenings for citation release. Staff evaluate whether defendants arrested by law enforcement agencies meet statutory requirements and other criteria for release on citation. This process includes reviewing the defendant's current charge, criminal history, and other factors necessary to determine eligibility prior to arraignment.

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 arraignment or following a subsequent hearing where court-ordered release conditions are imposed, defendants 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.

In addition, the Release Services Team assists defendants who voluntarily surrender on bench warrants and responds to court requests for bench warrant investigations. These

investigations help determine a defendant's whereabouts after a missed court appearance and may assist the court in preventing unnecessary warrants from being issued.

2. Post-Release and Supervision

The Office of Post-Release and Supervision is responsible for supervision and risk-mitigation 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, curfew, electronic monitoring or a combination of these, depending on what the court orders. 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 PSOs 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 services to reduce the risk of noncompliance during the pretrial period.

The Treatment Team administers the Superior Court Drug Intervention Program, also 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 risk mitigation services and, upon completion of the program, may have misdemeanor charges dismissed, receive favorable sentencing, or have non-violent 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 case management, referrals to appropriate risk-mitigation services, and recovery-focused responses to behavior to support the rehabilitative

process. Participants have immediate access to SUD services and receive specialized care, including 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 risk-mitigation service 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 (SCTLA), the DC Department of Behavioral Health (DBH), and PSA. Through MHCC, the collaborating partners work together to connect defendants with misdemeanor and non-violent felony charges who have serious mental health needs to appropriate mental health services and SUD treatment. Participants in MHCC have immediate access to SUD treatment and receive specialized care, including individual and group therapy to help defendants 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 10 illicit substances: marijuana, phencyclidine (PCP), opiates (codeine/morphine), methadone, cocaine, heroin, amphetamines, alcohol, fentanyl, and synthetic cannabinoids. 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 and test for emergent drugs of abuse, including new opioids and synthetic compounds. Toxicologists conduct levels analyses or pharmacokinetics interpretation to determine whether test results 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.

C. MANAGEMENT AND ADMINISTRATION (MA)

The Division of Management and Administration is comprised of the offices that support the agency's public safety functions. These include:

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; and 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; 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) provides technical assistance and troubleshooting for users of computers, software, and other related technology systems within the agency and for external stakeholders. Its main function is to resolve IT-related issues and ensure smooth operation of technology resources. The Infrastructure Support Unit (ISU) is responsible for the configuration, maintenance, upkeep, and administration of PSA's hardware, software, and major systems on the network, including user management, which consists of updating and administering user account permissions on the network. 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.

5. Data Management and Analysis

The Office of Data Management and Analysis supports the agency by maintaining its data warehouse, performs data analysis and governance, and ensures data quality while performing statistical reporting.

III. PRESIDENT'S BUDGET 2027 REQUEST

Between FY 2017 and 2021, PSA implemented significant reductions in staffing, defendant services and employed measures of last resort to ensure that the agency's limited resources were directly aligned toward effective risk-mitigation services 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

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 2027 will continue to present unique financial challenges for the country. PSA's annual operations funding at FY 2026 enacted levels is \$83,475,000. The FY 2027 Congressional Budget Justification includes a reduction of \$146,000 from the FY 2026 enacted funding level for annual operating requirements and salaries. No multi-year funds for relocation of PSA from 633 Indiana Avenue to a consolidated HQ facility are requested. Funding below this level would present significant challenges and negatively impact PSA's ability to maintain core defendant supervision operations and continue to positively impact public safety in the District of Columbia.

PSA's FY 2027 OMB submission includes \$83,329,000 in annual funding supporting 371 FTE and no three-year relocation funding.

**Pretrial Services Agency for the District of Columbia
FY27 Summary of Changes**

	FTE	Annual Amount \$(000)	Three- Year Amount \$(000)	Total Appropriation Amount \$(000)
FY 2024 Enacted Budget¹	371	83,479	2,503	85,982
FY 2025 Enacted Budget²	363	83,479	2,503	85,982
Changes to Budget				
Adjustments from DRP and Hiring Freeze	(25)	(4)	-	(4)
Non-Recurring FY 2025 Resources	-	-	(2,503)	(2,503)
Sub-Total, Changes to Budget	(25)	(4)	(2,503)	(2,507)
FY 2026 Enacted Budget	346	83,475	-	83,475
Changes to Base				
Hiring to Authorization Level	25	(228)	-	-
Sub-Total, Changes to Base	25	(228)	-	(228)
FY 2027 Requested Program Changes: OPM 2.0 Initiative	0	82	-	82
FY 2027 Congressional Budget Justification (CJ)	371	83,329	-	83,329
FY 2027 Increase (Decrease) versus FY 2026	25	(146)	-	(146)
FY 2027 Increase (Decrease) versus FY 2026	7.23%	-0.17%	0.00%	-0.17%

Figure 2.

1 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).

2 The FY 2025 PSA Budget includes \$2,503,000 in Three-Year (FY 2025-2027) funding for costs associated with a replacement lease for PSA's 601 & 633 Indiana Avenue, NW, locations and related facilities. These funds represent FY 2025 full year CR enacted for relocation resources.

PSA FY 2026 Enacted	\$83,475,000	346 FTE
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PSA FY 2027 Adjustments to Base	(\$228,000)	25 FTE
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Increase hiring actions once hiring freeze ends to reach full FTE authorization level to 371 FTE.

PSA FY 2027 Program Change	\$82,000	0 FTE
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Increase non-labor funding by \$82,000 in support of OPM 2.0 Initiative.

Pretrial Services Agency for the District of Columbia						
FY 2027 Congressional Budget Justification (CBJ) Summary of Obligations by Object Class						
<i>(in Thousands of Dollars)</i>						
Object Class and Description	FY 2024 Actual	FY 2025 Actual	FY 2026 Enacted	FY 2027 CBJ	Change FY27 to FY26	
					\$	Percent
11.1 Full-Time Permanent	42,389	42,579	47,273	48,631	1,358	3%
11.5 Other Personnel Compensation	981	1,017	1,122	1,122	0	0%
12.1 Civilian Personnel Benefits	21,840	21,715	21,217	21,216	(1)	0%
Personnel Compensation and Benefits Total	65,210	65,311	69,612	70,969	1,357	2%
21.0 Travel and Transportation of Persons	32	24	5	5	0	0%
23.1 Rental Payments to GSA	4,706	5,350	5,585	5,585	0	0%
23.2 Rental Payments to Others	1,208	224	113	113	0	0%
23.3 Communications, Utility & Miscellaneous Charge	743	593	706	706	0	0%
23.5 Telecommunications		114	0	0	0	0%
24.0 Printing and Reproduction	3	0	15	15	0	0%
25.1 Advisory and Assistance Services	1,040	82	90	20	(70)	-350%
25.2 Other Services from Non-Federal Sources	5,476	6,579	3,754	2,670	(1,084)	-41%
25.3 Other Goods and Services from Federal Sources	1,868	2,531	2,054	2,115	61	3%
25.4 Operation and Maintenance of Facilities	213	6	110	110	0	0%
25.7 Operation and Maintenance of Equipment	393	166	171	171	0	0%
26.0 Supplies and Materials	1,586	975	910	500	(410)	-82%
31.0 Equipment (& Furniture)	247	600	350	350	0	0%
Non-personnel Costs Total	17,515	17,244	13,863	12,360	(1,503)	-12%
Total	82,725	82,555	83,475	83,329	(146)	0%

Figure 3.

Lease Prospectus Obligation by Object Code (in Thousands of Dollars)						
Object Class and Description	FY 2024 Enacted	FY 2025 Enacted	FY 2026 Enacted	FY 2027 Budget Request	Change FY27 to FY26	
					\$	Percent
25.2 Other Services from Non-Federal Sources	2,503	2,503	2,503	0	(2,503)	
Total	2,503	2,503	2,503	0	(2,503)	0%

Figure 4.

Pretrial Services Agency for the District of Columbia FY 2027 Congressional Budget Justification (CBJ) Summary of FTEs by Pay Grade (in Thousands of Dollars)										
Description	FY 2024		FY 2025		FY 2026		FY 2027		2026 to 2027	
	Actual		Actual		Enacted		CBJ		Change	
Grade	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount	FTE	Amount
SES	3	\$625	3	735	4	\$949	4	\$849	0	(\$100)
GS-15	10	\$2,023	12	2,660	10	\$2,586	13	\$2,478	3	(\$108)
GS-14	39	\$6,198	38	6,747	41	\$7,685	47	\$8,341	6	\$656
GS-13	64	\$8,425	57	8,084	63	\$9,019	65	\$9,432	2	\$413
GS-12	165	\$20,976	160	19,483	169	\$21,590	179	\$21,945	10	\$355
GS-11	9	\$806	10	889	9	\$898	10	\$889	1	(\$9)
GS-09	15	\$1,398	16	2,187	16	\$2,209	16	\$2,209	0	\$0
GS-08	4	\$324	3	246	3	\$248	3	\$248	0	(\$0)
GS-07	17	\$1,089	15	951	22	\$1,486	25	\$1,709	3	\$223
GS-06	1	\$58	5	299	5	\$302	5	\$302	0	\$0
GS-05	8	\$467	4	298	4	\$301	4	\$229	0	(\$72)
Total	335	\$42,389	323	\$42,579	346	\$47,273	371	\$48,631	25	\$1,358

Figure 5.

IV. STRATEGIC FRAMEWORK

PSA’s Strategic Plan sets forth the agency’s priorities, goals and objectives that guide the agency’s work in achieving its mission of promoting pretrial justice and enhancing community safety in the Nation’s Capital. In doing so, the agency prioritizes efficient administration of resources, programs, and services across its components. Agency leaders use this Plan to designate annual performance priorities, drive resource allocations, and transform strategies into measurable results. Progress on all 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 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.

As the agency moves into its FY 2026–2030 strategic planning period, it is expected that PSA will focus its efforts on two overarching strategic goals, which align with the agency’s statutory responsibilities: Minimizing Rearrest and Maximizing Court Appearance. Strategic objectives and performance indicators will be revised and realigned under those goals. Relevant updates will be provided in PSA’s FY 2026–2030 Strategic Plan and upcoming Congressional Budget Justification.

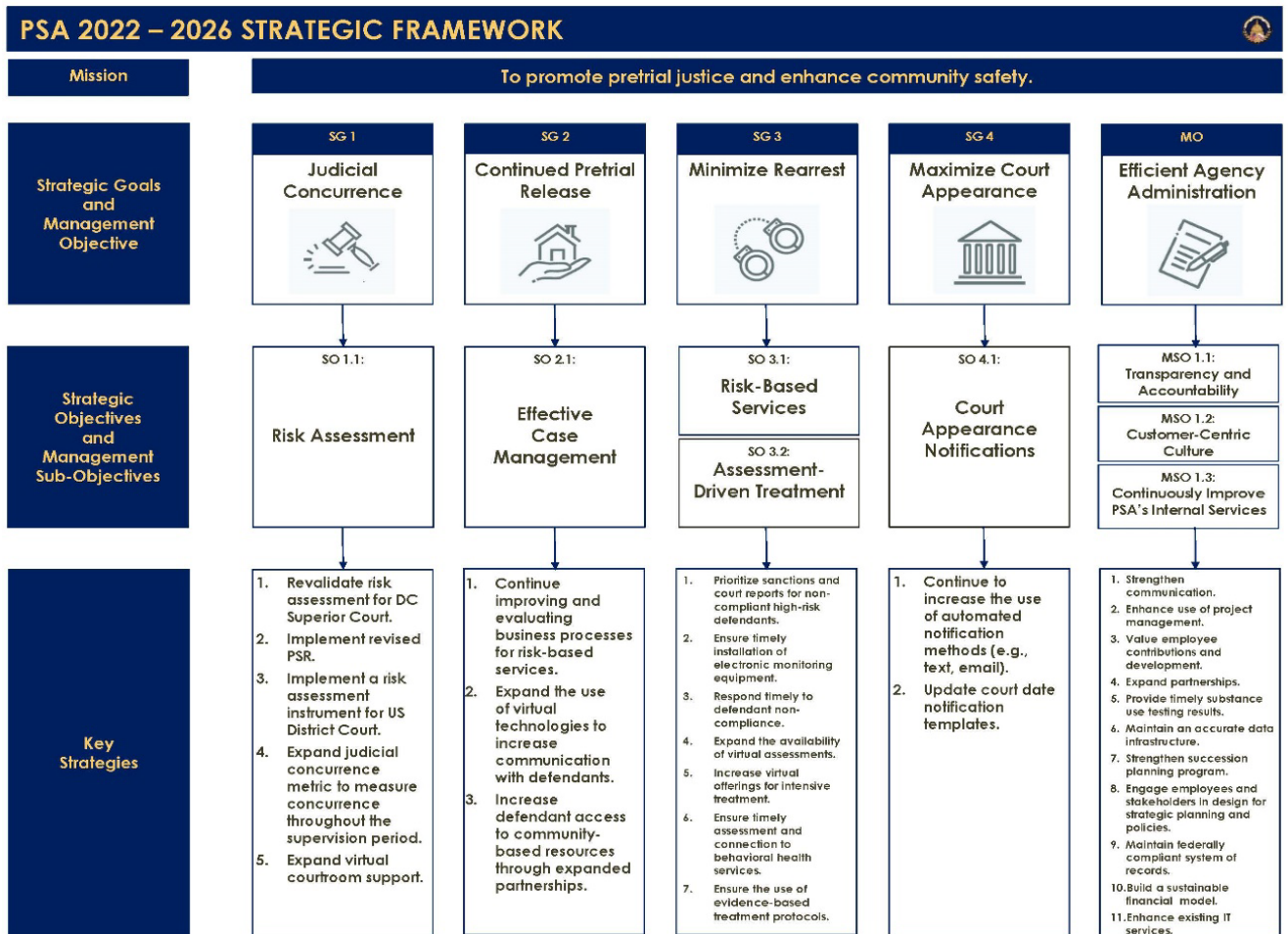


Figure 6. PSA’s FY 2022–2026 Strategic Framework

V. PROGRAM PERFORMANCE

PSA exceeded or was within acceptable performance on all four of its strategic goals in FY 2025. These results may be attributed to PSA’s innovative supervision and management practices.

Throughout FY 2025, PSA continued to implement data-driven decision-making and enhance its risk-based-services supervision model, customizing release conditions and

supervision based on each defendant’s assessed risk levels for *failure to appear* and *rearrest*. The agency also regularly monitored outcomes, engaged in routine communication with criminal justice partners, and implemented additional staff training on new procedures. These practices demonstrate PSA’s commitment to continuous improvement, ensuring PSA will remain a leader among pretrial services agencies.

Table 1 summarizes PSA’s overall performance on its strategic goals from FY 2021 through FY 2025. PSA routinely reviews its performance indicators and develops recommendations for modifying, streamlining or incorporating new measures that align with the agency’s mission. As the agency moves into its FY 2026–2030 strategic planning period, it is expected that PSA will focus its efforts on two overarching strategic goals: Minimize Rearrest and Maximize Court Appearance. Strategic objectives and performance indicators will be revised and realigned under those goals. Relevant updates will be provided in PSA’s FY 2026–2030 Strategic Plan and upcoming Budget Justification.

Table 1. Overall Performance by Strategic Goal

Performance Indicator		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2025–2027
Performance Description		Actual	Actual	Actual	Actual	Actual	Target Range
Strategic Goal 1	Judicial Concurrence with PSA Recommendations	84%	76%	69%	75%	83% ●	68% to 72%
Strategic Goal 2	Continued Pretrial Release	89%	89%	86%	84%	86% ●	84% to 86%
Strategic Goal 3	Arrest Free Rate	90%	93%	92%	89%	88% ●	85% to 89%
	Arrest Free Rate (Violent Crimes)	98%	99%	99%	99%	99% ●	96% to 98%
Strategic Goal 4	Court Appearance Rate	92%	89%	87%	86%	88% ●	86% to 88%

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 determine 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.

Moving into the FY 2026–2030 strategic planning period, it is expected that PSA will realign the strategic objective currently encompassed within this goal under another, more fitting, goal.

Strategic Objective 1.1 Risk Assessment

To assess 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2025–2027
Performance Description		Actual	Actual	Actual	Actual	Actual	Target Range
Strategic Goal 1	Judicial Concurrence with PSA Recommendations	84%	76%	69%	75%	83% ●	68% to 72%
Strategic Objective 1.1	Risk Assessment (i.e., Completed PSRs) ^a	N/A	N/A	73%	72%	74% ●	71% - 75%

^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.

PSA exceeded its overall performance target for Strategic Goal 1: *Judicial Concurrence with PSA Recommendations* and was within the target range for its strategic objective related to PSR completeness. 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. The initial work was completed in early FY 2025 and next steps are being determined.

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 (RADDC)], 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

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.

While PSA will continue to monitor defendant continued pretrial release rates, it is expected that the agency will shift its focus to goals that more directly impact mission accomplishment during the next strategic period.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2025–2027
Performance Description		Actual	Actual	Actual	Actual	Actual	Target Range
Strategic Goal 2	Continued Pretrial Release	89%	89%	86%	84%	86% ●	84% - 86%
Strategic Objective 2.1	Compliance with Release Conditions (i.e., Closeout Assessment)	68%	78%	77%	73%	74% ■	76% - 78%

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.

In FY 2025, PSA hosted the agency's first-ever Industry Day. This engagement with external stakeholders provided an opportunity for PSA to communicate its needs for serving defendants and to clearly outline expectations for vendors.

In addition, PSA's Office of Communications and Community Outreach (OCCO) expanded its engagements with local and federal partners, as well as community-based organizations, in forums designed to foster collaboration. These settings enabled open dialogue about how all parties can work together to address defendant needs, and over 20 meaningful opportunities for defendants to access vocational and social services from the community resulted from these efforts.

STRATEGIC GOAL 3: MINIMIZE REARREST

PSA supervision is designed to mitigate defendant risk, address needs that may impact defendant success on supervision and help defendants remain arrest-free. To gauge 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. To assess the effectiveness of PSA's 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 substance use disorder and mental health treatment needs. After a formal assessment is conducted and needs identified, PSA provides either contract services or referrals – appropriate behavioral health services 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2025–2027
Performance Description		Actual	Actual	Actual	Actual	Actual	Target Range
Strategic Goal 3	Arrest-Free Rate (Overall)	90%	93%	92%	89%	88% ●	85% - 89%
	Arrest-Free Rate (Violent Crimes)	98%	99%	99%	99%	99% ●	96% - 98%
Strategic Objective 3.1.1	Response to Defendant Conduct: Drug Infractions	93%	91%	95%	95%	93% ●	79% - 81%
	Response to Defendant Conduct: Contact Infractions	88%	86%	94%	90%	87% ●	69% - 71%
	Response to Defendant Conduct: Electronic Monitoring Infractions	98%	98%	97%	94%	94% ●	91% - 93%

	Response to Defendant Conduct: Group Session Infractions ^a	N/A	80%	87%	87%	90% ●	75% - 84%
Strategic Objective 3.2.1	Substance Use Disorder (SUD) Assessments ^a	N/A	N/A	100%	99%	99% ●	93% - 96%
Strategic Objective 3.2.2	Placement into Substance Use Disorder (SUD) Treatment ^a	N/A	N/A	49%	62%	68% ●	44% - 56%
Strategic Objective 3.2.3	Reduction in Drug Use ^a	N/A	N/A	87%	69%	84% ●	69% - 79%
Strategic Objective 3.2.4	Mental Health Screenings ^a	N/A	N/A	97%	96%	99% ●	87% - 92%
Strategic Objective 3.2.5	Connection to Mental Health Services	N/A	N/A	78%	71%	81% ●	65% - 75%

^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 or was within range of its performance targets for Strategic Goal 3: Minimize Rearrest and all nine performance indicators associated with the strategic objectives supporting the goal.

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. A solicitation for new treatment contracts was posted in July 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 assessments are now largely 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 continues 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 various methods of notification (e.g., email, text messages, and letters). 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 notification method.

Performance Indicators

Table 5. Performance Indicators for Strategic Goal 4

Performance Indicator		FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2025–2027
Performance Description		Actual	Actual	Actual	Actual	Actual	Target Range
Strategic Goal 4	Court Appearance Rate	92%	89%	87%	86%	88% ●	86% - 88%
Strategic Objective 4.1	Court Appearance Notification Automation	29%	43%	52%	48%	46% ●	24% - 26%

PSA exceeded or was within range for 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 2025 KEY AGENCY ACCOMPLISHMENTS

In FY 2025, PSA continued to advance its mission of promoting pretrial justice and enhancing community safety in the Nation’s Capital, 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. Enhanced Risk-Based Services (RBS)

In FY 2023, PSA fully deployed its risk-based services supervision model (RBS) and, in FY 2024, executed the initial phase of its evaluation plan to appraise the efficacy and fidelity of the new operating model for RBS. This included the establishment of an agency-wide Risk-Based Services Evaluation Workgroup (RBSE). During FY 2025, modifications were made to several supervision processes that support RBS protocols based on management and RBSE recommendations. Further, PSA continued to evaluate its Pretrial Realtime Information System Manager (PRISM) in support of RBS and the corresponding evaluation plan, resulting in 62 system changes designed to optimize functionality, reinforce compliance with contemporary IT security standards, and ensure PRISM's capacity to support RBS protocols.

2. Effective Defendant Reengagement

To ensure continued progress towards enhancing community safety, PSA routinely examines and, as needed, refines its processes and procedures to maximize effectiveness. In May 2025, PSA established the Investigation and Support Team to strengthen the operations of the Office of Post-Release and Supervision. The team's purpose is to reestablish contact with defendants who have either lost contact with supervision or are subject to bench warrants. Through comprehensive investigative outreach, including coordination with criminal justice agencies, family members, and community service organizations, the team works to resolve outstanding warrants and restore supervision and compliance. In addition, the team plays a key role in monitoring defendant out-of-state arrests and ensuring timely notification to judicial officers through the Rap Back initiative service offered by the Federal Bureau of Investigation (FBI) that provides agencies with continuous updates on the criminal history of individuals. This 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. Cutting-Edge Forensic Toxicology Services

In FY 2025, PSA continued to deliver timely and accurate drug testing results for defendants and provided key support to external stakeholders through drug test data and related information. The Office of Forensic Toxicology Services (OFTS) successfully passed proficiency tests administered by the College of American Pathologists (CAP) and the American Association of Bioanalysts (AAB), affirming the lab's high level of accuracy and commitment to excellence in drug testing. Additional highlights from OFTS in FY 2025 include:

Screened 115,864 specimens using immunoassay instrumentation.
Confirmed 2,429 specimens through Gas Chromatography/Mass Spectrometry (GC/MS) and Liquid Chromatography Tandem Mass Spectrometry (LC-MS/MS).
Interpreted 3,013 levels analysis assessments and provided 65 affidavits to support hearings in supervised release, parole, and probation cases.

Supported Drug Court operations by attending staffing sessions twice a week and delivering 25 forensic toxicology documents for hearings.

Partnered with the Office of Legal Services (OLS) to contribute to 14 FOIA responses with supporting drug test information.

Collaborated with the Office of Planning, Policy, and Analysis (OPPA) to produce and submit timely monthly drug test reports to stakeholders.

Conducted 25 laboratory tours and four training sessions for stakeholders, providing them with services and a better understanding of OFTS operations.

4. 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 and 1025 F Street, NW and relocated all staff and operational functions to 633 Indiana Avenue, NW during FY24. As part of this consolidation effort, the previous information technology data center was also relocated to the agency headquarters in April 2024. In September 2025, GSA awarded a 20-year new/replacement lease for the PSA/CSOSA headquarters at 501 3rd Street, NW. During the first half of FY 2025, the Lessor, GSA, PSA, CSOSA, and the agency's architectural and engineering (A&E) consultants completed validation of the blocking and stacking plan for the new facility and updated required space plans. PSA and the A&E firm considered building code and engineering standards to develop space and seating requirements, furniture standards and layouts, and facility IT and security requirements. The final test fit validations for the consolidated project were recently finalized, and the Lessor is preparing to proceed with design intent drawing. To date, project milestones remain on schedule, and the government anticipates acceptance of the facility in August 2027.

5. Effective Community Outreach

Effective community outreach is vital to strengthening the bridge between PSA, the DC community, and the agency's criminal justice partners. In FY 2025, OCCO successfully collaborated with DESS offices in welcoming representatives from the United States Department of State, Bureau of International Narcotics and Law Enforcement Affairs (DOS-INL), to engage with various segments of our agency operations. Following these visits, DOS-INL shared that several delegations intend to adopt many of the procedures PSA has in place, within the scope of their own budgets and human capital allowances.

Additionally, at the start of the fiscal year, OCCO partnered with OFA to host the agency's first-ever Industry Day. This engagement with external stakeholders provided an opportunity for the agency to communicate its needs in serving defendants and to clearly outline expectations for vendors. The goal is to enhance our efforts in achieving the agency's primary objectives: ensuring that defendants remain arrest-free and return to court as scheduled.

OCCO also engaged with local and federal partners, including members of Congress and community-based organizations, in forums designed to foster collaboration. These settings enabled open dialogue about how all parties can work together to support public safety and address the needs of defendants.

6. Enhanced Enterprise Risk Management

In FY 2025, PSA continued to strengthen its Enterprise Risk Management (ERM) program. A policy statement was drafted to further advance the ERM program implementation, and the agency conducted its annual Internal Control System Assessment per OMB Circular A-123 requirements. The assessment revealed that PSA can provide reasonable assurance that internal controls for operations, reporting and compliance are operating effectively, and no material weaknesses were reported.

To support advancements in business security, PSA also drafted a policy statement on Operations Security (OPSEC) and developed an online training module to introduce OPSEC to all PSA staff.

Finally, PSA drafted a new Continuity of Operations Plan (COOP) based on the framework and requirements laid out in FEMA's Federal Continuity Directives issued in December 2023 and August 2024. Based on the new COOP's framework, each office has begun examining their individual services and defining their own continuity plans.

7. Advanced Records and Information Management

In FY 2025, PSA made a concerted effort to advance its Records and Information Management (RIM) program. Key actions included implementing a workspace audit process and migrating unstructured data from shared drives to SharePoint, improving the agency's access to critical information. RIMU developed and updated standard operating procedures for case file archiving, permanent records transfer, and senior official transitions, ensuring compliance with federal records laws and reducing the risk of the improper handling of records. Records management was integrated into the agency's onboarding process and training for employees and records liaisons increased compliance, improved records handling accuracy and awareness and reduced the potential for legal exposure. Collaboration with the Office of Information Technology (OIT) to build SharePoint-based tools and tracking systems enhanced records lifecycle management and supported office and agency priorities. These actions combined streamlined operations, increased accountability, promoted employee engagement, improved operational efficiency, and reduced operational risk.

8. Modernized Data Management and Governance

In FY 2025, PSA prioritized efforts to position and support itself as a premier data-driven pretrial services agency through enhanced enterprise data management and governance. In January 2025, the agency deployed comprehensive, external Data and Analytics

Assessment (DAA) with respondents from multiple components across PSA. The primary objective was to assess the agency's maturity with respect to various data governance principles and best practices and identify action steps to modernize and improve data systems and outputs. Results from the assessment informed PSA's initial Action Plan and developed a charter to establish the agency's first Data Governance Board, which will guide PSA towards enhancing and modernizing its data infrastructure during FY 2027.

9. Establishing a Merit-Based Federal Workforce

PSA began implementing a merit hiring plan as required by OPM Memorandum entitled *Merit Hiring Plan*, dated May 29, 2025. PSA's time to hire metric is currently under the 80-day requirement. In FY 2026 and FY 2027, PSA will continue to work closely with OPM, the agency's talent team, hiring officials and HR specialists to streamline and improve hiring process and the time to hire metric. PSA leadership will continue to assess human capital needs ensuring our mission critical positions are filled with staff that have the skill sets needed to meet agency strategic goals and are passionate about the PSA mission and committed to the American people.