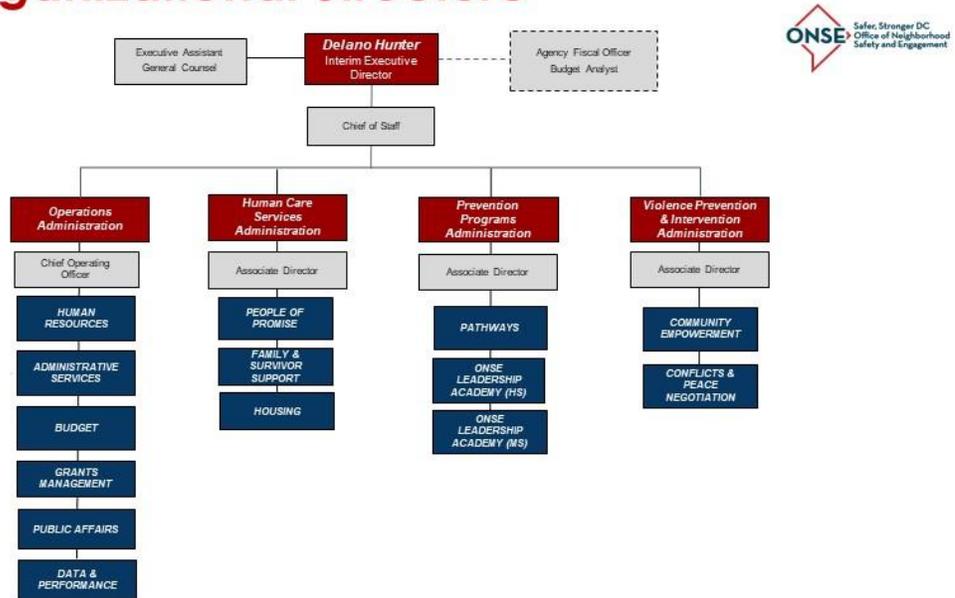


Fiscal Year 2022 Performance Oversight Questions
Deputy Mayor for Public Safety and Justice

A. ORGANIZATION AND OPERATIONS

1. Please provide a complete, up-to-date **organizational chart** for the agency and each division within the agency, including the names and titles of all senior personnel. Please include an explanation of the roles and responsibilities for each division and subdivision within the agency. See Attached #1 for larger view.

ONSE Organizational Structure



Violence Intervention Initiative (VII)

The Violence Intervention Initiative (VII) seeks to reduce violence in twenty-one priority communities by establishing a strong presence in communities with high levels of violence. Additionally, VII partners with residents, government agencies, and community-based organizations to reduce violence by building relationships with individuals and families most at risk of being directly affected by violence. The model is person-centered services which align with an individual’s stage of readiness.

Pathways Program

The Pathways Program is a comprehensive and coordinated service-based program based on the assessed needs and risks of individuals participating in high-risk activity. The program aims to improve outcomes related to public safety, participants’ overall well-being, and individual goals aligned with those objectives. Pathways encourages a broad, health-based approach focused on multiple services, rather than being a single-emphasis program, to address the numerous barriers faced by participants (i.e., mental health, substance use, unemployment). The program aims to decrease the likelihood of criminal justice involvement, and improve the outcomes of employment, education, workforce

development, health and wellness, and housing stability for those who are most likely to be harmed or to cause harm.

ONSE Leadership Academy

The ONSE Leadership Academy (OLA) is a school-based initiative with a team of staff embedded within six middle and high schools throughout the District. The OLA team is assigned students who have been selected to receive additional supports due to attendance, behavior, and academic progress challenges. This team provides attendance monitoring and behavioral supports and interventions, as well as Safe Passage support during morning arrival and afternoon release. This initiative aims to promote school and community safety and alleviate challenges or barriers to success for the highest-risk students. The team collaborates with school administrators, teachers, and professionals to tackle this critical work.

People of Promise

The People of Promise initiative is an interagency strategy designed to disrupt cycles of violence, poverty and incarceration by relentlessly outreaching to individuals at imminent risk of victimization or involvement in violent crime and connecting them to support and services.

The program oversees a host of wraparound services that benefit People of Promise and other agency clients, including:

- Youth Mental Health – Launched in FY22
- Adult Mental Health – Launched in FY22
- Emergency Safe Housing – Launched in FY22

Housing Services

Many of the residents ONSE serves through the Pathways program and People of Promise initiative face housing instability. They may be temporarily living with a relative or couch surfing among friends. They may be staying in a dangerous living arrangement to avoid a night on the street. Often, ONSE's clients are unable or unwilling to access the District's existing homelessness continuum of care services due to safety issues.

To help address this unmet need, ONSE is developing a rental assistance pilot that will service Pathways alumni and People of Promise experiencing housing instability. This five-year pilot will provide qualified individuals with cash assistance and financial coaching to obtain and maintain housing. All participants will be entering a new lease—for many of them, it will be their first.

At the individual level, the pilot hopes to ensure immediate housing stability as well as long-term financial health. At the community level, the pilot aims to disrupt the cycles of poverty, violence, and incarceration that threaten community safety.

The program is designed to provide the up-front assistance needed to access secure, safe, and permanent housing. It provides a safety-net of financial support over five years so participants can gain their footing; and it incentivizes job growth and savings by not reducing or removing program assistance when a participant's income increases.

This pilot was designed with support from The Lab @ DC through a series of conversations with Pathways alum, ONSE staff, and other District government stakeholders working on homelessness and housing.

Family and Survivor Support (FSS)

Family and Survivor Support (FSS) provide wraparound services to victims of violent crime and their families. The critical response protocol is activated when there has been a homicide or non-fatal violent incident referred to the Office of Neighborhood Safety and Engagement (ONSE) by the Metropolitan Police Department (MPD). Once key information is received about those involved in the incident, a team meets with the victims and/or families and to connect them to immediate and long-term needs.

- **Please include a list of the employees (name and title) for each subdivision and the number of vacant, frozen, and filled positions. For vacant positions, please indicate how long the position has been vacant.**

See Attachment A, ONSE Schedule A.

- **Please provide a narrative explanation of any changes to the organizational chart made during the previous year.**

In FY2022, the Human Care Services Administration was created by combining the People of Promise, Housing, and Family and Survivor Support programs. Organizational changes were made to ensure high performance, accountability, and the highest quality of service to the residents served by the ONSE.

2. **Please list each new program implemented by the agency during FY 2022 and FY 2023, to date. For each initiative please provide:**
 - **A description of the initiative, including when begun and when completed (or expected to be completed);**
 - **Any documented results of the initiative.**

People of Promise

Description: Mayor Bowser announced the People of Promise Initiative in April 2022 as a part of her administration's strategy to address violent crime in DC and to make our communities safer. District residents who have been identified as being at

imminent risk of victimization or involvement in violent crime are being prioritized for accelerated service delivery and programming opportunities that can help them. Many of these individuals have a lengthy history with the criminal legal system, including prior juvenile supervision or prior adult incarceration or supervision. Because of their past involvement in community violence, many have survived a violent injury and suffered the resulting emotional trauma.

The first group of People of Promise that will receive outreach were identified through a Gun Violence Problem Analysis conducted by the National Institute for Criminal Justice Reform. This analysis was contracted by the Criminal Justice Coordinating Council in partnership with the Office of Gun Violence Prevention.

The Initiative is committed to providing the services and resources People of Promise need to overcome their hurt and trauma and stabilize their lives and the lives of their families. The Initiative partners with other District government agencies and community-based organizations to prioritize People of Promise for accelerated service delivery and programming opportunities. The initiative is focused on seven service and resource domains: 1) mental/behavioral health, 2) physical wellness, 3) education/employment, 4) financial, 5) family, 6) legal, and 7) community/creativity. **Results:** As of 2/7/23, there are 189 People of Promise engaged in the program — 136 from NICJR group and 53 from community referrals. Our dedicated Pathfinders and Credible Contacts have logged over 1,900 engagements and 240 service referrals for People of Promise to date.

CVI Joint Strategy Meetings

Description: CVI Joint Strategy meetings bring together all CVI agencies and organizations in the city for weekly meeting to discuss weekly incidents and develop joint strategies to address violence. This initiative started November 2022.

Results: Initial feedback from participants has been positive and attendance remains high. ONSE will be issuing a participant survey at the two-month mark to get recommendations for how to improve this coordination meeting.

Trauma Informed Care

Description: In the fall of 2022, ONSE launched a Trauma-Informed Care (TIC) groups, which are neighborhood based. Violence interrupters refer at-risk clients to participate. Clients have an introductory session with clinicians, ONSE staff, and local Violence Interrupters at a location of their choosing. Groups then continue to meet biweekly. TIC session topics include: mental health stigma; why we think how we think; generational poverty; family dysfunction; community service; collective trauma; squashing the beef; substance use, and; managing anxiety.

Results: Since the launch of this initiative, ONSE has engaged over 30 high-risk clients from nine priority communities. In FY22, Community Wellness Ventures was the clinical vendor leading these groups and in FY23, New Outlook began group facilitation.

<i>Fiscal Year 2022</i>	
<i>Neighborhood</i>	<i>Number of Sessions</i>
Lincoln Heights	8

Clay Terrace	8
Saratoga	5
3500	6
BVT/Kenilworth	2
Carver Langston	5
Total	34

<i>Fiscal Year 2023</i>	
<i>Neighborhood</i>	<i>Number of Sessions</i>
Syphax Gardens	6
Clay Terrace	5
Saratoga	1
3500	3
BVT/Kenilworth	4
Carver Langston	5
Robinson Pl	3
Congress Park	2
Total	29

Restorative Justice Training

Description: ONSE began leading Restorative Justice Trainings for ONSE staff, ONSE contractors and community residents to train parties on RJ Circle practice. This initiative started in May 2022 and is ongoing.

Results:

<i>Restorative Justice Trainings FY22</i>		
<i>Vendor</i>	<i>Number of Sessions</i>	<i>Number of Attendees</i>
Youth Families in Crisis	4	43

Studio Sessions & Buildouts

Description: ONSE developed a unique engagement service for at-risk youth thru free studio sessions that help promote positive music; ONSE also began its buildout of studios in communities to increase engagement in prosocial activities and increase safety in the community by providing a resource that is accessible to residents. This initiative started in April 2022 and is ongoing.

Results: Since the launch of this initiative, ONSE has engaged 24 high-risk clients from twelve priority communities. ONSE partners with five studios to ensure clients are able to visit a studio that can safely accommodate them. A breakdown of sessions by Fiscal Year and neighborhood can be found below.

<i>Fiscal Year 2022</i>	
<i>Neighborhood</i>	<i>Number of Sessions</i>
Lincoln Heights	1
Clay Terrace	16

Saratoga	5
Barry Farms	8
3500	9
BVT	5
Kenilworth	7
Oxford Manor	1
Rosedale 18 th & D	1
Total	53

<i>Fiscal Year 2023</i>	
<i>Neighborhood</i>	<i>Number of Sessions</i>
Floating	4
Clay Terrace	30
Saratoga	22
Barry Farms	33
3500	14
BVT	14
Kenilworth	13
Oxford Manor	2
Rosedale 18 th & D	14
Benning Park	8
Parkland	4
Total	158

Entrepreneurship

Description: ONSE developed a unique engagement service for at-risk youth thru entrepreneurship sessions that enabled at-risk young people to obtain their LLC, business bank account and all district requirements to make their LLC eligible to receive District funding. ONSE also provided start-up funding to participants. This initiative started in April 2022 and is ongoing.

Results: To date, 20 young men obtained their LLC, opened a business bank account, and met all the requirements to make their LLC eligible to receive District funding.

VI Social Media Initiative

Description: In FY23, ONSE identified a Social Media Specialist and assigned them to the Violence Intervention Team to support with: identifying and retrieving social media information, reviewing social media for connections to VI work, robust posting of community content, and strategic support with conflicts. This initiative was developed in response to VIs observing the role of social media in driving or exacerbating conflicts and increasing risks of physical violence.

Results: This Specialist reports their findings during ONSE’s weekly CVI Coordination Meetings.

3. Please provide a complete, up-to-date position listing for your agency, ordered by program and activity, and including the following information for each position:

- Title of position;
- Name of employee or statement that the position is vacant, unfunded, or proposed;
- Date employee began in position;
- Salary and fringe benefits (separately), including the specific grade, series, and step of position;
- Job status (continuing/term/temporary/contract);
- Whether the position must be filled to comply with federal or local law.

Please note the date that the information was collected

See Attachment A, ONSE Schedule A.

4. Does the agency conduct annual performance evaluations of all of its employees, and was this done in FY 2022? Who conducts such evaluations? What are they performance measures by which employees are evaluated? What steps are taken to ensure that all agency employees are meeting individual job requirements? What steps are taken when an employee does not meet individual job requirements? [Lashawn]

ONSE conducts annual performance evaluations for all of its employees in accordance with the District's Personnel Manual. In FY22, ONSE had a 96% completion rate of only one outstanding performance evaluation.

ONSE ensures that at the beginning of the performance management period, a supervisor prepares an Individual Development Plan for each employee, identifying areas for growth and development. The Individual Development Plan shall be prepared in collaboration with the employee. The Individual Performance Plan shall include at least one (1) and no more than three (3) objectives.

Each Individual Development Plan may include but is not limited to the following objectives:

- Specific objectives designed to improve the knowledge, skills, and abilities of the employee;
- Specific objectives for areas of ongoing professional development; or
- Objectives that address areas in which the employee received a review of “Marginal Performer” or below during the preceding review year.

Each employee entitled to an annual performance evaluation participates in a mid-year progress discussion no less than three (3) months prior to the end of the performance management period. The mid-year progress discussion is initiated by the employee's immediate supervisor and serves as a mechanism for providing feedback to an employee and identifying areas that need improvement.

A Performance Improvement Plan (PIP) is designed to facilitate constructive discussion between an employee and his or her immediate supervisor to clarify areas of work performance that must be improved. Once the areas for improvement have been identified, the PIP provides the employee the opportunity to demonstrate improvement in those areas and his or her ability to meet the specified performance expectations.

Within ten (10) business days after the end of the PIP period, the employee's immediate supervisor or, in the absence of the employee's immediate supervisor, the reviewer, shall issue a written decision to the employee as to whether the employee has met or failed to meet the requirements of the PIP.

If the employee fails to meet the requirements of the PIP, the written decision shall state the reason(s) the employee was unsuccessful in meeting those requirements and:

- Extend the PIP for an additional period;
- Reassign, reduce in grade, or remove the employee.

5. **Please list all employees detailed to or from your agency, if any. Please provide the reason for the detail, the detailed employee's date of detail, and the detailed employee's projected date of return.**

ONSE does not have any employees detailed to or from the agency.

6. **Please provide the position name, organization unit to which it is assigned, and hourly rate of any contract workers in your agency, and the company from which they are contracted.**

- Violence Intervention: Average Violence Interrupter salaries range from \$45,000-\$70,000 annually
 - Together We Rise: \$850,000
 - J&J Monitoring: \$1,700,000
 - Ward 5 Network: \$1,700,000
 - Life Deeds: \$650,000
- Case Management: Average Case Manager salaries range from \$50,000-\$90,000
 - InnerCity Collaborative: \$900,000

7. **Please provide the Committee with:**

- **A list of all employees who receive cellphones or similar communications devices at agency expense.**
 - ◆ **Please provide the total cost for mobile communications and devices at the agency for FY 2022 and FY 2023 to date, including equipment and service plans.**

See Attachment #, ONSE Telecommunication Devices

- **A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned.**

List of Fleet Vehicles As of December 31, 2022			
Year	Make	Model	DC Tag Number
2013	Toyota	Corolla	DC11861
2018	Dodge	Grand Caravan	DC11935
2018	Ford	Transit 350 Van	DC11967
2018	Ford	Transit 350 Van	DC11983
2007	Chevrolet	Silverado	DC12273
2018	Carry-on	Trailer	DC12607
2019	Dodge	Caravan	DC13368

- **A list of employee bonuses or special award pay granted in FY 2022 and FY 2023, to date.**

ONSE did not have any employee bonus or special award pay grants in FY2023, to date.

In FY2022 ONSE had forty-eight (48) employees receive the 3.5% mayoral-approved bonus award and did not have any special award pay granted.

See Attachment C, ONSE List of Employee Bonuses in FY2022.

- **A list of travel expenses, arranged by employee.**

List of Travel Expense As of December 31, 2022			
Employee	Month	Cost	Purpose
Covington, DeAndre	October 2022	\$665.68	Cities United 9 th Annual Convening
DeLeon, Gladis	October 2022	\$665.68	Cities United 9 th Annual Convening
Dunlap, Dante	October 2022	\$665.68	Cities United 9 th Annual Convening
Floyd, Derek	October 2022	\$665.68	Cities United 9 th Annual Convening
Gray, Reginald	October 2022	\$665.68	Cities United 9 th Annual Convening
Justice, Sherman	October 2022	\$665.68	Cities United 9 th Annual Convening
LeBlanc-Queen, Fareeda	October 2022	\$665.68	Cities United 9 th Annual Convening
Lewis, Kenya	October 2022	\$665.68	Cities United 9 th Annual Convening

McDaniel, Dana	October 2022	\$499.70	Cities United 9th Annual Convening
White, Whittney	October 2022	\$665.68	Cities United 9th Annual Convening
Wood, Delonte	October 2022	\$665.68	Cities United 9th Annual Convening
Stevenson, Donald	October 2022	\$1,553.20	ATD – Training & Facilitation
Battle, Taylor	August 2022	\$1,044.56	Strategic Thinking
Quarles, Chavonne	August 2022	\$922.81	Strategic Thinking
Ellis, Marcus	June 2022	\$959.50	Chicago PeaceMaker Training/Readi Chicago
Hunter, Delano	June 2022	\$1,455.66	Chicago PeaceMaker Training/Readi Chicago
McDaniel, Dana	June 2022	\$888.36	Chicago PeaceMaker Training/Readi Chicago
Yelle, Setareh	June 2022	\$832.56	Chicago PeaceMaker Training/Readi Chicago

- **A list of the total overtime and worker’s compensation payments paid in FY 2022 and FY 2023, to date.**

In FY22 and FY2023, to date, ONSE did not have any worker’s compensation payments. ONSE paid at total of \$33,211.36 in overtime payments in FY22 and FY2023, to date.

See Attachment D, ONSE Overtime Payments

8. **Please provide a list of each collective bargaining agreement that is currently in effect for agency employees.**
 - **Please include the bargaining unit (name and local number), the duration of each agreement, and the number of employees covered.**
 - **Please provide, for each union, the union leader’s name, title, and his or her contact information, including e-mail, phone, and address if available.**
 - **Please note if the agency is currently in bargaining and its anticipated completion date.**

ONSE does not have any collective bargaining agreements for agency employees.

9. **Please identify all electronic databases maintained by your agency, including the following:**
 - **A detailed description of the information tracked within each system;**
 - **The age of the system and any discussion of substantial upgrades that have been made or are planned to the system;**
 - **Whether the public can be granted access to all or part of each system.**

All of the electronic databases ONSE uses are either of-the-self tools or maintained by OCTO. ONSE utilizes the following platforms to track program and administrative data:

- Efforts to Outcomes
 - Pathways Program aata
- SmartSheet
 - Family and Survivor Support Program data
 - Violence Intervention Data
- Quickbase
 - Violence Intervention Data
 - People of Promise Data
- ArcGIS
 - Crime incidents

The ONSE office is in the process of migrating data collection within the ONSE Leadership Academy, Pathways Program, and Family and Survivor Support Program from SmartSheet, Efforts to Outcomes, and SharePoint to Quickbase. ONSE is on track to complete this migration by the end of FY23.

The aim is to offer a more secure, flexible, and easy-to-use solution for case management, critical incident monitoring, and outcomes tracking across agency programs. These changes will permit ONSE to increase efficiency and enhance internal and contractor oversight and performance data analysis, thereby improving the overall impact of each program.

10. Please describe the agency's procedures for investigating allegations of sexual harassment or misconduct committed by or against its employees. List and describe any allegations received by the agency in FY 2022 and FY 2023, to date, and whether and how those allegations were resolved.

ONSE's Sexual Harassment Officer (SHO) is responsible for investigating allegations of sexual harassment or sexual misconduct committed by or against agency employees. No sexual harassment or misconduct allegations were received or investigated by the agency in FY22 or FY23, to date.

See Attachment D, ONSE Sexual Harassment Policy

11. For any boards or commissions associated with your agency, please provide a chart listing the following for each member:

- **The member's name;**
- **Confirmation date;**
- **Term expiration date;**
- **Whether the member is a District resident or not;**
- **Attendance at each meeting in FY 2022 and FY 2023, to date.**
- **Please also identify any vacancies.**

ONSE does not oversee or facilitate any boards or commissions.

ONSE has one staff member who acts as an ex-officio member of the Office of the Chief Medical Examiner’s Violent Fatality Review Committee.

12. Please list the task forces and organizations, including those inside the government such as interagency task forces, of which the agency is a member and any associated membership dues paid.

ONSE staff participate in the Criminal Justice Coordinating Council's Combatting Violent Crime (CVC) Task Force.

ONSE does not pay membership dues for any interagency task forces.

13. What has the agency done in the past year to make the activities of the agency more transparent to the public?

ONSE has added more program data to its website pertaining to the Violence Intervention and Family and Survivor Support Programs, by better detailing the structure of the programs, the support that one can anticipate accessing through the programs, as well as information to future group meetings.

14. How does the agency solicit feedback from customers? Please describe.

ONSE has used electronic surveys, phone surveys, listening sessions, and workshops to gather information from program clients, training participants, and other stakeholders on how to improve program design and service quality and delivery.

- **What is the nature of comments received? Please describe.**

Feedback varies by program and surveyed group.

- **How has the agency changed its practices as a result of such feedback?**

Yes, ONSE uses these various feedback tools to inform continuous improvement of programs or contractor services on case-by-case and system-wide levels.

15. Please complete the following chart about the residency of new hires:

Number of Employees Hired in FY 2022 and FY 2023, to date.		
<i>Position Type</i>	<i>Total Number</i>	<i>Number who are District Residents</i>
Continuing	6	4
Term	24	18
Temporary	0	0
Excepted Services	2	2

Contract	0	0
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16. Please provide a list of all MOUs in place during FY 2022 and FY 2023, to date, that are not listed in response to the question above.

In FY21 and FY22 to date, ONSE has developed and maintained partnerships with several local and national community organizations doing related and/or intersectional work.

- ONSE has a Memorandum of Agreement (MOA) with the Office of the State Superintendent for Education (OSSE), beginning in FY19 through FY23, to receive educational and non-academic support; GED prep/Integrated Education and Training (IE&T) for our Pathways Program Ambassadors.
- The Family and Survivor Support team continued to work with the local chapter of Mom’s Demand Action, which has been a continued champion of ONSE’s work.
- ONSE has a Memorandum of Understanding with the D.C. Department of For-Hire Vehicles for Fiscal Year 2023 to fund Promise Rides for ONSE clients from the Pathways, FSS, OLA, VI, and People of Promise programs.
- ONSE has a Memorandum of Understanding with D.C. DHS for the SNAP grant for our Pathways Ambassadors for FY23.

17. Please list each contract, procurement, lease, and grant (“contract”) awarded, entered into, extended and option years exercised, by your agency during FY 2022 and FY 2023, to date. For each contract, please provide the following information, where applicable:

- The name of the contracting party;
- The nature of the contract, including the end product or service;
- The dollar amount of the contract, including budgeted amount and actually spent;
- The term of the contract;
- Whether the contract was competitively bid or not;
- The name of the agency’s contract monitor and the results of any monitoring activity;
- Funding source;
- Whether the contract is available to the public online.

See Attachment #, ONSE Contract Awards

B. LAWS, AUDITS, AND STUDIES

18. Please identify any legislative requirements that the agency lacks sufficient resources to properly implement.

There are no legislative requirements that the agency lacks sufficient resources to properly implement.

19. Please identify any statutory or regulatory impediments to your agency's operations or mission.

There have been no statutory or regulatory impediments to the operation and mission of ONSE.

20. Please list all regulations for which the agency is responsible for oversight or implementation. Where available, please list by chapter and subject heading, including the date of the most recent revision.

ONSE has not promulgated any regulations or been tasked with the implementation or oversight of any regulations.

21. Please explain the impact on your agency of any federal legislation or regulations adopted during FY 2022 that significantly affect agency operations or resources.

The Federal government passed the funding provided under ARPA (American Rescue plan Act of 2021). ONSE has been able to use ARPA funds to assist the communities and families we serve in through our various programs and interventions for our target areas.

22. Please provide a list of all studies, research papers, and analyses ("studies") the agency requested, prepared, or contracted for during FY 2022. Please state the status and purpose of each study.

ONSE did not request or contract any studies, research papers, or analysis in FY2022.

In FY2023, ONSE prepared a letter of support for two independent researchers who were applying for a grant to launch a long-term study of Community Violence Intervention in the District of Columbia. Those researchers were notified by the funder of their selection in December of 2022 and ONSE is currently in conversation with them around establishing an MOU to formalize the working relationship.

23. Please list and describe any ongoing investigations, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY 2022 and FY 2023, to date.

Regarding investigations, ONSE is not aware of any investigation involving ONSE or an employee of ONSE. ONSE has not been notified of any investigation of its employees or of the ONSE agency.

Regarding audits, ONSE was one of the agency's audited by the Office of the District of Columbia Auditor (OCDA). The OCDA audit report is dated June 7, 2022, and is titled, "NEAR Act Violence Prevention Interruption Efforts: Opportunities to Strengthen New

Program Models. ONSE provides quarterly updates to Office of the Deputy Mayor for Public Safety and Justice.”

24. Please identify all recommendations identified by the Office of the Inspector General, D.C. Auditor, or other federal or local oversight entities during the previous 3 years. Please provide an update on what actions have been taken to address these recommendations. If the recommendation has not been implemented, please explain why.

ONSE is not aware of any audit OIG or federal audit.

ONSE was one of the agency’s audited by the Office of the District of Columbia Auditor. The OCDA audit report is dated June 7, 2022, and is titled, “NEAR Act Violence Prevention Interruption Efforts: Opportunities to Strengthen New Program Models. ONSE provides quarterly updates to Office of the Deputy Mayor for Public Safety and Justice. Below is the latest submission for the quarterly updates from the NEAR Act OCDA audit. The most recent quarterly report and attached letter responding to the audit are attached to this document.

25. Please list any reporting requirements required by Council legislation and whether the agency has met these requirements.

Pursuant to D. C, Code § 7–2411. Office of Neighborhood Safety and Engagement establishment.

- (d) Beginning on January 31, 2018, and by January 31 of each year thereafter, the ONSE shall provide a report to the Mayor and Council that excludes personally identifiable information and includes the following information, by cohort, from the reporting period and in the aggregate
- (1) The number of individuals successfully recruited and engaged;
 - (2) The duration of individuals' participation, and for those individuals who did not remain in the program for the entirety of its duration, the reasons for their separation;
 - (3) The status of participants' progress, including whether they are employed in subsidized or unsubsidized employment and any certifications or diplomas they have obtained while participating in the program;
 - (4) The participants' age, race or ethnicity, gender, and ward of residence; and
 - (5) Whether any participant has been arrested or convicted during or following their participation, and for what offense or offenses.

26. Please list all pending lawsuits that name the agency as a party, and provide the case name, court where claim was filed, case docket number, and a brief description of the case.

ONSE is not aware of, been served with, or notified, of any lawsuit or claim involving ONSE. The nonexistence of any legal action involving ONSE was confirmed by OAG.

27. Please list all settlements entered into by the agency or by the District on behalf of the agency in FY 2022 or FY 2023, to date, including any covered by D.C. Code § 2-402(a)(3), and provide the parties’ names, the amount of the settlement, and if related to litigation, the case name and a brief description of the case. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

ONSE has not been sued or entered into any settlement agreements.

28. Please list any administrative complaints or grievances that the agency received in FY 2022 and FY 2023, to date, broken down by source. Please describe the process utilized to respond to any complaints and grievances received and any changes to agency policies or procedures that have resulted from complaints or grievances received. For any complaints or grievances that were resolved in FY 2022 or FY 2023, to date, describe the resolution. [Lashawn]

ONSE did not receive any administrative complaints or grievances in FY22 or FY23, to date.

C. EQUITY

29. How does the agency assess whether programs and services are equitably accessible to all District residents?

- **What were the results of any such assessments in FY 2022?**

ONSE deploys services based upon the assigned Wards and communities under our Violence Intervention program. In FY22, ONSE violence intervention contractors primarily served 25 communities. ONSE has worked to assure that an equal number of neighborhoods are being covered by each of our Violence Intervention service providers with a goal of 8 neighborhoods per provider. In FY22, our community breakdown was as follows:

Ward	Number of Communities
Ward 8	8 communities
Ward 6 & 7	7 communities
Ward 5	5 communities
Ward 1 & 4	5 communities

For FY23, ONSE will work to assign 8 communities to each VI provider. ONSE has worked to assure that each VI provider receives equal funding to support 8 communities

as well as an equal opportunity to participate in other supplemental services including Pathways, Trauma Informed Care, Grief & Loss services and others.

- **What changes did the agency make in FY 2022 and FY 2023, to date, or does the agency plan to make in FY 2023 and beyond, to address identified inequities in access to programs and services?**

ONSE will begin to map service referrals and enrolments based upon Ward; this will give us an opportunity to assess distribution of services per Ward and drive strategies to better engage specific Wards.

ONSE will enhance technology and media driven strategies to promote ONSE offerings to District residents and increase accessibility to services and awareness of services.

- **Does the agency have the resources needed to undertake these assessments? What would be needed for the agency to more effectively identify and address inequities in access to agency programs and services?**

Funding creates a barrier with service accessibility, as services often must be tailored to specific populations to fit funding capacities.

30. Does the agency have a racial or social equity statement or policy? Please share that document or policy statement with the Committee.

- **How was the policy formulated?**
- **How is the policy used to inform agency decision-making?**
- **Does the agency have a division or dedicated staff that administer and enforce this policy?**
- **Does the agency assess its compliance with this policy? If so, how, and what were the results of the most recent assessment?**

In compliance with the Mayor's Racial Equity Action Plan, ONSE supports and adheres to racial and social equity in all forms and in all the work we conduct. See the Mayor's Racial Equity Action Plan linked here: <https://mayor.dc.gov/release/mayor-bowser-releases-district%E2%80%99s-first-ever-racial-equity-action-plan>

31. Does the agency have an internal equal employment opportunity statement or policy? Please share that document or policy statement with the Committee.

- **How was the policy formulated?**
- **How is the statement or policy used to inform agency decision-making?**
- **Does the agency have a division or dedicated staff that administer and enforce this policy?**
- **Does the agency assess its compliance with this policy? If so, how, and what were the results of the most recent assessment?**

ONSE prohibits and has a zero-tolerance policy for acts of discrimination, sexual harassment, and retaliation. ONSE is committed to promoting diversity and equal opportunity in all aspects of agency employment.

ONSE's Equal Employment Opportunity Officer (EEO Officer) is responsible for overseeing the EEO and diversity operations of the agency and ensuring compliance of ONSE's EEO policy. The policy was formulated in accordance with the D.C. Human Rights Act of 1977, as amended, D.C. Official Code § 2-1401.01 et seq., (Act) and the District's Employee Personnel Manual.

The policy objectives are as follows:

- To advise employees, employment applicants, contractors and volunteers of the ONSE's prohibition on discrimination.
- To promote equal opportunity in accordance with the law in all personnel actions such as selection, retention and promotion, compensation benefits, transfers, reduction-in-force (RIF), return from RIF, agency sponsored trainings, educational programs, and discipline.
- To provide counseling to, and/or recommendations for corrective or adverse action against, violators of federal and District EEO laws and policies, or other ONSE policies.
- To promote cultural competence by providing diversity training aimed at enhancing employees' awareness, attitude, knowledge, and skills to effectively interact in a cross-cultural work environment.

ONSE has not had any EEO complaints. However, ONSE EEO Officers and Counselors are required to attend training annually to ensure compliance with all federal and District EEO laws.

D. COVID-19 PANDEMIC RESPONSE

32. Please give an overview of any programs or initiatives the agency has started in response to COVID-19, to date, and whether each program or initiative is still in effect.

In 2020, in response to the COVID-19 pandemic, ONSE's Community Response Team partnered with Sodexo and DCPS to assist with daily lunch distribution in two communities — Carver/Terrace and Buena Vista Terrace. This service stopped once DCPS resume full-time in-person learning.

Starting in 2020, ONSE's Community Response Team also partnered with DC Central Kitchen and Thrive DC to assist with daily (Monday-Thursday) lunch and monthly non-perishable grocery and toiletry distribution. This distribution has continued into FY23 and rotates through the following neighborhoods: Potomac Gardens, Marshall Heights, LeDroit Park, Columbia Heights, Carver/Langston, Lincoln Heights, and Benning.

33. Which of the agency's divisions are currently working remotely?

- **What percentage of the agency's total employees currently work remotely?**

ONSE has 19% of the total employees working in an extended telework capacity, with two or more days per week remote. ONSE has 22% of the total employees working in a standard telework capacity, resulting in two or less days remote. The remaining of ONSE workforce reports to the agency or community without working remotely.

- **Please provide a copy of the agency's Continuing Operations Plan and any remote working protocol.**

See Attached # 2, ONSE COOP Plan. Also, all ONSE employees with telework schedules follow the policy outlined in the District government's District's Personnel Manual.

34. How has the agency ensured that all staff have access to necessary equipment and a stable internet connection to work from home?

ONSE has ensured that all staff with telework schedules has the necessary equipment, VPN capability, and a stable internet connection.

35. How has the agency updated its methods of communications and public engagement to connect with customers since the start of the pandemic?

ONSE has increased mission awareness through social media platforms (Instagram and Twitter) through consistent engagement and compelling and informational content. Social media campaigns such as #VInAction, which highlights efforts on the frontlines of violence intervention and #ServiceShoutout, which features the agency's fantastic local partners, have helped residents learn more about our violence prevention and intervention work.

In the Summer of 2022, ONSE partnered with DMPSJ and other District government agencies to launch the #202forPeace campaign. As part of this campaign, DMPSJ hosted peace walks and accompanying "pop-up" resource fairs in communities experiencing high rates of violence. ONSE representatives attended each walk/fair to provide resources to community members on agency prevention and intervention services.

ONSE continues to prioritize collaboration with community pillars, faith leaders, local provider organizations, tenant/building associations, Advisory Neighborhood Commissioners, and other active community members within and outside ONSE priority communities. ONSE violence intervention is in the process of outreaching to all the District's newly elected Advisory Neighborhood Commissioners to introduce them to ONSE leadership and contractor leadership and, where applicable, their local violence interrupters. ONSE staff also regularly attend ANC meetings upon request to speak upon the agency's continuum of services and violence prevention and intervention strategies.

Fiscal Year 2022 Performance Oversight Questions – Part 2
Office of Neighborhood Safety and Engagement

1. Please describe the agency’s core programs and the activities of and funding for each program in FY21, FY22, and FY23, to date.

The Office of Neighborhood Safety and Engagement’s work is divided into three divisions.

ONSE Programs – Coordinates the District’s overall violence prevention strategy and programs, with a focus on utilizing public health approaches to respond to and prevent violence; identifies, recruits, and engages individuals determined to be at high risk of participating in, or being a victim of, violent crime; collaborates with other District agencies and nonprofit organizations to provide immediate wrap-around services to victims and families affected by violent crime; identifies priority neighborhoods and Metropolitan Police Department Police Service Areas (“PSAs”) with high trends of violent crime, and connects residents in those neighborhoods and PSAs to services through a streamlined approach; develops positive relationships with youth and young adults using recreational and other positive behavior reinforcement activities; and coordinates with District agencies and community-based organizations to develop programs that focus on employment and job training opportunities for individuals residing in priority neighborhoods or PSAs or who are most at risk of participating in, or being a victim of, violent crime, including through the use of financial incentives for participation.

This division is made up of the following six programs.

- **Pathways Program** – In addition to executing a comprehensive public safety agenda designed to combat violent crime in the District and make the city safer and stronger, this activity also aims to reduce criminal justice involvement by providing wrap-around services that include job training, mental health support, family support and educational enrichment opportunities.
- **Family and Survivors Support Program** – Collaborates with daily service agencies within the Health and Human Services and Public Safety and Justice clusters to provide immediate wrap-around services to victims and families affected by homicide and violent crime;
- **ONSE Leadership Academies** – Works with a city-wide strategy to curtail violent behaviors in young adults by building lasting relationships and providing place-based services and support in communities most impacted by violence. This activity also collaborates with intervention specialists, community partners, and sister government agencies to provide pro-social alternatives to antisocial behaviors; and
- **Violence Intervention** – Aims to reduce violence by establishing a strong presence in communities with high levels of violence. ONSE partners with residents, government agencies, and community-based organizations to reduce violence by building

relationships with individuals and families most at risk of being directly affected by violence;

- **Restorative Justice** - Coordinates and fosters restorative justice programming and practices within the District government and by and in partnership with District community-based organizations, with a focus on the 18-to-35-year old population; and
- **People of Promise** - The People of Promise initiative is an interagency strategy designed to disrupt cycles of violence, poverty and incarceration by relentlessly outreaching to individuals at imminent risk of victimization or involvement in violent crime and connecting them to support and services.
- **Housing Assistance** – This program will be launched by the end of FY23. Ultimately, this program will provide flexible rental assistance to Pathways Alum and People of Promise. Many of the residents ONSE serves through the Pathways program and People of Promise initiative often face housing instability. They may be temporarily living with a relative or couch surfing among friends. They may be staying in a dangerous living arrangement to avoid a night on the street. Often, ONSE’s clients are unable to access the District’s existing homelessness continuum of care services—the actions required to gain support could mean jeopardizing their personal safety. This program will provide individuals with cash assistance and financial coaching to obtain and maintain housing. At the individual level, the pilot hopes to ensure immediate housing stability as well as long-term financial health.

Agency Management – Provides for administrative support and the required tools to achieve operational and programmatic results. This division is standard for all agencies using performance-based budgeting.

Agency Financial Operations– Provides for comprehensive and efficient financial management service to, and on behalf of, District agencies so that the financial integrity of the District of Columbia is maintained. This division is standard for all agencies using performance-based budgeting.

2. **Regarding the Office of the District of Columbia Auditor’s June 7, 2022 report on the NEAR Act (the “ODCA Report”):**
 - a. **Please describe any specific actions taken by the agency to implement the recommendations made by ODCA in the report.**
 - b. **Are there any recommendations in the report that ONSE disagrees with? If so, please explain why.**

ONSE was one of the agency’s audited by the Office of the District of Columbia Auditor. The OCDA audit report is dated June 7, 2022, and is titled, “NEAR Act Violence Prevention Interruption Efforts: Opportunities to Strengthen New Program Models. ONSE provides quarterly updates to Office of the Deputy Mayor for Public Safety and Justice. Below is the latest submission for the quarterly updates from the NEAR Act

OCDA audit. The most recent quarterly report and attached letter responding to the audit are attached to this document.

3. Please describe the agency's data collection and analysis practices generally.

a. Does the agency have dedicated staff working to collect and analyze data?

The agency's Strategy and Innovation Officer provides high-level oversight of data collection and analysis for the agency. Each program team includes a program analyst who, among other things, is responsible for supporting the program manager with oversight of data collection and data analysis within that program. The agency's management team meets once a month to report-out program-level data.

ONSE is working to remediate data siloes, modernize antiquated or inefficient data management infrastructure, and improve overall data governance, processes, and tools across the agency.

b. Please discuss any changes made to the agency's data practices in FY22 or FY23, to date.

The ONSE office is in the process of modernizing data collection across all programs. In FY22, ONSE and OGVP partnered with OCTO to build Quickbase case management applications for the People of Promise and Violence Intervention programs. ONSE also worked with OCTO to map out requirements for application development for all other agency programs (systems landscape, user levels, reports, analysis, performance monitoring). In FY23, ONSE began meeting weekly with OCTO representatives and Quickbase engineers to begin build of each application.

In FY23, ONSE will be migrating data collection within the ONSE Leadership Academy, Pathways Program, and Family and Survivor Support Program from SmartSheet, Efforts to Outcomes, and SharePoint to Quickbase. ONSE is on track to complete this migration by the end of FY23.

The aim is to offer a more secure, flexible, and easy-to-use solution for case management, critical incident monitoring, and outcomes tracking across agency programs. These changes will permit ONSE to increase efficiency and enhance internal and contractor oversight and performance data analysis, thereby improving the overall impact of each program.

c. Does ONSE make raw data available to the public? If not, why not?

No, ONSE makes aggregate data available to the public via performance oversight hearing responses, Council Reports, and its public website. As our client's safety and privacy is our top priority, data collected during the provision

of our government services, or administrative data, is not available to the public. However, ONSE continues to review what data it collects, how it is collected, where it is stored, and what we do with it on an annual basis.

4. Please describe the status of the agency’s incorporation of staffing and/or funding from the Building Blocks DC program in FY22 and FY23, to date.

a. Did ONSE assume all of the work that was previously being done under the Building Blocks DC program?

In FY22, ONSE assumed responsibility for the person-based work begun under the BBDC Emergency Operations Center (EOC). This work evolved into the People of Promise program, which was launched in April of 2022.

b. Did ONSE take on responsibility for overseeing any grantees who had received grants under Building Blocks DC?

ONSE coordinates referrals for the following BBDC grantees whose grants are administered by the Office of Victim Services and Justice Grants.

<i>Service</i>	<i>Provider</i>	<i>Project Name</i>
Adult Mental Health	So Others May Eat	The Journey Project
Youth Mental Health	One Common Unity	Peace Together Project
Temporary Emergency Safe Housing	Collaborative Solutions for Communities	Project HART

5. Please describe the agency’s relationship with the Department of Youth Rehabilitation Services’ Credible Messenger Initiative. How many Credible Messengers are funded by ONSE, and what functions do they perform?

ONSE does not employ or fund Credible messengers, however the DYRS Credible Messenger program is an ongoing partner of ONSE’s Violence Intervention and People of Promise programs.

DYRS’s Credible Messenger program employs individuals from shared life experiences, similar to ONSE Violence Interrupters. Both groups work collaboratively to share information, monitor cases and refer individual to needed services and resources.

6. For the Pathways Program:

a. Number of Participants at the beginning of each Cohort for FY22-F23 to YTD 1/30/23:

<i>FY22 to FY23 YTD 1.30.23 Cohorts</i>	<i>Beginning of Cohort Count</i>
8	26

9	28
10	25
11	25
12	30
Grand Total	134

b. Wards of origin (list number per ward)

<i>Ward</i>	<i>Count of participants served in each Ward during FY22-FY23 to YTD 1.30.23</i>	<i>Percentage</i>
1	6	4%
3	1	1%
4	3	2%
5	23	17%
6	20	15%
7	21	16%
8	60	45%
Grand Total	134	100

c. Age range (list number of participants, by age)

<i>FY 22-FY 23 YTD 1.30.23 Ages</i>	Count	Percentage
17-24	42	31%
25-29	61	46%
30-35	31	23%
Grand Total	134	100

*Note, there was (1) 17yo accepted into the Pathways Program. The remaining age range is 20-35.

d. Number of CSOSA clients referred by cohort:

Cohort	Count of referred by CSOSA
8	7
9	9
10	2
11	11
12	4
Grand Total	33

E. Number of ambassadors who came with diplomas or GEDs

<i>FY 22 to FY23 YTD 1.30.23 Highest level of Education</i>	Count	Percentage
7 th Grade	1	1%
9 th Grade	4	3%
10 th Grade	7	5%
11 th Grade	28	21%
GED	23	17%
High-School Diploma	61	46%
Masters	1	1%
N/A	2	1%
Some College	7	5%
Grand Total	134	100

F. Number of Subsidized and Unsubsidized placements by Cohort

<i>BREAKDOWN OF PARTICIPANTS' PROGRESSION THROUGH PROGRAM PHASES BY COHORT</i>					
<i>Fiscal Year</i>	<i>Cohort</i>	<i>Enrolled</i>	<i>Completed Phase 1 (9-week classroom course)</i>	<i>Completed Phase 2 (Secured subsidized employment)</i>	<i>Completed Phase 3 (Secured unsubsidized employment)</i>
FY22	8	26	22	14	3
FY22	9	28	17	18	12
FY22	10	25	22	16	1
FY22	11	25	22	15	3
FY23	12	30	NA	NA	NA
Total		134	83	63	19

**FY 23, Cohort 12 to YTD, 1.30.23, is currently in session.*

- a. Please describe the status of the Pathways Program expansion funded in the FY23 budget.**

In FY 23, the Pathways Program will seek to enhance partnerships with vendors to support the second location expansion of the Pathways Program. Additionally, the Pathways Program will increase the number of Ambassadors it provides services to which will be covered by FY 23 budget.

- b. Please list (1) the amount of the stipends Pathways Ambassadors have received in FY22 and FY23, to date, during the training portion of the program and (2) their salary upon promotion to subsidized employment.

<i>BREAKDOWN OF STIPEND AMOUNTS</i>			
<i>FY</i>	<i>Cohorts</i>	<i>Classroom Stipend</i>	<i>Work Experience Stipend</i>
22	8	\$11.00	\$14.00
22	9	\$11.00	\$14.00
22	10	\$11.00	\$14.00
22	11	\$11.00	\$14.00
23	12	\$16.10	\$16.10

- b. How does ONSE continue to engage Pathways Ambassadors post-promotion? Please be specific.

The Pathways Program staff which includes Outreach Specialists and Case Managers provides support and services to ambassadors upon successfully completing the nine-week program. These services and supports are provided for up to 1 year. During that time (Post Pathways), Case Managers and Outreach Specialists conduct in-person visits at their employment sites and weekly communication via telephone or in-person. Case managers and Outreach Specialists support ambassadors with resources in the community, encourage community events, and engagements with the ONSE office. The Pathways team support ambassadors with advocacy in the community such as employment services, housing, and family support.

7. For the Violence Intervention Initiative and the Community-Based Crime Reduction (CBCR) Program:

- a. Please list the neighborhoods served in FY21, FY22, and FY23, to date.

FY21 Violence Intervention Priority Communities:

- Ward 1 - Columbia Heights
- Ward 1 - Park View
- Ward 1 - Le Droit Park
- Ward 4 - Brightwood Park
- Ward 4 – Petworth
- Ward 5 – Brentwood
- Ward 5 - Langdon Park
- Ward 5 – Saratoga
- Ward 5 – Carver Terrace
- Ward 5 – Langston Terrace

- Ward 6 – Rosedale
- Ward 6 - Syphax Gardens
- Ward 6 – Greenleaf
- Ward 7 – Mayfair/Paradise
- Ward 7 – Kenilworth
- Ward 7 - Lincoln Heights
- Ward 7 – Clay Terrace
- Ward 7 - Fort Dupont
- Ward 8 - Historic Anacostia
- Ward 8 - Cedar Gardens
- Ward 8 - Woodland Terrace
- Ward 8 - Hartford Terrace
- Ward 8 - Savannah Terrace
- Ward 8 – Shipley
- Ward 8 - Buena Vista Terrace

FY21 Community-Based Crime Reduction (CBCR) Communities:

- Woodland Terrace
- Buena Vista Terrace

FY21 Violence Intervention Priority Communities:

All neighborhoods listed above, plus:

- Ward 6 – Shaw/Mt. Vernon
- Ward 5 – Edgewood
- Ward 8 - Congress Park

FY21 Community-Based Crime Reduction (CBCR) Communities:

None. The CBCR grant had concluded.

FY21 Violence Intervention Priority Communities:

Same as FY22.

- b. Please provide maps of each neighborhood as an attachment to your responses.**

Please see attached.

- c. Please describe the status of the violence interrupter expansion funded in the FY23 budget.**

In FY23, ONSE expanded Violence Intervention to include more Violence Interrupters and more case managers. FY23 staff totals include: sixty-five (65) violence Interrupters and seven (7) Case Managers including LICSW and CAC.

In FY23, ONSE expanded Violence Intervention services by offering unique programming to at-risk individuals including music production, entrepreneurship, retreats, CDL training, etc.

d. Please describe what data the agency makes publicly available about its violence intervention work. Please provide hyperlinks to the relevant data.

ONSE makes tables and charts that illustrate year-to-date changes in violent crime and gun crime in ONSE violent intervention priority communities publicly available on its website. <https://onse.dc.gov/service/measuring-impact>

ONSE also recently enhanced how it's VI contractors track work with high-risk clients. Starting in Quarter 3 of FY23, ONSE will be posting quarterly updates on this person-based work that detail:

- Number of Clients per Neighborhood
- Number of Engagements (Successful and Attempts)
- Number of Services
- Number of Incidents of Victimization

e. Has the agency conducted, or does the agency intend to conduct, an empirical analysis of its violence intervention efforts?

Since the launch of the ONSE violence intervention program in 2018, ONSE has been closely tracking crime trends in each of its priority communities. All data analysis is conducted using data from MPD.

In FY2023, ONSE prepared a letter of support for two independent researchers who were applying for a grant to launch a long-term study of Community Violence Intervention in the District of Columbia. Those researchers were notified by the funder of their selection in December of 2022 and ONSE is currently in conversation with them around establishing an MOU to formalize the working relationship.

f. Please complete the following tables, and note any subcontracts:

Fiscal Year 2021

	<i>Collaborative Solutions for Communities Ward 1 & 4</i>	<i>Training Grounds Ward 6 & 7</i>	<i>Far Southeast Strengthening Collaborative Ward 5 & 8</i>
Amount of contract	\$1,309,999	\$1,309,999	\$1,505,699
Amount expended in the FY	\$1,241,802.45	\$1,259,999	\$1,469,264.67

Neighborhoods served	5	7	12
Violence interrupters	10	13	17
Case managers	3	1	2

Fiscal Year 2022

	<i>Collaborative Solutions for Communities Ward 1 & 4</i>	<i>Training Grounds Ward 6 & 7</i>	<i>Far Southeast Strengthening Collaborative Ward 8</i>	<i>Ward 5 Network Ward 5</i>	<i>Innercity Case Management</i>	<i>J&J Monitoring Ward 8</i>
Amount of contract	\$2,061,007.70	\$1,813,970.04	\$1,895,725.75	\$1,003,242	\$304,648.30	\$268,500
Amount expended in the FY	\$1,761,883.86	\$1,615,801.34	\$1,649,631.77	\$883,842.24	\$139,116.09	\$217,040.87
Neighborhoods served	5	7	8	4		
Violence interrupters	10	14	10	12		
Case managers	3	1	2	0		

Fiscal Year 2023, to date

	<i>Life Deeds Inc. Ward 1 & 4</i>	<i>TBD Ward 1 & 4</i>	<i>Ward 5 Violence Prevention Network Ward 5</i>	<i>Together We Rise Ward 6 & 7</i>	<i>TBD Ward 6 & 7</i>	<i>J&J Monitoring Solutions Ward 8</i>	<i>Life Deeds Floating Team</i>	<i>Innercity Case Management</i>
Amount of contract	\$650,000	\$950,000	\$1,700,00	\$850,000	\$850,000	\$1,700,000	\$1,700,000	\$900,000
Amount expended in the FY, to date	\$233,597.80	0	\$372,726.50	\$200,538.06	0	\$263,645.42	\$345,195.65	
Neighborhoods served	5	TBD	6	7	7	8	ALL	ALL
Violence interrupters	8	TBD: 12	14	15	TBD: 15	12	8	0
Case managers	0	0	0	0	0	0	0	7

- g. How does the agency measure the program’s success and contractor performance? Please discuss the progress made in FY22 and FY23, to date, and include gun violence reduction outcomes in the agency’s priority neighborhoods.
1. Please include both quantitative and qualitative considerations the agency looks at to determine the efficacy of the programs.

To measure our impact, ONSE contractors are required to collect extensive data to monitor our progress meeting short-term and long-term goals.

Our short-term goals include:

- Implementing effective critical incident response
- Building trusting relationships with at-risk individuals
- Developing individual success plans and accomplishing outcomes, and
- Negotiating ceasefires and mediations

Our long-term goals are:

- Sustained reduction in violent gun crimes, shootings, and homicides in ONSE priority communities, and
- Reduction in recidivism and victimization of the at-risk population we work with.

ONSE employs Performance Monitoring tools every month for contracted Violence Intervention providers. The monitoring tool measures efficiency of data entry, engagement, incident response and staff compliance with protocol. Providers receive monthly scores, technical assistance, and performance improvement plans if applicable.

ONSE also reviews neighborhood and Ward data to assess crime trends and develop strategic responses.

h. Please list the community events held in or attended in each neighborhood in FY22 and FY23, to date.

<i>FY22 Community Events</i>	
<i>Ward</i>	<i>Event Count</i>
Ward 1	67
Ward 4	67
Ward 5	25
Ward 6	41
Ward 7	96
Ward 8	15

<i>FY23 Community Events</i>	
<i>Ward</i>	<i>Event Count</i>
Ward 1	54
Ward 4	11
Ward 5	33
Ward 6	12
Ward 7	22
Ward 8	10

- i. **Please provide the number of mediations held in each neighborhood in FY22 and FY23, to date.**

<i>MEDIATIONS</i>	
<i>Fiscal Year</i>	<i>Count</i>
FY21	1
FY22	2
FY23	2

- j. **Please provide the number of ceasefires negotiated in each neighborhood in FY22 and FY23, to date.**

<i>CEASEFIRES</i>	
<i>Fiscal Year</i>	<i>Count</i>
FY21	8
FY22	9
FY23	2

- k. **How is the agency providing support to violence interrupters to identify safe meeting spaces?**

ONSE VI providers maintain office space in or near the communities they serve; providers are responsible for assuring safe passage for young people traveling to and from their locations. ONSE VI Teams also work within common safe spaces in many communities like recreation centers, community centers and libraries. ONSE VI Teams are required to canvas their assigned communities and identified potential safe places for programming and meeting; ONSE works with VI Teams to engage owners or overseers of potential safe spaces to broker agreements to allow usage of space; ONSE also identifies spaces outside of communities and provides transportation to individuals who need use of space

- l. **The ODCA Report recommended that ONSE take measures to improve community engagement by violence intervention contractors and violence interrupters. What steps has the agency taken to implement this recommendation?**

In the new Violence Intervention Scope of Work, ONSE now mandates that our Violence Interrupters attend monthly ANC meetings in priority communities, attend relevant civic association meetings, implement community-engagement events quarterly, and conduct community canvassing in priority communities once per month.

- m. **The ODCA Report also recommended that ONSE increase the number of violence interrupters in each neighborhood where the program operates. Has the agency done this? If not, why not? Please discuss whether the program expansion funded in the FY23 budget has or will allow the agency to better address this issue.**

ONSE has expanded its total number of priority communities, total number of Violence Interrupters and total number of Case Managers

Expansion funds will allow the agency to better address the issue by increasing the number of on-the-ground supports for community members and by providing programmatic options in which at-risk individuals can be deterred from participation in violence, improve decision-making skills and engage to increase pro-social community presence

8. Please describe the agency's efforts to coordinate with the Office of the Attorney General and its Cure the Streets program in FY22 and FY23, to date.

a. Has ONSE worked with OAG to develop violence interruption training programs?

Both ONSE Violence Intervention and OAG CURE have hosted trainings for Violence Interrupters. In FY22 ONSE invited OAG CURE contractors to jointly attend Restorative Justice and Trauma Informed Care Training. ONSE will be offering those trainings again in FY23 and will continue to make them available to OAG CURE contractors.

In FY22 and in FY23, both ONSE Violence Intervention and OAG CURE contractors referred Violence Interrupters to attend Peace for DC's Peace Academy and the University of the District of Columbia's Violence Prevention & Community Wellness certification.

b. How do the two agencies work together to ensure that their efforts are not duplicative or at odds with one another?

ONSE and CURE are assigned to specific communities. ONSE and CURE communicate on an as-needed (often daily) basis to share information or provide supports to communities in need.

CURE also attends ONSE's weekly CVI Coordination Meeting where information is shared about shooting incidents from the past seven days and attendees strategize about emerging and/or escalating conflicts.

c. Have the agencies engaged in conversations about integrating or merging the programs in the past year?

ONSE and OAG CURE continue to find ways to work collaboratively to complement one another's work.

d. Are there areas where ONSE anticipates there can be more collaboration this year?

Last year, ONSE and OAG CURE collaborated closely to facilitate peace negotiations between the Fort Dupont and Benning Terrace priority communities.

Due to an increase in incidents in December of 2022 and January of 2023, ONSE and CURE have increased collaboration and coordination within the Congress Park community. ONSE expects that collaboration to continue in the coming months.

ONSE also anticipates continued collaboration in areas where ONSE and CURE priority community boundaries overlap, where ONSE and CURE areas are in conflict with one another, and in any communities that experience an increase in homicides and/or shooting incidents.

9. For the Family & Survivor Support Division:

- a. How does the Division determine which victims and/or families to provide services to?**

The Family and Survivor Support Program typically receives qualifying incidents from The Metropolitan Police Department Victim Services within 24-48 hours of the incident occurring. Qualifying incidents include: all homicides; all juvenile shootings, stabbings, and assaults; and all adult shootings, stabbings, and assaults related to neighborhood conflict.

FSS works with partner agencies to discuss needs of the survivors and families and then reaches out to the survivors and families to determine whether they are interested in being served and if so, to discuss needs and provide support.

- b. How many cases were referred to the Division, and for how many of those cases did the Division provide services, in FY22? In FY 23, to date?**

<i>FY22</i>	<i>FY23 YTD*</i>
499	188

**As of 2/1/23*

- c. How many District residents have been served by the Division in FY22 and FY23, to date, and in what capacities? What percentage of violent crime survivors and their families does this represent?**

<i>FY22</i>	<i>FY23 YTD*</i>
266	81

**As of 2/1/23*

- d. How does the Division follow up with residents served?**

FSS follows families closely for up to 90 days utilizing a variety of communication methods including: telephone, text, email, and video visits. This interaction is most active during the initial weeks of the life of the case. As the case progresses, the communication with families tapers off. Once all goals are met, final communication with the family is made to review the goals and notify the family the case will be closed. We then stress the fact that the family is able to reach out to FSS for additional support if the need arises. We then keep the family close by texting during holidays and special events (i.e.. Sending remembrance roses for Mother's Day).

e. **How does the program measure its performance and outcomes, and what outcomes have been achieved in FY22 and FY23, to date?**

FSS measures its performance by compiling data for the year and matching it with our KPIs. Each year, we challenge our previous years totals and make strides to improve our efforts.

In FY22 FSS achieved the following outcomes:

- Partnered with USAO, Project CHANGE and MDA to support families impacted by violent crime.
- Engaged in self-care sessions facilitated by restorative justice practitioner Mama Ivy Hylton.
- Distributed \$3,000+ in Giant gift cards to 30 families for Thanksgiving.
- Investing in staff via leadership training, writing techniques and vicarious/secondary trauma support.
- Joined the Crime Victim Compensation Program's working group aimed at streamlining the CVCP application process.
- Distributed over 500 support bags to families impacted by violent crime.
- Assisted families with over \$40K in floral support for funerals of homicide victims.
- Sent Mother's Day gifts to 26 grieving mothers.
- Provided an evening of remembrance entitled A.F.T.E.R. (A Family That Eternally Remembers) for 50 grieving families.
- Provided over 100 candles, lanterns, and PPE sets for vigil support.

In FY23, FSS has achieved the following outcomes:

- A healing event for families impacted by homicide (approximately 30 families).
- A healing event for gun violence survivor's (approximately 40 families)
- Provided over 60 candles, lantern, and PPE sets for vigil support.
- Distributed over 70 support bags to families impacted by violent crime.

10. Please describe the work of the ONSE Leadership Academy in FY22 and FY23, to date.

The ONSE Leadership Academy (OLA) has been facilitated by ONSE Community Outreach staff who will deliver an array of services for youth and families. OLA follows the approach of risk, need, and responsivity in providing the most effective resources that will have the greater ability to reduce recidivism rates amongst our youth. OLA promotes programs that engage youth in intentional, productive, and constructive ways in order to identify and enhance their strengths. OLA will utilize practices of the Balanced and Restorative Justice (BARJ) Model that will enable youth to promote resilience in their community and increase youth competencies. It provides a framework for systemic reform and offers hope for preserving and revitalizing the juvenile justice system. With regard, OLA targets supervision and intervention by taking into account a youth’s traits, learning styles, and cognitive functioning. OLA engages youth through their schools in the areas of Attendance, Academics and Behavior/Safety. OLA looks at youth as assets to be developed and gives them the means to build successful futures through skill-building. In FY22 OLA successfully completed its first full in person school year at the three high schools. OLA saw huge increases across the board for all the students enrolled in OLA. In FY23, we were able to launch the OLA program expansion into 3 new middle schools that feed into the current High schools that we serve. This has given OLA the chance to start working with youth at a younger age and better equip them for the transition to High school

- a. **Please list each school the Leadership Academy is currently servicing, as well as any schools where the Leadership Academy is in the process of expanding operations to.**

<i>High School</i>	<i>Middle School</i>
Anacostia Senior High	Kramer Middle
HD Woodson Senior High	Kelly Miller
Paul Public Charter High	Paul Public Charter Middle

- b. **For any currently operational locations, please provide the location’s staffing.**

OLA has 15 Outreach Staff, 1 Program Analysis, 1 Program Support Staff & 2 Managers

- c. **Please describe how the agency measures the performance and outcomes of the Leadership Academy, and any associated outcomes in FY22 and FY23, to date.**

<i>OLA Workload Measures</i>	<i>FY22 YTD</i>	<i>FY23 YTD</i>
Students engaged each year	311	160
Safe passage/safety incidents triaged	7	13
Youth group sessions completed	132	143

d. What data does the agency collect on the Leadership Academy's performance?

The OLA Program tracks the following data points:

- Suspension Rates
- GPA
- Attendances
- Critical incidents
- Interventions
- Mediations
- Group Sessions.

The agency is in the process of migrating OLA data collection to a newly built Quickbase application.

11. Please describe the work of the Restorative Justice Initiative in FY22 and FY23, to date.

a. Please list the staffing for the Initiative.

Restorative Justice is embedded within all 5 programs of the agency; each program has set RJ requirements and are expected to track data on RJ interventions on an ongoing basis.

- Number of ONSE Staff trained in RJ in FY22: 20
- Number of contracted staff trained in FY22: 23

b. What services does the Initiative provide?

Restorative Justice offers unique peace & healing opportunities for anyone who has caused or experienced harm; services include: Restorative Justice Circles, Peace Circle Training, Peace & Healing Circles, OLA Mediation Circles, VI Peace retreats, Trauma Informed Care community projects, community service.

c. Please describe how the agency measures the performance and outcomes of the Initiative, and any associated outcomes in FY22 and FY23, to date.

Each program measures the RJ initiatives implemented each month as well as the cause and the outcome for the RJ intervention.

d. What data does the agency collect on the Initiative's performance?

- i. Number of staff trained
- ii. Number of contractors trained
- iii. Number of community members trained

- iv. Number of RJ Interventions implemented for: FSS, VI, PoP, OLA, Pathways

12. What is the status of the People of Promise Initiative? Please describe the work of the Initiative in FY22 and FY23, to date.

In April 2022, the District launched the People of Promise initiative dedicated solely to addressing the needs of the individuals at the highest risk of gun violence in the city. Credible contacts (e.g. ONSE violence interrupters, Credible Messengers, and Roving Leaders) and Pathfinders are assigned to work directly with high-risk individuals and family members and connect them with targeted and prioritized services based on individual needs assessments. Trust and relationship building are key components of this initiative.

People of Promise support teams include:

- **Cabinet Directors** (assigned by the Mayor) meet with their Pathfinders and Credible Contacts on a recurring basis to conduct case reviews. They assist with troubleshooting difficult service needs and ensure service requests directed toward their agency are prioritized.
- **Pathfinders** are responsible for liaising with Credible Contacts to log engagement attempts, risk level, service and resource needs, involvement in critical incidents, and other relevant information. Pathfinders also assist People of Promise with service navigation.
- **Credible Contacts** are responsible for initial outreach to People of Promise. They are assigned based on their existing relationship with a Person of Promise or their future potential to establish a relationship with an unengaged Person of Promise. Credible Contacts attempt to build trusting relationships with People of Promise to learn more about their stage of readiness and safety and service needs.

People of Promise are District residents who have been identified as being at imminent risk of victimization or involvement in violent crime. Many of these individuals have a lengthy history with the criminal legal system, including prior juvenile supervision or prior adult incarceration or supervision. And because of their past involvement in community violence, many have survived a violent injury and suffered the resulting emotional trauma.

The first group of People of Promise that received outreach was identified through a Gun Violence Problem Analysis conducted by the National Institute for Criminal Justice Reform. This analysis was contracted by the Criminal Justice Coordinating Council in partnership with the Office of Gun Violence Prevention.

And in September 2022, ONSE launched a People of Promise Community Referral Form. At this time, ONSE is only accepting Community Referrals for People of Promise from

Credible Contacts that have assigned caseloads. With new community referrals, ONSE asks the referring party to consider serving as the Credible Contact. If they are unable to serve as the Credible Contact, they are responsible for identifying an individual who could serve as one and providing their contact information.

The launch of this second referral stream is in line with lessons learned from the University of Chicago Crime Lab’s evaluation of the Readi Chicago program, which has three referral streams – algorithm, community, and reentry. The evaluation found that the community referral stream was equally effective at identifying at-risk individuals and that it had a higher “get rate” because of pre-existing relationships.

a. Please list the staffing for the Initiative.

The program is in the process of expanding team from 6 to 15 staff. The program recently collaborated with DCHR’s Winter Hiring Fair to recruit for open positions.

<i>Position</i>	<i>Count</i>	<i>Vacancies</i>
Program Manager	2 FTEs	2 (1 offer currently extended)
Program Analyst	1 FTE	None
Data Analyst	1 FTE	None
Pathfinders	7 FTEs	4 (3 offers currently extended)
Credible Contacts	3 FTE	2 (2 offers currently extended)
Housing Coordinator	1 FTE	1 (1 offer currently extended)

b. What services does the Initiative provide?

The Initiative is committed to providing the services and resources People of Promise need to overcome their hurt and trauma and stabilize their lives and the lives of their families. The Initiative partners with other District government agencies and community-based organizations to prioritize People of Promise for accelerated service delivery and programming opportunities. The initiative is focused on seven service and resource domains: 1) mental/behavioral health, 2) physical wellness, 3) education/employment, 4) financial, 5) family, 6) legal and, 7) community/creativity.

Additionally, People of Promise regularly utilizes gift cards:

- To enable People of Promise the ability to purchase urgently needed personal or household essential items;
- To incentivize People of Promise with limited or no income to participate in violence intervention and prevention programming, and;
- To reward People of Promise for meeting certain goals or milestones.

c. Please describe how the agency measures the performance and outcomes of the Initiative, and any associated outcomes in FY22 and FY23, to date.

Since the Program's Launch in April:

- 198 People of Promise currently active in the program — 136 from NICJR referral stream and 53 from Community Referral Stream.
- Connected 42 People of Promise to full-time subsidized and unsubsidized employment.
- Logged over 1,900 engagements (safety check-ins, informal counseling, small-group activities, etc.).
- Logged over 240 service connections (positive music studio time, GED programming, vital record assistance, etc).

d. What data does the agency collect on the Initiative's performance?

To protect Personal Identifiable Information (PII) and ensure data standardization, ONSE has spent considerable time developing Standard Operating Procedures and trainings pertaining to data collection within the People of Promise program. The QuickBase system collects:

- Demographic Information
- Contact Information (client & multidisciplinary team)
- Documents
- Client Status
- Risk Level
- Team Assignment
- Credible Contact Referral Details (if applicable)
- Engagements (Successful and Attempts)
- Services
- Incidents of Victimization

13. What is the status of the Community Response Team? Please describe the work of the Team in FY22 and FY23, to date.

a. Please list the staffing for the Team.

The ONSE Community Response Team is made up of three FTE Community Outreach Specialists.

b. What services does the Team provide?

This team provides support to priority and non-priority communities by hearing community concerns and working together to stand behind the community after a

Community Empowerment Plan is scribed. The plan may include resources such as informational sessions, identifying brave places and hotspots, food distribution and other resources. This team also regularly attends ANC and Public Safety meetings.

<i>CRT ACTIVITY BREAKDOWN</i>						
Ward	<i>1</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>
Food Distribution	48	20	45	25	32	52
Meetings Attended	43	24	45	16	42	49
Events Supported	25	8	18	5	14	33
Total	116	52	108	46	88	134

c. Please describe how the agency measures the performance and outcomes of the Community Response Team, and any associated outcomes in FY22 and FY23, to date.

FY23 data will include satisfaction surveys from residents receiving services from the community response team or neighborhoods that have community empowerment plans; FY23 has allowed for increased hiring for this division including a Program Manger to oversee community related needs.

FY22 data captured for the Congress Park community showed survey results that indicated sustained participation, increase in information learned and feeling connected to program instructors.

d. What data does the agency collect on the Team’s performance?

At the moment, the agency primarily evaluates workload and output measures. However, the team is exploring how to measure short outcomes from the Team’s efforts.

14. Does ONSE work with similar agencies in other jurisdictions to exchange information, ideas, or best practices?

Yes, ONSE participated in the following activities in FY22 to exchange information, ideas, and best practices.

- Conducted a visit with READI Chicago to learn more about their structure, model, and partnerships.
- Hosted nearly 40 National Office of Violence Prevention (OVP) Network members for a presentation and tour of ONSE headquarters during the Network’s annual conference.

- Conducted a series of information gathering meetings with six organizations from across the country to learn more about innovative housing programs for individuals impacted by gun violence.
- Had staff attend the 2022 Cities United Conference.

15. What steps does ONSE take to keep abreast of current publicly available research related to the agency’s work?

ONSE closely follows several nationally recognized research centers to stay abreast of new insights in public health, medicine, and social science. These institutions include:

- Johns Hopkins Center for Gun Violence Solutions
- The University of Chicago Crime Lab
- The Giffords Law Center to Prevent Gun Violence
- Everytown for Gun Safety
- The Community Justice Action Fund
- The Columbia Center for Injury Science and Prevention
- The Penn Injury Science Center
- The National Collaborative on Gun Violence Research
- The University of Maryland Medical Center for Injury Prevention and Policy
- The National Research Conference on Firearm Injury Prevention
- Rutgers New Jersey Gun Violence Research Center
- UC Davis Violence Prevention Research Program
- The Centers for Disease Control and Prevention

ONSE subscribes to the opinion that reducing gun violence must be an interdisciplinary endeavor. This field of research is still relatively young and there is much to be learned.

16. Has the agency applied for and/or received grants or private donations in FY22 and FY23, to date? If so, which, and in what amount(s)?

To date, the ONSE has not applied nor received any new grants or private donations in FY22 and FY23. ONSE remains recipients of grant funding through pass through of DHS - SNAP and OSSE – GEER.