



CSOSA

2026

STRATEGIC PLAN

2030

Community Supervision Program

Court Services and Offender Supervision Agency for the District of Columbia





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FY2026-2030 Strategic Plan

*COURT SERVICES AND OFFENDER SUPERVISION AGENCY FOR THE DISTRICT OF COLUMBIA
COMMUNITY SUPERVISION PROGRAM*

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INTRODUCTION

CSOSA's Community Supervision Program (CSP) supervises adult criminal offenders sentenced by the Superior Court of the District of Columbia to probation and those released from prison by the United States Parole Commission on parole or supervised release, and monitors individuals subject to Deferred Sentencing Agreements or Civil Protection Orders. For readability, this document uses 'supervisees' to refer to all such individuals. Additional information about the agency and its history can be found on the [Our History](#) page on the CSP website.

This plan establishes CSP's strategic direction and priorities for fiscal years 2026 through 2030 in accordance with the Government Performance and Results Act Modernization Act (GPRA-MA) and OMB Circular A-11.

Plan components include:

Mission

The enduring purpose of the agency.

Strategic Goals

Broad, long-term goals the agency aims to achieve.

Strategic Objectives

Key areas of work that support each strategic goal.

Management Objectives

Internal priorities that improve agency operations and capabilities to support mission delivery.

Implementation Strategies

Targeted efforts during the plan period to advance strategic or management objectives—typically areas requiring change, development, or sustained investment—describing how the objectives will be achieved.

This plan serves as the foundation of CSP's performance architecture, informing the agency's performance plans and reports, budget development, and accountability to the administration, Congress, and the public.



MISSION

CSP's mission is to enhance public safety through the effective management of people under community supervision, and to collaborate with community and justice partners to support the reintegration of those supervised.

VISION

CSP envisions a future in which all individuals under supervision are supported to reintegrate safely and successfully, reducing recidivism and contributing positively to their communities.

ROADMAP

This vision is advanced through evidence-based practices, partnerships, and a commitment to data-informed decision-making. Specifically, CSP:

1. Hires and develops staff to deliver evidence-based supervision practices that address individual risks and needs and support behavioral change.
2. Applies interventions grounded in evidence and tailored to specific criminogenic risk factors.
3. Provides stabilization services that support reintegration and the transition to independent, law-abiding living.
4. Calibrates supervision intensity, contact standards, and services to individuals' capacities, and responsivity factors.
5. Expands the use of technology and data to deliver swift sanctions and incentives, increase operational efficiency, and strengthen offender engagement.
6. Collaborates with law enforcement, releasing authorities, local and federal agencies, and community stakeholders to advance its mission.



GOALS AND OBJECTIVES

CSP has established two complementary strategic goals (SGs) for FY26–30: enhancing public safety and strengthening community collaboration to support supervision and re-entry success.

The sections that follow outline each strategic goal and its corresponding strategic objectives (SOs).

SG 1: Enhancing Public Safety

CSP enhances public safety by reducing the likelihood supervised individuals engage in criminal behavior and by responding to risk in real time. The program emphasizes evidence-based supervision, targeted interventions, early identification of high-risk behavior, and close collaboration with law enforcement, courts, service providers, and other community partners.

CSP's supervision model is grounded in the Risk-Needs-Responsivity (RNR) framework. Under this model, supervision resources are prioritized for higher-risk individuals, interventions are matched to their most pressing criminogenic needs, and both supervision and services are adapted to each individual's motivation, learning style, and strengths to support behavioral change.

SO 1.1: *Assess Criminogenic Risk and Needs to Guide Supervision and Intervention*

CSP will assess risk to public safety and criminogenic needs using validated actuarial instruments and clinical information, consistent with the RNR framework. Assessments will inform supervision intensity, case planning, and referral to interventions that target changeable drivers of offending. CSP will integrate pre-release investigations to support transition planning, and it will use dynamic assessment and decision support to detect meaningful changes in risk and protective factors and to prompt timely supervision adjustments. CSP will maintain human oversight of automated recommendations and will evaluate local validity, calibration, and fairness of its assessment practices, publishing results and improvements. Operational targets, deployment timelines, and performance measures appear in the Agency Performance Plan.

To advance this objective, CSP will implement the following implementation strategies (ISs):



IS 1.1.1: *Deploy assessment practices efficiently and in a timely manner to guide supervision decisions*

IS 1.1.2: *Develop individualized case plans that respond to offenders' dynamic criminogenic needs*

For IS 1.1.1, CSP will streamline the assessment workflow by retiring redundant instruments; capturing scores once in structured fields and making them visible across supervision, case planning, and referral; automating handoffs between steps; and setting timeliness and completeness checks at each stage. CSP will standardize assessor training and calibration sessions, provide job aids, enable change-detection triggers that prompt reassessment when key factors shift, and record officer overrides with documented rationale to preserve human oversight.

For IS 1.1.2, CSP will deploy an intelligent case planning tool that prepopulates plans with assessment findings and responsivity factors, sequences interventions and dosage, surfaces eligibility or conflict checks, and generates referral tasks with scheduling. Supervisors will have review queues and dashboards for timeliness, plan quality, and exceptions to ensure consistent practice.

Together, IS 1.1.1 and 1.1.2 aim to reduce cycle time from intake to initial plan, increase reuse of assessment information across decisions, and improve the fit of case plans to criminogenic needs while monitoring acceptance and override rates and subgroup consistency. Results will be examined in routine management reviews to reinforce effective practices and adjust where needed.

SO 1.2: *Effectively Supervise Offenders to Reduce Reoffending*

CSP delivers supervision calibrated to each individual's assessed risk and needs. Contact requirements—such as office and home visits, drug testing, and referrals—are determined by supervision level and targeted to reduce the likelihood of reoffending. High-risk supervisees are managed by specialized teams, including High Intensity Supervision Teams, Rapid Response Officers, and the Rapid Engagement Team. Joint accountability tours are conducted in coordination with the Metropolitan Police Department (MPD). Other specialized teams support individuals with needs related to sex offenses, domestic violence, substance use, mental illness, or other targeted conditions.

To advance this objective, CSP will implement the following strategy:

IS 1.2.1: *Tailor supervision and services to high-risk emerging adults and those with mental illness*



For IS 1.2.1, CSP will tailor supervision and services for high-risk emerging adults and for individuals with mental illness by using assessment indicators to flag eligibility; adapting contact frequency, modality, and content to responsivity needs within the established supervision standards; aligning case plans and referrals to developmentally appropriate and clinically indicated services; setting simple coordination protocols for information sharing and handoffs with providers; and documenting the rationale for any departures from standard practice. CSP will monitor concordance between assessed needs and planned services, timeliness of contacts and referrals, engagement and completion rates, and subgroup consistency in how tailored approaches are applied.

Detailed targets, milestones, and timelines appear in the Agency Performance Plan.

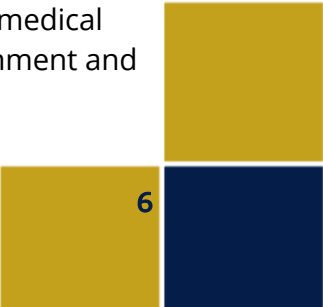
SO 1.3: *Address Offenders' Criminogenic Needs*

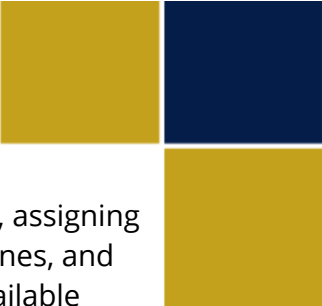
CSP will address changeable drivers of offending and key responsivity barriers through targeted services, partnerships, and interventions aligned to the RNR framework. Using assessed needs, CSP will guide referrals and sequencing across employment and education services, housing stabilization supports, substance use care, and behavioral health. CSP will coordinate with community and government partners to improve access and continuity of care, monitor engagement and completion, and evaluate whether better service matching and participation are associated with improved supervision outcomes. CSP will also advance evidence-based responses to overdose risk, including access to medications for opioid use disorder and overdose prevention. Operational details, capacities, pilots, and performance measures appear in the Agency Performance Plan.

To advance this objective, CSP will implement the following strategies:

- IS 1.3.1:** *Strengthen collaboration and discharge planning with local government and community providers to improve access to housing, education, employment, and medical services*
- IS 1.3.2:** *Expand intervention capacity to align with assessed needs, particularly for offenders with mental health needs*
- IS 1.3.3:** *Expand the provision of in-house behavioral health services to reduce reliance on contract services*
- IS 1.3.4:** *Increase access to residential substance use treatment through government and community-based providers*

For IS 1.3.1, CSP will improve access to housing, education, employment, and medical services by formalizing collaboration and discharge planning with local government and





community providers, using shared referral protocols and eligibility checklists, assigning single points of contact, scheduling transition case conferences at key milestones, and providing simple slot and waitlist visibility so officers can route referrals to available capacity.

For IS 1.3.2, CSP will align intervention capacity to assessed needs, especially for individuals with mental health needs, by running periodic needs-to-capacity reviews, prioritizing procurements that close the largest gaps, and simplifying referral pathways and appointment support.

For IS 1.3.3, CSP will build internal capacity to deliver behavioral health services traditionally procured from vendors by defining the in-house service scope, staffing and credentialing accordingly, integrating scheduling and documentation into its case management system, and establishing quality assurance and referral handoff protocols.

For IS 1.3.4, CSP will quantify demand for residential substance-use treatment using assessment data, translate the forecast into bed and length-of-stay requirements, and procure contracts with qualified providers, including admission criteria, reporting expectations, and step-down plans.

Collectively, these strategies directly address supervisees' criminogenic needs by accelerating access to targeted services in housing, education, employment, behavioral health, and substance use; improving the match between assessed needs and interventions; building internal capacity to deliver matched services; sustaining engagement through discharge and step-down; and reducing overdose risk that destabilizes community supervision. CSP will review engagement, completion, and outcomes by subgroup and adjust referral pathways, capacity, and service mix to drive measurable change in validated need domains.

SO 1.4: *Incentivize Compliance and Hold Offenders Accountable*

CSP will support compliance and public safety by pairing meaningful incentives for prosocial behavior with proportionate, graduated responses to violations, applied with procedural fairness and human judgment. Expectations will be communicated clearly at the outset of supervision. Decision support will be data-informed and officer-led, with policy guardrails and supervisory review, aligning responses to assessed risk, violation severity, and individual responsiveness, with positive reinforcement emphasized for sustained progress. CSP will evaluate the consistency, timeliness, and outcomes of its response practices and will publish improvements. Operational protocols, schedules, and performance targets appear in the Agency Performance Plan.

To advance this objective, CSP will implement the following strategy:

IS 1.4.1: Improve the use of incentives to motivate compliance with supervision and interventions plans

For IS 1.4.1, CSP will improve the use of incentives by standardizing an agency-wide incentive menu with clear eligibility and evidence requirements; using decision-support analytics to map specific prosocial behaviors to defined incentives and frequency limits; and embedding a same-day or next-business-day award process. Prosocial behaviors include timely reporting, treatment attendance and completion, verified progress in education, vocational training, and employment, consecutive negative drug tests, and completion of both supervision requirements and intervention plan tasks. Accountability will mean clear expectations up front, verifiable documentation of behavioral and attitudinal change, transparent award criteria, and consistent application across branches and teams. Officers will use job aids that specify acceptable evidence and timing; supervisors will review awards for consistency; and routine reports will track time-to-award, uptake, consistency, adherence to case-plan tasks, and impact. Incentives that do not motivate compliance will be revised or retired, and those with the strongest effects will be scaled.

SG 2: Support Supervision and Reentry Success

Community engagement and interagency coordination are critical to effective supervision and successful reintegration. CSP partners with community organizations and justice system entities to connect offenders to needed supports, ensure continuity of care, and promote long-term desistance from crime.

SO 2.1: *Build and Maintain a Strong Network of Community Partners*

CSP will build and sustain a network of public and community partners that expands access to stabilizing services, supports accountability, and strengthens reintegration. Partnerships will align referrals and information-sharing, enable warm handoffs at key transitions, and broaden access to housing, employment, education, behavioral health, and other prosocial supports. Through its victim services work, CSP will coordinate with courts and community organizations to enhance safety, provide trauma-informed assistance, and, where appropriate and voluntary, support restorative processes. Operational details, partnership development plans, and performance measures appear in the Agency Performance Plan.

To advance this objective, CSP will implement the following strategies:

IS 2.1.1: *Identify new and strengthen existing community partnerships to support successful supervision and offender reintegration*

IS 2.1.2: *Connect offenders with community partners to support reintegration and continuity of care*

For IS 2.1.1, CSP will map needs to services, prioritize gaps, and formalize partnerships with community service providers that specify points of contact, referral protocols, eligibility matrices, feedback expectations, and real-time capacity and waitlist visibility. CSP will huddle periodically with partners to review flow processes and resolve bottlenecks and will maintain a dynamic service inventory so officers can route referrals to matched services with available capacity.

For IS 2.1.2, CSP will standardize warm handoffs by scheduling appointments before transition points, using consented information sharing, and confirming attendance within a set follow-up window. Officers will use clear referral pathways and reminders; partners will return visit and engagement status through a lightweight feedback loop so plans can be adjusted quickly when a referral stalls.

Together, these two strategies expand access, reduce referral drop-off, and improve continuity at key transitions, directly supporting reintegration by matching supervisees to needed housing, employment, education, and behavioral-health services and keeping them engaged long enough for services to work.

SO 2.2: *Share Information with Criminal Justice Partners¹*

CSP will share timely, accurate, and relevant information with criminal justice partners to strengthen supervision, risk management, and decision-making. CSP will deliver core reporting and coordination functions, including pre-sentence and violation reporting, interstate case coordination, and required public safety notifications, and will standardize routine data exchanges that support partner decisions in the District. Information-sharing will operate under clear governance that protects privacy and civil liberties, uses common data standards, and enables two-way feedback with partners. CSP will align submissions to partner requirements, support warm handoffs at key decision points, and maintain secure channels and audit trails appropriate to the sensitivity of the data. CSP will monitor the quality, and timeliness of shared information, and will publish improvements that come from joint problem-solving. Operational protocols, service levels, and performance measures appear in the Agency Performance Plan.

¹ Partners include the Pretrial Services Agency for the District of Columbia, the Metropolitan Police Department of the District of Columbia, the Superior Court of the District of Columbia, the District of Columbia Department of Corrections, the Public Defender Service for the District of Columbia, the District of Columbia Department of Youth Rehabilitation Services, the Office of the Attorney General for the District of Columbia, the Federal Bureau of Prisons, the United States Parole Commission, the United States Attorney's Office for the District of Columbia, and the United States Marshals Service.



To advance this objective, CSP will implement the following strategies:

IS 2.2.1: *Improve timeliness and acceptance of Presentence Investigation and Alleged Violation Reports submitted to releasing authorities.*

IS 2.2.2: *Share relevant information with justice partners to support a coordinated public safety strategy in the District of Columbia.*

For IS 2.2.1, CSP will align Presentence Investigation and Alleged Violation Reports content to expectations of the releasing authority, use standardized templates with required elements prepopulated with information derived from the agency's data warehouse, and add pre-submission validations for completeness and readability. Internal review queues will stage drafts against filing calendars with alerts for approaching deadlines. CSP will track timeliness, acceptance rates, length and number of revision steps, and reasons for returns, and will run periodic calibration sessions with releasing authorities to incorporate rule changes and reduce rework.

For IS 2.2.2, CSP will share relevant CSP-held data with federal, District, and local public-safety partners to support systems analyses and operational decision-making, consistent with the Privacy Act and other applicable authorities. Where existing platforms or exchanges meet partner needs, CSP will use them; where gaps remain, CSP will offer CSP-side options such as documented data products. CSP will define partner use cases and the minimum necessary data elements, provide aggregated or summarized information when case-level detail is not required, and apply disclosure limitation practices to minimize disclosure risk. Participation and any technical alignment will occur through voluntary agreements that reflect each partner's legal authorities and technical capacity.

Together, these strategies make shared information timely, accurate, and usable for partner decisions, reducing rework and latency while supporting coordinated risk management across the District.



MANAGEMENT OBJECTIVES

Delivering on CSP's strategic goals requires internal capabilities that support effective operations, effective use of high-quality data, workforce development, and organizational learning. During the FY26–30 plan period, CSP will pursue management priorities that build capacity, strengthen agency-wide alignment, and drive continuous improvement.

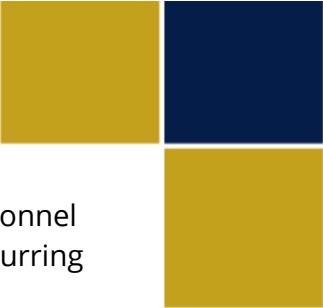
The management objectives (MOs) define how CSP will achieve its goals by specifying the operational processes, skills, technology, and resources that enable mission delivery. Brief implementation strategies are summarized under each management objective, while the Agency Performance Plan provides the annual performance goals, indicators, targets, milestones and timelines.

MO 1: Enhancing Performance Management and Increasing Efficiency

CSP will align performance management from the individual to the agency level around a concise set of mission-critical measures that tie effort to outcomes. CSP will modernize its data and case-management platforms to improve oversight, interoperability, and operational efficiency, and it will operate under agency-wide data governance that protects privacy, improves data quality, and supports policy, operations, and evaluation. CSP will publish performance insights, act on them, and verify improvements.

To advance this objective, CSP will implement the following implementation strategies for management objectives (ISMs):

- ISM 1.1:** *Apply advanced analytics to enhance personnel management and performance reporting*
- ISM 1.2:** *Establish a cross-office data governance body to align data systems with operational, policy, and evaluation needs*
- ISM 1.3:** *Enhance data integration across Agency systems to support real-time operational oversight*
- ISM 1.4:** *Build routine and timely data reporting requirements into service contracts to support monitoring and decision-making*



For ISM 1.1, CSP will deploy role-based analytics and dashboards to align personnel goals with workload and outcomes, standardize core measures, automate recurring pipelines, and use predictive flags to identify staffing risks and training needs.

For ISM 1.2, CSP will stand up a cross-office data governance body with defined stewardship roles, common data standards, routine quality checks with corrective workflows, and access controls supported by privacy reviews and data-sharing agreements.

For ISM 1.3, CSP will deepen data integration across system boundaries to increase the business value of the existing holdings.

For ISM 1.4, CSP will embed routine vendor reporting in contracts by specifying data schemas and submission cadence, setting service-level expectations for timeliness, completeness, and accuracy, requiring secure transmission and audit trails, and linking performance management to data delivery quality.

Collectively, these actions create the management infrastructure that links people, data, and operations; the Agency Performance Plan describes operational targets, baselines, and milestones.

MO 2: Promoting Innovation, Evaluation, and Continuous Quality Improvement

CSP will foster disciplined innovation and continuous learning. New tools and practices will be adopted where they solve defined problems, with human oversight, privacy and security safeguards, and tests for effectiveness and consistency across subgroups. CSP will test small changes, measure outcomes quickly, and adjust practice to improve implementation. CSP will also conduct fidelity reviews of core programs and prioritize rigorous impact evaluations of interventions delivered with fidelity. Results will guide scaling, course correction, or sunset decisions.

To advance this objective, CSP will implement the following strategies:

- ISM 2.1:** *Use natural language processing to support case analysis and communications*
- ISM 2.2:** *Expand use of mobile technology to enhance data collection and officer efficiency*
- ISM 2.3:** *Evaluate fidelity of CSP program implementation to identify opportunities for improvement*

ISM 2.4: *Conduct rigorous impact evaluations of high-priority interventions implemented with fidelity*

For ISM 2.1, CSP will use natural language processing to extract key facts from case notes, flag inconsistencies, and generate plain-language drafts for officer review to improve clarity and timeliness of case communications.

For ISM 2.2, CSP will expand mobile tools so officers can capture both structured and unstructured data at the point of service.

For ISM 2.3, CSP will institute routine fidelity checks using standardized checklists, observation, and record review with rapid feedback to supervisors and providers.

For ISM 2.4, once fidelity is verified, CSP will conduct impact evaluations using randomized or strong quasi-experimental designs with pre-specified methods and subgroup analyses to confirm effect consistency. Findings from these activities will feed into regular management reviews to scale effective practices, adjust underperforming ones, or sunset them as appropriate. Detailed deployment schedules and measures appear in the Agency Performance Plan.

Together, MO 1 and MO 2 provide the enabling capabilities that make the strategic goals achievable: a reliable performance system and a disciplined learning-and-evaluation system. The Agency Performance Plan carries the near-term goals, indicators, baselines, targets, owners, milestones, and timelines that govern execution and review.



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