

ORGANIZATION AND OPERATIONS

1. Please provide the agency's mission statement.

The Office of Neighborhood Safety and Engagement's (ONSE) mission is to foster community-based strategies to help prevent violence and increase public safety. The strategy is rooted in a public health approach to violence prevention, recognizing that reducing crime is not accomplished through law enforcement alone.

2. 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.

Please see the ONSE organization chart showing senior level personnel, attached.

For an explanation of the roles and responsibilities of each ONSE division, please refer to the responses to Question #27.

- a. 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.

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

On February 12, 2023, Linda Harlee Harper was appointed by the Mayor as Executive Director of the ONSE. Sadly, Director Harper passed away on May 26, 2023. Subsequently the ONSE then-Chief of Staff, Kwelli Sneed, was elevated to Interim Director in June 2023. Additionally, ONSE had 21 employees separated from the agency in FY23. To meet business needs and operations, ONSE realigned the Agency and moved the Family and Support Services unit to Community and Government Relations. Currently, Program Manager Shakitha Leavy has been temporarily promoted to Associate Director, reporting to the Deputy Director of Strategic Planning and Performance.

ONSE converted three (3) Outreach Specialists assigned to the ONSE Leadership Academy (OLA) from temporary employees to permanent, resulting in one of them receiving a promotion from a grade 9 to 11.

Porscha Mills was hired as the Administrative Officer resulting in ONSE creating an Administrative Services unit.

Donna Harris was hired as the Communications Director. Her team was expanded with the hire of a Public Affairs Specialist, CS-12.

Yasha Williams is currently acting as the Chief of Staff.

3. Please list each new program implemented by the agency during FY 2023 and FY 2024, to date. For each initiative please provide:
 - a. A description of the initiative, including when begun and when completed (or expected to be completed).
 - b. The funding required to implement the initiative.
 - c. Any documented results of the initiative.

See chart below:

New Program Implemented	Description	FY	Funding Required to Implement Initiative	Any documented results of the initiative
ONSE Leadership Academy (OLA): Middle School Expansions	OLA expanded to three feeder middle schools to Program high schools, Kelly Miller Middle, Kramer Middle, and Paul Middle with Federal funding. The first school year was a success serving over 50 middle school students. This expansion continued into FY24.	FY23	\$906,440.00	NA
Violence Intervention (VI): Youth Empowerment and Education Initiative	The Youth Empowerment and Education Initiative, designed to support 20 young individuals, aged 18-24, addresses the multifaceted challenges faced by these youths while concurrently contributing to the prevention and reduction of gun violence in our communities.	FY23	\$10,000.00	NA

J&PS Performance Oversight Questions (FY23-24)
Office of Neighborhood Safety and Engagement Responses

Family and Survivor Support (FSS): Housing Support	The Family and Survivor Support division offers financial assistance, providing \$5,000 to clients for purposes such as rent deposits, rental assistance, and emergency housing. This support is specifically directed towards individuals and families affected by the impact of gun violence.	FY24	\$1,394,578.00	NA
Family and Survivor Support: Funeral Assistance	The Family and Survivor Support division has introduced a new initiative, allocating up to \$2,000 for funeral expenses to families and individuals affected by the impact of gun violence.	FY24	\$60,000.00	NA

4. 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:

Please see attachment.

Attachment “2a and 4” - Includes responses (a-e)

- a. Title of position;
- b. Name of employee or statement that the position is vacant, unfunded, or proposed;
- c. Date employee began in position;
- d. Salary and fringe benefits (separately), including the specific grade, series, and step of position;
- e. Job status (continuing/term/temporary/contract);
- f. Whether the position must be filled to comply with federal or local law.
Does not apply to ONSE

Please note the date that the information was collected.

Information was collected on January 23, 2024.

5. Please provide a list of all memoranda of understanding (“MOU”) entered into by your agency during FY 23 and FY 24, to date, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date (if applicable).

See charts below:

FY23 ONS E MOUs		
Agency the agreement is with	Date MOU was entered	Termination date of MOU
DC Department of Health (DC Health)	7/1/2022	10/22/2022
Department of For-Hire Vehicles	12/20/2022	9/30/2023
Department of Human Services	2/6/2023	9/30/2023
Office of Victim Services and Justice Grants	4/10/2023	9/30/2023
Office of Contracting and Procurement	6/12/2023	9/30/2023
Department of Parks and Recreation	8/23/2023	9/30/2023
Department of General Services	8/31/2023	9/30/2023
Department of Parks and Recreation	9/14/2023	9/30/2023

FY24 ONS E MOUs		
Agency the agreement is with	Date MOU was entered	Termination date of MOU
Department of Human Resources (CLD)	9/28/2023	6/30/2024
Department of Human Resources (PCA)	12/28/2023	9/30/2024

6. Please provide a list of each collective bargaining agreement that is currently in effect for agency employees.

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

- a. Please include the bargaining unit (name and local number), the duration of each agreement, and the number of employees covered.

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

- b. 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.

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

Please note if the agency is currently in bargaining and its anticipated completion date.

ONSE is not currently in bargaining with any labor groups.

7. Please provide the agency’s FY 2023 Performance Accountability Report.

Please see attachment.

BUDGET AND FINANCE

8. Please provide a chart showing the agency’s approved budget and actual spending, by division, for FY 2023 and FY 2024, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for each program and activity code.

Program	FY23 Approved Budget	FY23 Expenditure	FY23 Variance Explanation	FY24 Approved Budget	FY24 Expenditure to date
AGENCY BUDGETING AND FINANCIAL MANAGEMENT SERVICES	\$237,592	\$202,161	Change in leadership and Procurement delays	\$357,879	\$101,770
EXECUTIVE ADMINISTRATION	\$2,471,509	\$2,609,274	Change in leadership and Procurement delays	\$2,627,902	\$1,149,225
FAMILY AND SURVIVOR SUPPORT	\$1,130,132	\$1,120,735	Change in leadership and Procurement delays	\$875,433	\$394,457
LEADERSHIP ACADEMY	\$1,643,421	\$1,718,745	Change in leadership and Procurement delays	\$2,153,439	\$413,123
PATHWAYS	\$5,757,253	\$4,821,790	Change in leadership and Procurement delays	\$7,801,912	\$3,325,586
RESTORATIVE JUSTICE	\$280,640	\$130,993	Change in leadership and Procurement delays	\$155,061	\$48,204
SAFETY AND SECURITY	\$1,101,504	\$871,752	Change in leadership and Procurement delays	\$1,394,578	\$250,000

J&PS Performance Oversight Questions (FY23-24)
Office of Neighborhood Safety and Engagement Responses

VIOLENCE INTERVENTION	\$16,120,434	\$15,159,183	Change in leadership and Procurement delays	\$15,569,220	\$7,426,874
Grand Total	\$28,742,485	\$26,634,633	NA	\$30,935,424	\$13,109,240

9. Please list any reprogrammings, in, out, or within, related to FY 2023 or FY 2024 funds. For each reprogramming, please list:

FY 24 Re-Programming

- a. The reprogramming number;
- b. The total amount of the reprogramming and the funding source (i.e., local, federal, SPR);
- c. The sending or receiving agency name, if applicable;
- d. The original purposes for which the funds were dedicated;
- e. The reprogrammed use of funds.

The original purpose of all of the reprogrammings listed below, for which the funds were dedicated, was to hire additional staff and procure additional services to enhance program delivery. Item 9.c. is not applicable to the office.

See charts below:

OFFICE OF NEIGHBORHOOD SAFETY AND ENGAGEMENT					
FY 2023 REPROGRAMMING LIST					
LOCAL FUNDS				Starting Budget	\$20,209,658.00
FISCAL YEAR	FUND	DATE	DIFS DOC/ Reprogramming Number	DESCRIPTION	AMOUNT
2023	1010001	Various	Various	Supplemental Appropriations & Rescissions	(\$1,644,564.00)
2023	1010001	Various	Various	IA Budget Adjustment (\$1,439,435)	\$0.00
2023	1010001	Various	Various	Budget Reallocation (\$1,224,488.00)	\$0.00
2023	1010190	9/30/2023	413	YEAR-END TRANSFER OF FUNDING TO Other Agencies	(\$392,475.00)

J&PS Performance Oversight Questions (FY23-24)
Office of Neighborhood Safety and Engagement Responses

2023	1010001	9/30/2023	413	YEAR-END TRANSFER OF FUNDING TO Other Agencies	(\$1,651,719.00)
Final Budget					\$16,520,900.00

FEDERAL PAYMENTS					Starting Budget	\$15,023,270.00
FISCAL YEAR	FUND	DATE	DIFS DOC/Reprogramming	DESCRIPTION	AMOUNT	
2023	4015916	Various	Various	Carryforward Adjustment (\$50,000) and adjustment (\$41,499)	\$91,499.00	
2023	4015918	9/30/2023	Various	Supplemental Appropriations & Rescissions	(\$518,434.00)	
2023	4015918	9/30/2023	Various	Year-End Adjustment	(\$2,374,750.00)	
Final Budget					\$12,221,585.00	

OFFICE OF NEIGHBORHOOD SAFETY AND ENGAGEMENT						
FY 2024 REPROGRAMMING LIST						
LOCAL FUNDS				Starting Budget	\$18,107,062.00	
FISCAL YEAR	FUND	DATE	DIFS/DOC Reprogramming Number	DESCRIPTION	AMOUNT	
2024	1010001	Various	Various	IA Adjustment (\$41,434.00)	\$0.00	
2024	1010001	Various	Various	Budget Reallocation (\$540,233.00)	\$0.00	
Final Budget					\$18,107,062.00	

FEDERAL PAYMENTS				Starting Budget	\$12,828,361.00	
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J&PS Performance Oversight Questions (FY23-24)
Office of Neighborhood Safety and Engagement Responses

FISCAL YEAR	FUND	DATE	DIFS DOC/Reprogramming Number	DESCRIPTION	AMOUNT
2024	4015918	Various	Various	IA BUDGET ADJUSTMENT	\$0.00
2024	4015918	Various	Various	Budget Reallocations (\$942,426.00)	\$0.00
Final Budget					\$12,828,361.00

10. Please provide a complete accounting for all intra-District transfers received by or transferred from the agency during FY 2023 and FY 2024, to date, including: Buyer agency and Seller agency;
- a. The program and activity codes and names in the sending and receiving agencies' budgets;
 - b. Funding source (i.e. local, federal, SPR);
 - c. Description of MOU services;
 - d. Total MOU amount, including any modifications;
 - e. The date funds were transferred to the receiving agency.

FY 2023 Inter-Agency Summary - BUYER			
Office of Neighborhood and Safety Engagement			
SELLING AGENCY	DESCRIPTION OF SERVICES PROVIDED	FUNDING SENT	FUNDING DUE
Department of For-Hire Vehicles (DFHV)	Promise Rides Program	\$767,615	
Department of General Services (DGS)	Renovation of the ONSE facility located at 100 42nd St. NE	\$322,796	
DC Department of Health (DOH)	Support the people of promise activities	\$15,441	
Office of Victim Services and Justice Grants (OVSJG)	Provide safe housing, housing assistance and relocation services	\$871,752	
Department of Parks and Recreation (DPR)	Provide first Aid/CPR and AED training	\$4,873	
Department of Parks and Recreation (DPR)	Convene an art contest for youth, seventeen years age or younger	\$0	

J&PS Performance Oversight Questions (FY23-24)
Office of Neighborhood Safety and Engagement Responses

Office of Contracting and Procurement (OCP)	Provide support for ONSE's procurement matters	\$7,067	
OCTO - RTS DC-NET	Purchase 8 Nighthawk	\$50	
OCTO - RTS DC-NET	9th Street location network connection	\$36,891	
Single Audit - AT0	Perform Single Audit NS0 portion	\$11,952	
TOTAL		\$2,038,438	0

FY 2023 Inter-Agency Summary - SELLER			
Office of Neighborhood and Safety Engagement			
BUYING AGENCY	DESCRIPTION OF SERVICES PROVIDED	FUNDING RECEIVED	FUNDING OWED
Department of Human Services (DHS)	Recruit and enroll District residents who are SNAP E&T program	\$819,605	
TOTAL		\$819,605	0

FY 2024 Intra-District Summary - BUYER			
Office of Neighborhood and Safety Engagement			
SELLING AGENCY	DESCRIPTION OF SERVICES PROVIDED	FUNDING SENT	FUNDING DUE
Department of Human Resources (DCHR)	Provide instructor-led training sessions	\$0	
Department of Human Resources (DCHR)	Conduct employment compliance services	\$0	
TOTAL		\$0	0

11. Please provide a list of all MOUs in place during FY 2023 and FY 2024, to date, that are not listed in response to the question above.

There are no additional MOUs.

12. Please identify any special purpose revenue accounts maintained by, used by, or available for use by your agency during FY 2023 and FY 2024, to date. For each account, please list the following:

- a. The revenue source name and code;
- b. The source of funding;
- c. A description of the program that generates the funds;

J&PS Performance Oversight Questions (FY23-24)
Office of Neighborhood Safety and Engagement Responses

- d. The amount of funds generated by each source or program in FY 2023 and FY 2024, to date;
- e. Expenditures of funds, including the purpose of each expenditure, for FY 2023 and FY 2024, to date.

ONSE did not maintain special purpose revenue accounts during FY23 and FY24, to date.

13. Please provide a list of all projects for which your agency currently has capital funds available. Please include the following:

- a. A description of each project, including any projects to replace aging infrastructure (e.g., water mains and pipes);

The office has capital funds for two (2) projects: agency fleet replacement and building infrastructure improvements.

Office fleet replacement: The office currently has capital funding to support the replacement of outdated fleet vehicles. The office will procure Electric Vehicles (EVs) to comply with the city-wide mandate of total fleet electrification.

Building infrastructure improvements: The office has capital funding to begin renovations of the current location's infrastructure. The project will include heating and cooling system upgrades and other structural repairs and maintenance.

- b. The amount of capital funds available for each project;

Office fleet replacement: \$619,914

Building infrastructure improvements: \$3,074,615

- c. A status report on each project, including a timeframe for completion;

Office fleet replacement is currently underway, and the office contact has begun the market research and procurement process with the Department of Public Works' (DPW) Fleet Management Administration.

The building infrastructure improvement project has been put on hold, as the Department of General Services (DGS) has identified additional improvements that will require additional funding.

- d. Planned remaining spending on the project.

Office Fleet Replacement Total amount: ONSE intends to use the total \$619,914 allotment for fleet replacement.

Building Infrastructure: The project is currently on hold due to the need for additional funding to complete all necessary repairs.

14. Please provide a complete accounting of all federal grants received for FY 2023 and FY 2024, to date, including the amount, the purpose for which the funds were granted, whether those purposes were achieved and, for FY 2023, the amount of any unspent funds that did not carry over.

During FY23 and FY24, no federal funds were received other than the existing funding from the American Rescue Plan Act of 2021 (ARPA) received in FY21.

15. Please list each contract, procurement, lease, and grant (“contract”) awarded, entered into, extended and option years exercised, by your agency during FY 2023 and FY 2024, 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.

Please see attachment.

16. Please provide the details of any surplus in the agency’s budget for FY 2023, including:
- Total amount of the surplus;
 - All projects and/or initiatives that contributed to the surplus.

Please see the chart below:

Fund	Program	Program Description	Amounts
1010001	100151	EXECUTIVE ADMINISTRATION	\$(137,765)
1010001	100172	SAFETY AND SECURITY	\$229,752
1010001	150003	AGENCY BUDGETING AND FINANCIAL MANAGEMENT SERVICES	\$35,431
1010001	800179	FAMILY AND SURVIVOR SUPPORT	\$9,396
1010001	800180	LEADERSHIP ACADEMY	\$(83,873)

J&PS Performance Oversight Questions (FY23-24)
Office of Neighborhood Safety and Engagement Responses

1010001	800181	PATHWAYS	\$892,400
1010001	800182	RESTORATIVE JUSTICE	\$149,647
1010001	800183	VIOLENCE INTERVENTION	\$908,998
		Surplus Amount	\$2,003,987

17. For FY 2023 and FY 2024 to date, please provide the number of contracts and procurements executed by your agency. Please indicate how many contracts and procurements were for an amount under \$250,000, how many were for an amount between \$250,000-\$999,999, and how many were for an amount over \$1 million.

	Under 250k	\$250k - 999,999	Over 1M
FY23 Contracts and Procurements (This is not including Grants)			
	41	5	0
FY24 Contracts and Procurements (This is not including Grants)			
	23	2	0
FY 24 Requisitions Pending As of 2.5.24 (This is not including Grants)			
	6	0	8

LAWS, AUDITS, AND STUDIES

18. 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 2023 or FY 2024, to date.

- The Office of the District of Columbia Auditor’s (ODCA) June 7, 2022 report, “NEAR Act Violence Prevention and Interruption Efforts: Opportunities to Strengthen New Program Models”. ODCA conducted an audit to review the implementation and impacts of the NEAR Act to see if the law was implemented as intended and what impacts could be demonstrated from its first five years. This audit was the first in a series of reports, part of a discretionary audit included in ODCA’s FY21 audit plan.
- “Evaluating and Enhancing Community Violence Intervention Effectiveness in the Nation’s Capital City” project. The goals of the four-year project, conducted by Professors Daniel Webster (Johns Hopkins Center for Gun Violence Solutions) and Joseph Richardson, Jr. (University of Maryland), are to describe CVI program functioning in DC for programs overseen by the Mayor’s Office of Neighborhood Safety and Engagement’s (ONSE) and the Office of the Attorney General (OAG). The

project will review program effects on violence, identify likely determinants of those effects, and generate data to enhance program effectiveness and equity.

- Investigations of employees are addressed in Questions 22 and 23.

19. Please list any reports the agency is required by Council legislation to prepare and whether the agency has met these requirements.

2. ONSE is required to prepare an annual report for its Pathways Program in accordance with D.C. Official Code § 7-2411(d). ONSE has uploaded its FY20 Annual Report to the Pathways Program page of its website. ONSE plans to issue its FY23 Annual Report to the Council and, thereafter, upload the report to the same page on its website.

- a. Are there any required regular reports that the agency believes are unduly burdensome and/or underutilized by the Council or the public? If so, please provide details on each such report and, to the extent feasible, an estimate of the budget and/or person-hours required to prepare each report.

No, there are no required regular reports that the agency believes are unduly burdensome and/or underutilized by the Council or the public.

20. Please list all lawsuits filed in FY23 or FY24, to date 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.

There were no lawsuits filed in FY23 or FY24, to date, that named the agency as a party.

21. Please list all settlements entered into by the agency or by the District on behalf of the agency in FY 2023 or FY 2024, 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.).

There were no settlements entered into by the office or by the District on behalf of the office in FY23 or FY24, to date.

22. Please list any administrative complaints or grievances that the agency received in FY 2023 and FY 2024, 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 2023 or FY 2024, to date, describe the resolution.

ONSE utilizes the District Personnel Manual and Chapter 16 of the DC Personnel Regulations to respond to any complaints and grievances. Below is a list of administrative complaints and grievances we received in FY23 and FY24, to date.

Complainant	Respondent	Date Complainant Filed	Charges/Allegations	Outcome
Agency Employee	Agency Manager	June 29, 2023	Bullying/Harassment/ Hostile Work Environment	The investigation was completed on August 22, 2023. Allegations were found to be substantiated. The manager was separated from the agency effective 9/28/23.
Agency Manager; Agency Employee		August 2, 2023	Combative Work Environment	The investigation was completed on August 8, 2023. Allegations were found to be substantiated. The manager was separated from the agency effective 9/28/23.
Agency Employee	Agency	December 29, 2023	Wrongful termination [OEA Appeal]	Currently with the OEA. Agency response filed on 1/19/24.

WORKPLACE ISSUES AND EQUITY

23. 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 2023 and FY 2024, to date, and whether and how those allegations were resolved.

The office follows Mayor’s Order 2023-131, which outlines the District’s policy and related procedures requiring the workplace be free from all forms of sexual harassment. This policy protects individuals from workplace sexual harassment whether they are employees, contractors, interns, applicants for District government employment, or any other persons engaged by the District of Columbia government to provide permanent or temporary employment services. The District’s laws and policies also prohibit retaliation against anyone who reports harassment or participates in an investigation. If an allegation is brought forth to the agency, the agency’s Sexual Harassment Officer (SHO) is notified immediately, and a confidential investigation is conducted to determine any findings. The SHO must complete the following:

- Gain a full understating of the complaint;
- Immediately notify the General Counsel, who must notify the Director of the Mayor’s Office of Legal Counsel;
- Review the DC Department of Human Resources’ (DCHR) SHO training materials before initiating an investigation;

- Accept complaints alleging violations of the Order and gather, investigate, and review the factual basis of the claim(s); and
- Complete an investigation report, as soon as practicable, within 60 days after the filing of the report of the alleged sexual harassment, absent unusual circumstances, determining whether the allegations were substantiated, and transmitting such report to the agency's Director, or designee, and the agency's General Counsel.

In FY23, the agency received two sexual harassment allegations. The first allegation involved the complainant filing a complaint of sexual harassment, retaliation, and bullying against a co-worker. The SHO investigation, however, was unable to substantiate the claim.

The second allegation involved complaints against a then-employee who gave handshakes that were longer than normal for students and had conversations with two staff members of a school that made the staff members uncomfortable. The employee was removed from the school as an interim remedial action. The SHO did not conduct an investigation because the employee was subsequently separated from the agency.

The office has not received any sexual harassment allegations in FY24 to date.

24. The District defines racial equity as “the elimination of racial disparities such that race no longer predicts opportunities, outcomes, or the distribution of resources for residents of the District, particularly for persons of color and Black residents.” What are three areas, programs, or initiatives within your agency where you see the most opportunity to make progress toward racial equity?

The Office of Racial Equity (ORE) membership includes representation from the ONSE to provide perspectives for our population of focus and to glean best practices and opportunities to incorporate into programs and operations. Additionally, ONSE allocates grants and contracts to District community-based organizations that serve residents of the District in communities of color. These entities focus on supporting victims of crime, justice-involved individuals, and residents and communities impacted by violence. One hundred percent (100%) of persons served by ONSE are persons of color, with a significant portion being Black males.

25. In FY23 and FY24, to date, what are two ways that your agency has addressed racial inequities internally or through the services you provide?

The ONSE Workforce Team recently joined the Workforce Investment Council strategy team to delve further into workplace equity for the population serviced by the ONSE. ONSE also conducts educational advocacy with employers and housing developers to provide benefits and government incentives for granting access to resources. ONSE also works daily with the population of focus for racial equity through the services we provide.

AGENCY-SPECIFIC QUESTIONS

General:

26. The Deputy Mayor has talked about the need to go “back to basics” with ONSE. What does this mean, in your view?

To the agency, going “back to basics” means continuing to focus on creating safer and stronger communities by breaking down silos and working together across programs within ONSE, sectors within the government, and with external partners to establish a whole-of-government and whole-community partnership for effective problem-solving in reducing crime across the District. With this focus and approach, ONSE continues working to ensure that its programs impact the entire city, not simply individual neighborhoods or wards.

- a. Which programs does the agency believe merit additional investment?
ONSE is working with the Executive Office of the Mayor Budget team to formulate and release the FY25 budget in March 2024 that will reflect funding the agency requires to execute its mission, balanced against the other priorities of the government.
- b. Are there programs the agency believes have not been as successful as hoped?
Overall, ONSE programs have been successful – starting as pilot programs and shifting into the long-term programmatic focus of the Agency. The bulk of programming is currently operational using ARPA funding. ONSE constantly reviews feedback and assesses lessons learned to make adjustments and enhancements to programs. With continued investments in these programs, ONSE can continue to render positive impacts aligned with its mission.
27. Please describe the agency’s core programs and the activities of and funding for each program in FY23, and FY24, to date.

Family and Survivor Support (FSS):

Through its comprehensive, wrap-around services, the FSS program offers compassion, hope, and healing to those impacted by community violence. By fostering a collaborative approach, the program empowers survivors and families of homicide victims to navigate the immediate aftermath of a crisis and find a path to recovery.

Services include:

- Case Management
 - Comprehensive wrap-around services tailored to the needs of survivors and families to aid in stabilization.
- Behavioral Health

- Provision of grief support groups, restorative justice circles, and referrals to grief counseling services.
- Emergency/Safety Housing
 - Provide temporary housing for eligible families after a critical incident.
 - Support families in the identification of programs to support permanent relocations.
- Family Support
 - Provide resources and safety coordination for candlelight vigils.
 - Coordinate and support families in securing assistance and safety coordination for funerals.

FSS provides direct supportive services on average for 45 days.

The Metropolitan Police Department (MPD) is responsible for referring the following cases to FSS:

- Citywide homicides due to gun violence and homicides deemed gang or crew-Related;
- Citywide juvenile shootings, stabbings, and assaults; and
- All gang/crew-related adult shootings, stabbings, and assaults.

FSS activities include:

FSS case managers offer behavioral health services to participants twice throughout the case management process, upon intake and again before closing cases. FSS facilitates family support sessions, themed support groups, individual grief counseling referrals, grief podcasts, and remembrance events. Additionally, family stabilization is provided through social service referrals, including emergency housing and burial/funeral assistance.

- A.F.T.E.R. (A Family That Eternally Remembers)
 - Remembrance events for families that have lost loved ones to homicide.
- FSS Podcast
 - Interviewing family members of homicide victims.
- FSS family support group
 - The FSS family support group will relaunch in March 2024 and initially operate monthly to serve family members who have lost loved ones to gun violence.
- Themed support groups
- FSS support at vigils and funerals

Pathways Program:

The ONSE Pathways Program is a transformational mentoring program designed to reduce involvement in the criminal justice system and improve participants' employability skills,

education, and training outcomes. Participants referred to this program are aged 18-35 and have been identified as being at imminent risk of participating in, and/or becoming the victim of a violent crime. The Program includes an intensive, nine-week classroom-based training that focuses on life and job skills, and offers six months of subsidized employment, which helps participants gain real work experience, build positive work habits, and establish a record of employment.

Pathways activities include:

The Pathways curriculum offers an expansive array of topics and engaging activities designed to foster personal and professional development among participants. These encompass:

- Conflict Resolution: Equipping participants with skills to manage and resolve conflicts effectively.
- Behavioral Modification: Providing strategies for positive behavioral change and personal growth.
- Personal Development: Focusing on individual growth and self-improvement.
- Mental Health Awareness/Cognitive Behavioral Therapy (CBT): Promoting understanding and awareness of the importance of mental health with CBT methods.
- Substance Abuse Prevention: Educating participants on preventing and addressing substance abuse.
- Communication: Enhancing verbal and non-verbal communication skills.
- Customer Service Skills: Developing skills essential for providing excellent customer service.
- Life Skills: Covering crucial areas such as resume building, financial literacy, personal grooming, etiquette, and health and wellness.
- Arts and Humanities: Encouraging creativity and cultural enrichment.
- US Occupational Safety and Health (OSHA)/Cardiopulmonary Resuscitation (CPR) Certifications: Providing participants with essential occupational safety and health certifications.
- Occupational Skills Training: Offering targeted training for specific occupational skills, currently CDL training, with IT CompTIA pending.

In addition to these core activities, Pathways participants benefit from a comprehensive set of wraparound services throughout each phase. These services include:

- Transportation Benefits (Promise Rides): Ensuring reliable transportation for participants to and from ONSE headquarters.
- Nutritional Services: Providing daily nutritious meals to support well-being during the nine-week training.
- Daily Mental Health Support: Onsite clinicians available for mental health assistance and counseling during the nine-week training.
- Referrals for Housing Assistance: Guiding participants to resources for critical housing needs.

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- Assistance with Clothing/Uniforms: Providing support for attire required in various settings.
- Opportunities for Pro-Social and Team-Building Activities: Facilitating engagement in positive social environments and team activities to enhance camaraderie and personal development.
- Employment Opportunities: Connect participants to career fairs and networking events.

ONSE Leadership Academy:

The ONSE Leadership Academy (OLA) serves District of Columbia high school and middle school students, ages 12-19. The program focuses on student's ABC'S – attendance, behavior, course performance, and safety/safe passage. The OLA program utilizes a Positive Youth Development (PYD) model, which has origins in the field of prevention. This model promotes positive outcomes for youth by fostering relationships with caring adults, engaging youth in experiences that promote growth and personal learning, and creating an environment where youth feel safe and cared for.

OLA Activities include:

- Case management services for students. Each OLA Staff member carries a caseload of 10 students.
- Hosting at least two school-wide gun violence prevention events at each OLA School.
- Weekly Restorative Justice group sessions focused on social-emotional learning.
- Therapeutic mental health services are provided to OLA students by an office partner organization.
- Field trips organized and supported by OLA staff for OLA students during school time and extended school breaks.

People of Promise:

The People of Promise Initiative currently offers case management, referrals, and resources to individuals at imminent risk of victimization or involvement in violent crime. The overarching goal is to disrupt cycles of violence, poverty, and incarceration.

People of Promise Activities include:

- Participation in the monthly Gun Stat meeting, led by the Criminal Justice Coordinating Council, which involves ONSE staff presenting both successful and unsuccessful efforts to engage recently arrested individuals.
- Active participation in ONSE Community Violence Interruption strategy meetings, which involves collaborating with ONSE providers to address crime hotspots and neighborhood rivalries and developing crime reduction strategies.
- Service referral and coordination for identified People of Promise persons.
- Continuous dialogue with the District of Columbia Department of Corrections (DOC) leadership to identify service gaps and explore avenues for the ongoing provision of case management services to participants in DOC custody.

Violence Intervention:

Violence Intervention is a data-driven approach to reduce gun violence and community violence in the District by scaling services and targeting three key areas: 1) communities, 2) high-risk participants, and 3) groups. ONSE contracts with community-based organizations to deploy credible Violence Interrupters. Violence Interrupters are responsible for triaging critical incidents, mediating interpersonal and gang/crew disputes, and using their credible relationships to influence participants who are between ages 18-35.

Violence Intervention Activities include:

Art for Change Initiative – Uniting Against Gun Violence Objective: The objective of the Art for Change Initiative is to engage youth from all eight wards ages 11-18 in creative expression while raising awareness about the impact of gun violence and promoting community-driven solutions for prevention and reduction.

Navigation to Success – Workforce Development Initiative: Navigation to Success is a community cleanup initiative involving the ONSE VI team and all VI programs in the District. The initiative provides an opportunity to teach transferable soft skills such as teamwork, communication, and problem-solving to the community. This initiative also supports the development of a sense of community pride and ownership, which are vital for fostering a positive work environment, and provides support to the participants in the form of training, supplies, and guidance, which can enhance their organizational and leadership skills. These elements are integral components of workforce development.

Please see the ONSE Program Funding chart below showing funding comparisons for FY22 to FY24:

ONSE Program Funding			
Programs	FY22	FY23	FY24
Family and Survivor Support	\$524,854.57	\$1,136,176.87	\$875,433.26
ONSE Leadership Academy	\$1,090,880.05	\$1,792,529.13	\$2,153,438.87
Pathways	\$3,750,409.07	\$6,976,487.11	\$7,801,912.34
Violence Intervention Initiative*	\$13,412,243.18	\$17,271,773.28	\$15,569,220.31
Grand Total	\$18,778,386.87	\$27,176,966.39	\$26,400,004.78

**The Violence Intervention Initiative and People of Promise Initiative is combined.*

28. Please describe the agency’s data collection and analysis practices generally.

The ONSE data collection process includes, but is not limited to, collecting data from ONSE internal and external partners. This data is analyzed by ONSE Program Analysts who generate reports that facilitate data-driven decisions for the agency.

Please describe the agency’s staffing devoted to data collection and analysis.

- a. There are three Program Analysts responsible for supporting program managers with data collection, reporting, and analysis. These analysts assist in migrating program data into QuickBase, the centralized database for ONSE. Additionally, they provide support to the agency in responding to internal and external data requests.
- b. Please discuss any changes made to the agency’s data practices in FY23 or FY24, to date.

Please see the office’s changes to data practices in FY23 and FY24:

Data Practices in FY23
The ONSE Leadership Academy transitioned from tracking data in SmartSheet to a QuickBase case management system.
The Pathways program ceased using the ETO system and have migrated all data into the new QuickBase case management system.
The People of Promise case management system incorporated an additional component known as the Needs Assessment.
Data Practices in FY24
The initial cohort of the Pathways program in FY24 will be exclusively monitored using the new QuickBase system.
The Pathways program is utilizing a success plan to monitor participants’ progress.

- c. What is ONSE’s policy on sharing data and receiving data from other agencies? Does the Office have MOUs or MOAs with any agencies to facilitate information-sharing?

On a base level, ONSE and its partner agencies share and receive data and information throughout the entirety of the relationship. Sharing and receiving data from other agencies is paramount for ONSE to effectively provide services to the agency’s clients and partners. Such activity is conducted per federal and District laws concerning privacy and confidentiality and is memorialized in both MOUs and MOAs. ONSE is currently working to finalize MOAs with cluster and federal partner agencies to share law enforcement records to operate more efficiently and seamlessly and to better service the office’s clients.

- d. Does ONSE plan to work with other agencies in the cluster and federal partners to better share information on where ONSE's services are most needed?

Yes, in addition to the MOUs listed in Question 5, ONSE is currently working to finalize MOAs with cluster and federal partner agencies to share law enforcement records to operate more efficiently and seamlessly and to better service the office's clients. Such information is not easily accessible, as ONSE is not considered a law enforcement entity. Law enforcement agencies can share information with other law enforcement entity without such agreements.

29. This year, the Office of Gun Violence Prevention launched a data dashboard¹ that provides detail on the locations of ONSE Priority Communities and the incidence of gun violence in those communities. What is ONSE's role in providing information or data for the dashboard?

ONSE provides the Office of Gun Violence Prevention (OGVP) the communities of interest for the dashboard.

30. Please describe the status of the agency's incorporation of staffing and/or funding from the Building Blocks DC program in FY23 and FY24, to date.

At the start of FY23, the funding for Building Blocks was automatically transferred to the Department of Employment Services (DOES), specifically to the Project Empowerment Program.

31. Please describe ONSE's efforts in FY 23 and FY 24, to date, to work with similar agencies in other jurisdictions to gather expertise and best practices.

During FY23 and FY24 to date, the ONSE has consulted with organizations with similar missions, including the National Offices of Violence Prevention Network (NOVPN Network) headquartered in Oakland, California, which partners with the National Institute for Criminal Justice Reform (NICJR). The ONSE has also consulted with Cities United, located in Louisville, Kentucky. In October 2023, Director Sneed attended the Cities United 10th Annual Convening to collaborate with national leaders on strategies and methods to combat gun violence, thereby creating safer cities. The ONSE continues to build on its relationship with the Baltimore Mayor's Office of Neighborhood Safety and Engagement (MONSE). The ONSE made a new connection in FY23 with Sasha Cotton, the former Director of the Minneapolis Office of Violence Prevention, who served in this role during the May 25, 2020 death of George Floyd and that incident's aftermath in that city. Ms. Cotton now serves as the Senior Strategy Director at the National Network for Safe Communities at John Jay College in New York. In this new role, Ms. Cotton was a guest speaker at the ONSE All-Hands Staff Retreat, held September 22, 2023. The ONSE

¹ Building Blocks DC, *District Gun Violence Dashboards*, available at <https://www.buildingblocks.dc.gov/data>.

anticipates strengthening its connection with the White House Office of Gun Violence Prevention, now being led by Special Assistant to the President and Deputy Director, Gregory Jackson.

32. Please describe ONSE's efforts in FY 23 and FY 24, to date, to work with similar agencies in other jurisdictions to gather expertise and best practices.

Please see the response to Question #31.

33. Has the agency applied for and/or received grants or private donations in FY23 and FY24, to date? If so, which, and in what amount(s)?

No, ONSE has not applied for nor received grants or private donations in FY23 and FY24, to date.

34. Regarding the Office of the District of Columbia Auditor's June 7, 2022 report on the NEAR Act (the "ODCA Report"): Please describe any specific actions taken by the agency in FY 23 and FY 24, to date, to implement the recommendations made by ODCA in the report.

Please see attachment.

35. How does ONSE ensure that the community understands its mission? In other words, how does ONSE educate the larger community on its policies and practices? Please discuss, in particular, the work the Office has done in FY 23 and FY24, to date, to improve community perceptions.

In August FY23, ONSE onboarded a Communications Director to oversee the strategic communications program for ONSE initiatives to further message the Agency's mission, vision, strategies, and goals. Since August 2023, accomplishments have included an agency website audit to determine areas where current information on violence prevention efforts was required as well as details on any expansion of programming; the Agency has begun uploading current program data to the site. Additionally, ONSE is in the planning stages of a website redesign by OCTO so that the website can be more data-driven and user-friendly. Activity on agency social media platforms X (formerly known as Twitter), Instagram, and LinkedIn) has resumed, resulting in a noticeable increase in new followers on all three platforms. Activity populated on these sites has included announcements of:

- Violence prevention grant opportunity in November.
- Two information sessions in January on how to apply for a ONSE grant.
- Roundtable activities held at OLA schools.
- Tabling participation at DCHR hiring events.
- Targeted social media campaign highlighting the work of ONSE divisions.
- Partnership activities with community groups.

- Features on violence prevention providers and District agencies.
- The Pathways Cohort 14 graduation.
- Back-to-school resource events in communities experiencing high levels of violence.

The agency is now using Webex for public virtual engagements with potential community partners to reach a wider audience of interested businesses and stakeholders regarding ONSE opportunities and information. ONSE has hosted three Webex engagements.

ONSE has collaborated with local media partners, resulting in news coverage featuring agency activity, including the graduation of 25 Pathways Program Ambassadors in Cohort 14, the FSS program's hosting of 15 families at the DC Water Headquarters on the 'National Day of Remembrance for Homicide Victims,' and a special news feature of a Cohort 12 Pathways Ambassador on their acceptance of the Office of the Attorney General's 'Right Direction Award.' Links to these stories are provided below:

[DC Pathways program aims to prevent gun violence by teaching life skills – NBC4 Washington \(nbcwashington.com\)](#)

[DC Pathways Program Graduates Urge Expansion of Violence Prevention Efforts - The Washington Informer](#)

[Healing, remembering, and calls for justice at event honoring DC residents lost to gun violence | WJLA](#)

[15 families hosted in DC for remembrance day for homicide victims | wusa9.com](#)
[DC AG recognizes 30 young people making an impact in the community during Right Direction Awards | WJLA](#)

In December FY24, the agency onboarded a Public Affairs Specialist to support the communications efforts of the agency.

36. In the FY24 budget report, the Committee noted ONSE's plans to reallocate most of the FY23 funding in the Housing Assistance Program to OVSJG to support its emergency housing program for victims of gun violence. It was unclear what the plan was for the FY24 funding. Please update the Committee on the current status of the Housing Assistance Program and the plans for the associated funding.

ONSE is working with the OVSJG through an MOU to continue supporting the emergency housing program for victims of gun violence. The FY24 agreement allows ONSE to access and use the OVSJG system on the occasions that housing emergency solutions become needed for ONSE participants.

Pathways:

37. Please complete the following table and include any other metrics for the Pathways Program tracked by the agency:

The provided table does not allow ONSE to provide accurate, complete information. In response, ONSE has provided the information Council has requested with additional context in the attached documents to this question.

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	Cohort 1	Cohort 2	Cohort 3	Cohort 4, etc...
Selection criteria for participants				
Number of participants at beginning of cohort				
Wards of origin (list number per ward)				
Age range (list number of participants, by age)				
Number who were CSOSA clients				
Number who came with diplomas or GEDs				
Organizational speakers hosted (e.g. DOES, DSLBD, etc.)				
Number of participants remaining in cohort at time of promotion to subsidized employment				
Certifications earned during participation (list number of participants, by type of certification – include GEDs, CDLs, etc.)				
Number of participants promoted to and placed in subsidized employment				
Number of participants remaining in subsidized employment at time of transition to unsubsidized employment				
Number of participants who secured unsubsidized employment at end of subsidized employment				

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Number of participants currently employed in unsubsidized employment				
Participant re-arrest rate				
Remained in cohort				
Left cohort				
Participant re-conviction rate				
Remained in cohort				
Left cohort				

38. Please list (1) the amount of the stipends Pathways Ambassadors have received in FY23 and FY24, to date, during the training portion of the program and (2) their salary upon promotion to subsidized employment.

In FY23, Pathways Ambassadors were granted a daily training stipend of \$16.10 per hour, available for up to 40 hours per week throughout the nine-week Pathways Program.

Upon successful completion of the program, the stipend remains at \$16.10 per hour, allowing for up to 40 hours per week, with a maximum duration of six months.

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

Supportive services last one-year post-promotion and offer workforce development workshops and comprehensive support for cohorts twelve through fourteen. Workforce Development Specialists (WDS) focus on resume updating, employment applications, and housing. Pathways and People of Promise Case Managers, along with Outreach Specialists, engage with the respective cohort and conduct bi-monthly job site visits and make bi-weekly phone calls and text check-ins. Credible mentors are updated on cohort engagements and documents are shared for ongoing collaboration.

40. Where did ONSE place Pathways Ambassadors for subsidized employment in FY 2023 and FY 2024? Please provide the number of Ambassadors placed at each District agency (e.g. DGS, DPR, etc.)

In FY23 and FY24, ONSE placed Pathways Ambassadors for subsidized employment at various organizations, including:

1. CC Prep - MLK
2. Tip Top Property Preservation LLC
3. Yaay Me, Inc.

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4. Douglas Knolls Apartments
5. Toni Thomas Associates
6. Manpower DC Enterprise LLC
7. Trinity Grill & Social Market
8. Veterans on the Rise,
9. 1100 Eastern, LLC
10. Michaels Organization/Wardman Courts Apartments
11. Severna on K Street
12. Columbus Property Management
13. JW King Senior Center
14. Community Family Life Services (CFLS)
15. Covenant House
16. Colby's Dogcare & Spa,
17. The Fresh Food Factory Market
18. Residential One
19. Hyatt's Place DC National Mall
20. Taurus Renovation & Construction
21. GLP DC
22. Latin American Youth Center-LAYC
23. Jubilee Housing
24. NDS Fix-It LLC
25. Berliner Specialty Distributors
26. University of the District of Columbia - Workforce Development & Lifelong Learning Division
27. Penn Mar Apartments-Residential 1
28. Beacon Property Services LLC
29. Taylor Made Solutions LLC
30. In The Community, Inc.
31. Gibson Plaza Apartments
32. Edges Barbershop
33. District Department of Transportation (DDOT) - Administrative Services Division
34. Living Classrooms Foundation
35. Foster House Apartments
36. Department of General Services (DGS)
37. ONSE

The number of the Ambassadors placed at each District agency is as follows:

- UDC – Workforce Development & Lifelong Learning Division: 1 Ambassador
- DDOT – Administrative Services: 1 Ambassador
- DGS – Currently hosting 2 ambassadors with an anticipated end date in April 2024.
- ONSE: 3 Ambassadors

In FY23, ONSE hosted 2 WEX placements. This number increased to 3 WEX placements in FY24, and ONSE has extended a contingent offer to 1 Ambassador for a CS Grade 9 position.

41. Please describe the job training ONSE is offering to Pathways participants. Is it offering training barbering, carpentry, audio engineering, etc.?

In FY23, the Pathways Program continued vocational training options, including barbering, carpentry, and audio engineering, with participants dedicating four hours per week to their chosen track. Each cohort was divided, allowing participants to select the track aligning with their interests. Classes occurred on Tuesdays and Fridays, from 2:00 – 4:00 pm. Recognizing the significance of arts, humanities, and vocational training, ONSE plans to expand offerings in FY24 to include Commercial Driver’s License (CDL) and IT CompTIA occupation skills training. Additionally, grooming and audio production trainings will be included.

42. Did ONSE place any Ambassadors in private sector employment for the subsidized employment phase in FY 23 or FY 24, to date?

In both FY23 and FY24, ONSE successfully placed Pathways Ambassadors in subsidized employment positions across various private sector organizations.

Placements during this period include:

1. CC Prep - MLK
2. Tip Top Property Preservation LLC
3. Yaay Me, Inc.
4. Douglas Knolls Apartments
5. Toni Thomas Associates
6. Manpower DC Enterprise LLC
7. Trinity Grill & Social Market
8. Veterans on the Rise
9. 1100 Eastern, LLC
10. Michaels Organization/Wardman Courts Apartments
11. Severna on K Street
12. Columbus Property Management
13. JW King Senior Center
14. Covenant House
15. Colby's Dogcare & Spa
16. Community Family Life Services (CFLS)
17. The Fresh Food Factory Market
18. Residential One
19. Hyatt’s Place DC National Mall
20. Taurus Renovation & Construction
21. GLP DC

22. Latin American Youth Center-LAYC
23. Jubilee Housing
24. NDS Fix-It LLC
25. Berliner Specialty Distributors
26. Penn Mar Apartments-Residential 1
27. Beacon Property Services LLC
28. Taylor Made Solutions LLC
29. In The Community, Inc.
30. Gibson Plaza Apartments
31. Edges Barbershop
32. Living Classrooms Foundation
33. Foster House Apartments

43. Please describe any efforts by ONSE to work with private sector partners to place Ambassadors for either subsidized or unsubsidized employment in FY 23 or FY 24, to date.

In FY23 and FY24 to date, ONSE has actively collaborated with the Division of State Initiatives within the Department of Employment Services to establish partnerships with private sector entities for Ambassador placements. This involves entering into Host Site agreements with businesses, outlining work plans, orientation, training, and ensuring meaningful employment.

Subsequently, to supplement its efforts ONSE has engaged in several initiatives to foster partnerships with private sector entities to place Ambassadors in subsidized or unsubsidized employment. ONSE also collaborates with Advisory Neighborhood Commissions.

44. Does ONSE collect data on Pathways Ambassadors post-Pathways? For how long post-Pathways?

In FY23, Pathways used the Efforts to Outcomes database, which did not fully meet office records management requirements. In FY24, Pathways has transitioned to and continues to utilize QuickBase for more accurate and seamless reporting and management of data and outcomes. Additionally, case management extends for one-year post-promotion. For example, the FY23 Cohort 12 was promoted in March 2023, but the cohort service level agreement will conclude in March 2024. It is important to note that while the technical service date may end, Pathways consistently provides support to all previous Ambassadors, adjusting the level of support based on the participant's success in achieving self-identified goals and sustainability.

45. Does ONSE seek feedback from Ambassadors' employers on their work performance or any issues preventing them from successfully continuing with their employment?

Job Coaches from DOES build direct relationships with host sites, including private organizations and District agencies, for ambassadors in subsidized employment. These coaches then share relevant information with the Pathways Program Manager and case managers to address challenges related to attendance, work ethic, or behavior. Additionally, ONSE has introduced Workforce Development Specialists (WDS) who serve as liaisons between Ambassadors and District agencies, particularly DPW. WDS conduct site visits and establish healthy communication channels.

46. Has the Pathways program opened a second site to better serve the northern parts of the District?

ONSE is preparing to open a second location at 3400 Ninth Street Northeast, in the Ward 5 Brookland neighborhood. The building is scheduled to come online in late February 2024. Located directly across from the Metro Red Line Brookland Station, the location is easily accessible by Metrorail and Metrobus.

47. Why doesn't ONSE display the annual reports of the Pathways program on its website?

ONSE has uploaded its FY20 Annual Report to the Pathways Program page of its website. ONSE plans to issue its FY23 Annual Report to the Council and, thereafter, upload the report to the same page on its website.

Violence Intervention Initiative and the Community-Based Crime Reduction Program:

48. Please list the neighborhoods served in FY22, FY23, and FY24, to date.

Please see the chart below:

Wards	FY22	FY 23	FY24
Ward 1	Columbia Heights	Columbia Heights	Columbia Heights
	Park View	Park View	Park View
	Le Droit Park	Le Droit Park	Le Droit Park
Ward 3	Ward 3 -Shaw	Ward 3 -Shaw	Ward 3 -Shaw
Ward 4	Brightwood Park	Brightwood Park	Brightwood Park
	Petworth	Petworth	Petworth
Ward 5	Brentwood	Brentwood	Brentwood
	Langdon Park	Langdon Park	Langdon Park
	Carver Terrace - Langston Terrace 8	Carver Terrace - Langston Terrace 8	Carver Terrace - Langston Terrace 8
	Woodridge/ Taft	Woodridge/ Taft	Woodridge/ Taft
	Edgewood	Edgewood	Edgewood

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

49. Please provide maps of each neighborhood as an attachment to your responses.

Please see attachment.

[Question 49 - J&PS Performance Oversight Questions \(FY23-24\)](#)

50. In ONSE’s responses to last year’s performance oversight pre-hearing questions, the agency noted that “starting in Quarter 3 of FY23, ONSE will be posting quarterly updates” on the work done by its VI contractors, including the number of clients per neighborhood, number of engagements (successful and attempts), number of services, and number of incidents of victimization.

- a. Where is this information published?
- b. How many quarterly updates have been published?
- c. If this information has not been published on a quarterly basis since Q3 of FY23, why not? When will this be published?

The ONSE has experienced several leadership changes during its existence, most recently with the loss of Director Linda Harllee-Harper in May 2023. Ms. Harllee-Harper was appointed to the ONSE post in February of 2023; after her passing, Kwelli D. Sneed was installed as the ONSE Interim Director. Subsequently, the office changed focus with this leadership change, starting with an overall assessment of programs. The posting of

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quarterly updates did not occur in FY23, however, ONSE is looking to implement during FY24.

51. Does ONSE have any plans to conduct any empirical analyses of its violence interruption efforts, other than the analysis being done by Professors Webster and Richardson, as noted in response to FY22-23 pre-hearing question 22?

No.

- a. Has ONSE completed its MOU with Professors Webster and Richardson to formalize the working relationship, as ONSE noted in last year’s responses?

Professors Webster and Richardson have begun the research; it was determined that an MOU was not required.

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

Since FY22, the ONSE has partnered with the Progressive Life Center (PLC) as the primary grantee for the Violence Intervention Initiative. In addition, the ONSE partners with Dramatic Solutions to address the services for the Congress Park Community. Both serve as intermediaries.

ONSE also partners with Life Deeds to provide oversight to the Violence Intervention Floating Team.

Please note that the charts provided by Council did not have enough space to include all the information the Council sought. Therefore, please find below information requested below in the following charts:

Fiscal Year 2022

	PLC	DSM	J & J Monitoring	Far Southeast	Training Grounds	Collaborative Solutions for Communities	ICCDC – Case Management	Dramatic Solutions	Life Deeds Floating Team - ONSE
Amount of contract	\$3,474,609	\$1,003,242	\$268,500	\$949,715.82	\$878,413.11	\$1,014,070	\$304,648.30	\$800,000	\$691,936.49
Amount expended	\$2,337,093	\$883,824.24	\$265,014	\$834,574.36	\$858,631.06	\$966,198.73	\$158,016.30	\$800,000	\$617,510.47
Neighborhoods served	N/A	Ward 5	Ward 8	District Wide	Wards 1 & 4	Wards 6 & 7	District Wide	Congress Park	District Wide

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Staffing for each neighborhood	N/A	19	14	12	2	15	N/A	N/A	12
Violence Interrupter	N/A	19	14	12	2	15	N/A	N/A	12
Case Manager	N/A	0	0	1	0	0	N/A	N/A	0

Fiscal Year 2023

	PLC	DSM	J & J Monitoring	Life Deeds Floating Team	Life Deeds Ward 1 & 4	Together We Rise	ICCDC – Case Management	Dramatic Solutions	Life Deeds Floating Team - ONSE
Amount of contract	\$3,285,812	\$1,700,000	\$1,700,000	\$1,700,000	\$1,300,000	\$1,700,000	\$900,000	\$800,000	\$500,000
Amount expended	\$2,555,451	\$1,698,322	\$1,559,315	\$1,635,610	\$1,139,813	1,495,278	\$619,153	\$800,000	\$416,000
Neighborhoods served	N/A	Ward 5	Ward 8	District Wide	Wards 1 & 4	Wards 6 & 7	District Wide	Congress Park	District Wide
Staffing for each neighborhood	N/A	19	14	12	2	15	N/A	N/A	12
Violence Interrupter	N/A	19	14	12	2	15	N/A	N/A	12
Case Manager	N/A	0	0	1	0	0	N/A	N/A	0

Fiscal Year 2024

	PLC	DSM	J & J Monitoring	Life Deeds Floating Team	Life Deeds Ward 1 & 4	Together We Rise	ICCDC – Case Management	Dramatic Solutions	Life Deeds Floating Team - ONSE
Amount of contract	\$2,200,000	\$770,150	\$618,000	\$78,400	\$325,000	\$420,000	\$333,038	\$400,000	\$250,000
Amount expended	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

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Neighborhoods served	N/A	Ward 5	Ward 8	District Wide	Wards 1 & 4	Wards 6 & 7	District Wide	Congress Park	District Wide
Staffing for each neighborhood	N/A	19	14	12	2	15	N/A	N/A	12
Violence Interrupter	N/A	19	14	12	2	15	N/A	N/A	12
Case Manager	N/A	0	0	1	0	0	N/A	N/A	0

53. How does the agency measure the program’s success and contractor performance? Please describe the agency’s performance monitoring tools and any key performance indicators for violence interruption providers.

Contractor performance is co-measured by the ONSE and the Office of Contracting and Procurement. The ONSE measures contractor performance throughout the award period. Points of monitoring include: the goals and objectives, cost control, addressing the requirements and deliverables, and complying with the spending down rate.

For those contracts specified by the OCP, a vendor evaluation is created and submitted to the OCP’s Contract Performance Evaluation System (CPES) portal after the award is finalized.

Additionally, the VI program is measured by the following Key Performance Indicators and Workload measures that are illustrated in the table below.

FY 2023 Key Performance Indicators/Workload Measures Violence Intervention	Frequency of Reporting	FY2023 Performance Outcomes
Percent participation in ONSE training for community-based organizations and private organizations receiving funding from ONSE	Annual Measure	100%
Number of community events and small group activities held by contracted services	Annual Measure	176
Percent of critical incidents triaged within 3 business days.	Semi-Annual Measure	76.5%
Number of critical events responded to by contracted services	Annual Measure	195
Percent of restorative justice staff with nationally recognized practitioner certification.	Semi-Annual Measure	0%

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Number of individuals that participate in restorative justice services.	Semi-Annual Measure	1
Number of restorative justice services held.	Semi-Annual Measure	40
Number of families served through contracted services	Quarterly Measure	965
Number of DC Jail peacemaking consultations.	Semi-Annual Measure	1
Number of mediations held	Annual Measure	30
Number of cease fires achieved	Annual Measure	14

FY24 Key Performance Indicators/Workload Measures Violence Intervention	Frequency of Reporting	FY2024 Q1 Performance Outcomes
Number of Community Events Organized by ONSE Staff	Semi-Annual Measure	N/A
Number of Meals Provided	Semi-Annual Measure	N/A
Number of community events and small group activities held by contracted services.	Annual Measure	N/A
Number of critical events responded to by contracted services.	Annual Measure	N/A
Number of families served through contracted services	Quarterly Measure	220
Percent of critical incidents triaged within 3 business days.	Semi-Annual Measure	N/A
Percent of restorative justice staff with nationally recognized practitioner certification.	Semi-Annual Measure	N/A
Number of DC Jail peacemaking consultations.	Semi-Annual Measure	N/A
Number of mediations held	Annual Measure	N/A
Number of cease fires achieved	Annual Measure	N/A

54. Please provide:

- a. The number of community events held in or attended in each neighborhood in FY23 and FY24, to date.

In FY23, there were 176 community events. In FY24 to date, there have been four.

- b. The number of mediations held in each neighborhood in FY23 and FY24, to date.

In FY23, there were 30 mediations In FY24 to date, there have been none.

- a. The number of ceasefires negotiated in each neighborhood in FY23 and FY24, to date.

In FY23, there were 14 ceasefires. In FY24 to date, there has been one.

55. Please discuss how the Office works to ensure it is taking a strategic, evidence-informed approach to violence interruption, and how it ensures that violence interruption contractors are doing the same.

The ONSE focuses on a strategic, evidence-informed approach to violence interruption by utilizing data-driven methods to identify areas with high rates of violence and targeting interventions effectively. ONSE ensures this by collaborating with sister government agencies, local communities, law enforcement, and various stakeholders to gather relevant data, assess the impact of interventions, and adjust strategies as needed.

To ensure that violence interruption contractors are aligned with this approach, ONSE partners with community-based providers who have experience working within areas of communities most often impacted by violent crime. ONSE meets with its partners weekly to ensure that they are informed of best practices and industry standards in violence intervention. Additionally, ONSE monitors and evaluates partner performance through data collection and regular assessments to ensure that the strategies employed are effective and aligned with the overall evidence-informed approach.

- a. Does ONSE track the biggest and most violent existing conflicts or feuds in the District?

Yes. Through the partnership between ONSE and OGVP, the Tableau platform facilitates the sharing of real-time gun violence data, offering the public accurate and up-to-date information.

- b. How does ONSE determine which neighborhoods in which to operate?

Communities of Promise were identified based on engagement efforts undertaken by the Metropolitan Police Department (MPD) Summer Crime Initiatives (SCI). The PSAs in which repeated presence was provided for two or more years were highlighted to determine specific areas of communities with an emphasis on

specific areas within the communities/neighborhood to provide intensive intervention and preventative engagement.

- c. What is the optimal size of a neighborhood to be targeted by ONSE's VI programs? How does ONSE ensure that VIs are able to engage in particularized communities so that they actually have an effect?

To maximize the VI program's impact, ONSE does not select neighborhoods based on size. Instead, it uses the MPD's SCI to pinpoint areas for focused engagement. The Violence Interrupters hired for the program are from these specific communities and have established relationships within them. They maintain a repeated presence for at least two years, focusing on intensive intervention and preventative engagement. This method guarantees that VIs can effectively engage in specific communities, leading to a greater impact.

56. Violence Interruption Staffing

- a. How many violence interruption workers are currently working in ONSE's 25 priority communities? Please provide a breakdown of such workers by position title and by full-time or part-time status.

There are 62 full-time Violence Interrupters in the ONSE 27 priority communities. There are no part-time Violence Interrupter workers.

- b. Among the violence interruption workers who were deployed in a ONSE priority community on January 1, 2023, how many are still working on behalf of ONSE in a priority community today?

Fifty-seven violence interruption workers are still working on behalf of ONSE in a priority community today.

- c. Among those violence interruption workers who have been continuously working in a ONSE priority community since January 1, 2023, how many have stayed in the same community during that time frame?

Please note that the numbers presented below were confirmed from reviewing each monthly VI staff roster submitted to Progressive Life Center (PLC), the office's prime service contractor, from January 2023 to January 2024 for each VI provider, to identify which VI workers were retained in the same assigned priority communities over the course of the year; 57 Violence Interruption workers remained in the same communities during the timeframe:

- Since January 1, 2023, **JJMS** has retained 14 VI workers who have consistently worked in their assigned priority neighborhoods. This means that 14 JJMS VI

workers have consistently stayed in the same community during that time frame (from January 1, 2023 – January 1, 2024).

- Since January 1, 2023, **Life Deeds Wards 1 & 4** has retained two VI workers who have consistently worked in their assigned priority neighborhoods. This means that two Life Deeds Ward 1 & 4 VI workers have consistently stayed in the same community during that time frame (from January 1, 2023 – January 1, 2024).
 - Since January 1, 2023, **Life Deeds Floating Team** has retained 11 VI workers who have consistently worked in their assigned priority neighborhoods. This means that 11 Floating Team VI workers have consistently stayed in the same community during that timeframe (from January 1, 2023 – January 1, 2024).
 - Since January 1, 2023, **Together We Rise (TWR)** has retained 15 VI staff members who have consistently worked in their assigned priority neighborhoods. This means that 15 TWR VI workers have consistently stayed in the same community during that timeframe (from January 1, 2023 – January 1, 2024).
 - Since January 1, 2023, **Ward5VPN** has retained 15 VI staff members who have consistently worked in their assigned priority neighborhoods. This means that 15 Ward5VPN VI workers have consistently stayed in the same community during that timeframe (from January 1, 2023 – January 1, 2024).
- d. How many VIs who are currently employed by ONSG grantees have undergone training and/or received a certificate from the Peace Academy? Similarly, how many VIs who are currently employed by ONSG grantees have undergone training and/or received a certificate from the University of the District of Columbia?

Seventeen violence interruption workers attended the Peace Academy, wherein 16 violence interruption workers received a certificate of completion. An additional four VIs are currently attending the Peace Academy. Two violence interruption workers have graduated from UDC's Violence Interrupter Program.

- **JJMS:** JJMS reported that two of their current VIs have attended the Peace Academy training and only one of them received a certificate of completion. As for the University of the District of Columbia (UDC) trainings/certificates, none of their currently employed VIs have received any training/certificates from UDC.
- **Life Deeds Wards 1 & 4:** Life Deeds Wards 1 & 4 reported that two of their current VIs have attended the Peace Academy training and all of them received

a certificate of completion. As for UDC trainings/certificates, none of their currently employed VIs have received any training/certificates from UDC.

- **Life Deeds Floating:** Life Deeds Floating reported that five of their current VIs have attended the Peace Academy, and all five received a certificate of completion. As for UDC trainings/certificates, none of their currently employed VIs have received any trainings/certificates from UDC.
- **TWR:** TWR reported that seven of their current VIs have attended the Peace Academy and all have received a certificate of completion. As for UDC trainings/certificates, none of their currently employed VIs have received any trainings/certificates from UDC.
- **Ward5VPN:** Ward5VPN reported that four of their current VIs are currently attending the Peace Academy, and that one of their VIs already graduated from the Peace Academy. As for the UDC trainings/certificates, they reported that two of their current VIs have graduated from UDC's Violence Interrupter Program.

57. 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. Please describe the specific ways ONSE has worked with OAG to develop violence interruption training programs in FY23 and FY24, to date.

The ONSE did not work with the OAG to develop violence interruption training programs in FY23 or FY24, to date. Because ONSE and the OAG use different violence interruption models, codeveloping training would be challenging.

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

In FY23 through FY24, to date, the ONSE coordinates with the Office of the Attorney General (OAG)'s Cure the Streets program. The two organizations join in a weekly Community Violence Intervention (CVI) meeting, which helps support the need for information sharing that informs programming in priority areas.

58. Does ONSE include training for contractors and violence interrupters on DC law surrounding Extreme Risk Protection Orders? Please describe any related training and how ONSE and its contractors use ERPO's to reduce gun violence.

In FY23, ONSE did not offer training for contractors and Violence Interrupters on DC law pertaining to Extreme Risk Protection Orders. However, in FY24, ONSE contractors and VIs will undergo ERPO training provided by Peace Academy.

59. Training

- a. In post-hearing oversight responses in 2023, ONSE noted that it was in the process of developing a training calendar. What is the status of this calendar?

The FY24 training calendar is developed on a quarterly basis by our grantee, PLC, based on the needs of the VI providers.

Please see the attached FY24 training calendar for Quarters 1 and 2.

60. As you know, experts agree that one of the key drivers of violent confrontations in the District is feuds that start on and/or are facilitated through social media.

- a. Does ONSE have dedicated staff focused on tracking disputes via social media?

ONSE contracts with external violence intervention providers in the community who have dedicated staff that monitor and track social media conflicts.

- b. How does ONSE respond when a dispute is identified via social media?

When a dispute is identified via social media, the ONSE contracted Violence Interrupters conduct mediations and ceasefires and engage the community to dispel the dispute.

- c. Do violence interrupters receive training related to social media and its role in disputes?

Violence Interrupters receive training on how to de-escalate community disputes, including those stemming from social media, utilizing restorative justice practices, conflict resolution, and case management.

61. How does ONSE use Cognitive Behavioral Therapy (CBT) in its violence interruption efforts?

CBT is used to address and alter the thought patterns and behaviors of program participants. The primary objective is to assist individuals in effectively managing conflict, developing coping strategies, and ultimately diminishing the likelihood of participating in violent behavior.

- a. Are VIs trained on CBT and how to use it?

The VIs are scheduled to be trained April 12, 2024.

- b. Is CBT used in the Pathways program to any degree?

Yes, CBT is utilized in the Pathways Program to enhance participants' personal and professional development. As part of the program's curriculum, cognitive-behavioral techniques are integrated into various components throughout the nine-week training, fostering positive mindset changes and behavioral modifications. These practices help participants navigate challenges, build resilience, and develop essential coping mechanisms. The current cohort schedules reflect nearly 10 hours per week of CBT backed trainings.

- c. Do ONSE or its contractors employ any licensed therapists to administer CBT?

ONSE contractor, Community Wellness Ventures (CWV), employs licensed therapists to administer CBT. CWV plays a pivotal role in providing mental health support to Pathways participants. Licensed by the DC Department of Behavioral Health (DBH), CWV offers diagnostic assessments, counseling, therapy sessions, psychiatric evaluations, and community support services. CWV hosts weekly group training sessions facilitated by licensed therapists who utilize CBT practices.

62. How has ONSE been working to strengthen communication and coordination between its programs and the Hospital-based Violence Intervention Program (HVIP) run out of the Office of Victim Services and Justice Grants?

The ONSE has been actively strengthening communication and coordination with the Hospital-based Violence Intervention Program (HVIP) through several strategies:

- Regular Interagency Meetings are facilitated to discuss shared goals and program updates.
- Information Sharing occurs through routine calls and meetings to improve mutual understanding and coordination.
- Joint Training and Workshops are attended to enhance staff skills and knowledge.
- Cross-Referral Mechanisms have been developed to ensure individuals can access appropriate support easily.
- Collaborative Case Management is in place to address the needs of individuals benefiting from both programs.
- Shared Outreach Efforts are supported to maximize impact within the community. These strategies aim to create a more cohesive and effective approach to addressing violence and supporting affected individuals within the community.

Family and Survivor Support Division:

63. How many cases were referred to the Division, and for how many of those cases did the Division provide services, in FY23? In FY 24, to date?

Please see the chart below:

FY23	FY24 YTD*
Referred: 703	Referred: 159
Received services: 371 (52%)	Received services: 85 (53%)

64. How many District residents have been served by the Division in FY23 and FY24, to date, and in what capacities? What percentage of violent crime survivors and their families does this represent?

The chart below shows the number of District residents who have been served by FSS in FY23 and FY24 to date, and shows non-District residents served in this time. Services are provided on a family-specific, case-by-case basis, with capacities that include case management, behavioral health, emergency/safety housing, and family support.

FY23	FY24 YTD*
Residents: 287	Residents: 69
Non-Residents: 87 (23%)	Non-Residents: 16 (10%)

The chart below breaks down the total number of referrals and categories (capacities) for FY24 to date.

FY 24 to date	Housing Assistance	Burial Assistance	Nutritional Support	Behavior Health Support	Vigil Support	Total
Homicide	7	45	3	18	17	90
Shooting	10	2	3	4	0	19
Assault	0	0	0	0	0	0
Shooting Juvenile	0	0	1	1	0	2
Homicide Juvenile	0	1	0	1	0	2
Stabbing Juvenile	0	0	0	0	0	0
Assault Juvenile	0	0	0	0	0	0
Totals	17	48	7	24	17	113

The chart below breaks down the total number of referrals and categories (capacities) for FY23.

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FY23	Housing Assistance	Utility Assistance	Burial Assistance	Nutritional Support	Behavioral Health Support	Vigil Support	Total
Homicide	22	2	151	9	53	51	288
Shooting	46	1	0	15	18	0	80
Assault	0	0	0	0	0	0	0
Shooting juvenile	25	0	0	5	11	0	41
Homicide juvenile	4	0	16	1	3	6	30
Stabbing Juvenile	0	0	0	0	0	0	0
Assault Juvenile	1	0	0	0	0	0	1
Totals	98	3	167	30	85	57	440

Housing/Emergency Hotel:

In FY23, FSS received 191 referrals for housing support for:

- 98 families placed in emergency hotels for safety
- 36 families were assisted with moving expenses
- 51 families received guidance/support regarding relocation
- Six families received household supplies

65. How does the program measure its performance and outcomes, and what outcomes have been achieved in FY23 and FY24, to date?

The FSS program is measured by the following Key Performance Indicators and Workload measures that are illustrated in the table below.

FY 23 Key Performance Indicators/Workload Measures Family & Survivor Support Program	Frequency of Reporting	FY2023 Performance Outcomes
Percent of FSS cases contacted.	Semi-Annual Measure	73.8%
Number of cases referred to ONSE.	Semi-Annual Measure	703
Number of cases in need of FSS services.	Semi-Annual Measure	371
Number of cases contacted.	Semi-Annual Measure	519
Percent of FSS referral requests completed.	Semi-Annual Measure	96.2%

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Number of referral requests.	Semi-Annual Measure	710
Number of referral requests completed.	Semi-Annual Measure	683
Number of cases not able to reach.	Semi-Annual Measure	206
Number of cases not willing to work with the FSS team or not in need of services.	Semi-Annual Measure	104
Percent of cases where the first contact attempt is completed within three business days of case receipt.	Semi-Annual Measure	91%
Number of cases where the first contact attempt is completed within three business days of case receipt.	Semi-Annual Measure	411
Number of FSS-hosted healing events.	Semi-Annual Measure	2

FY 24 Key Performance Indicators/Workload Measures Family & Survivor Support Program	Frequency of Reporting	FY2024 Q1 Performance Outcomes
Percent of MPD referrals to FSS that completed intake within three business days.	Semi-Annual Measure	N/A
Percent of MPD referrals to FSS successfully contacted within 2 weeks.	Semi-Annual Measure	N/A
Percent of services requested through FSS rendered within 2 weeks.	Semi-Annual Measure	N/A
Number of referrals from MPD to FSS.	Semi-Annual Measure	N/A
Number of referrals successfully engaged by FSS.	Semi-Annual Measure	N/A
Number of services rendered by FSS.	Semi-Annual Measure	N/A
Number of cases not willing to work with the FSS team or not in need of services.	Quarterly Measure	26

ONSE Leadership Academy:

66. Please describe the work of the ONSE Leadership Academy in FY23 and FY24, to date.

The ONSE Leadership Academy (OLA) delivers various services for youth and families. OLA embraces the approach that evaluates the risk, need, and responsiveness of our students in providing the most effective resources that will remarkably reduce recidivism

rates among our youth. OLA promotes programs that engage youth in intentional, productive, and constructive ways to identify and enhance their strengths. OLA utilizes the Restorative Justice Model that enables 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 life trajectory of the youth. OLA staff take into consideration youth’s traits, learning styles, and cognitive functioning as we work with them to reach scholastic goals. OLA engages youth through their schools in attendance, academics, behavior, and safety. OLA considers youth as assets to be developed and gives them the means to build successful futures through skill-building. In FY23, OLA completed its first school year at three middle schools.

- 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. For any currently operational locations, please provide the location’s budget, staffing, and funding sources.

MacFarland Middle School - Implemented in FY24	
High School	Expansion Schools
Anacostia Senior High	Kramer Middle
HD Woodson Senior High	Kelly Miller Middle
Paul Public Charter High	Paul Public Charter Middle

OLA Staffing	
High School	Middle School
Anacostia High- 3 Total Staff (0 vacancies) Funding: Local Dollars	Kramer Middle*- 2 Total Staff (2 Vacancies) Funding: ARPA Funded
HD High- 3 Total Staff (0 Vacancies) Funding: Local Dollars	Kelly Miller*- 2 Total Staff (1 Vacancy) Funding: ARPA Funded
Paul High- 3 Total Staff (1 Vacancy) Funding: Local Dollars	Paul Middle*- 2 Total Staff (2 Vacancies) Funding: ARPA Funded
* Expansion Schools*	

The attached documents included the funding source.

Please see attachment.

- b. Please describe how the agency measures the performance and outcomes of the Leadership Academy, and any associated outcomes in FY23 and FY24, to date.

OLA is measured by the following Key Performance Indicators and Workload measures that are illustrated in the table below.

FY 23 Key Performance Indicators/Workload Measures ONSE Leadership Academy	Frequency of Reporting	FY2023 Performance Outcomes
Number of students engaged each year.	Quarterly Measure	99

FY 24 Key Performance Indicators/Workload Measures ONSE Leadership Academy	Frequency of Reporting	FY2024 Q1 Performance Outcomes
Number of students engaged each year.	Quarterly Measure	62
Percent of OLA students with a reduction in school absences each semester	Annual Measure	N/A
Percent of OLA students promoted to the next grade level	Annual Measure	N/A
Number of Middle School Students in OLA	Semi-Annual Measure	N/A
Number of High School Students in OLA	Semi-Annual Measure	N/A
Number of Mediations by OLA staff	Annual Measure	N/A

- c. Last year, ONSE stated in its responses that the OLA program tracks suspension rates, GPA, attendance, critical incidents, interventions, mediations, and group sessions. Please provide a summary of this data for FY23 and FY24, to date.

The table below reflects OLA’s school metrics during School Year 22-23.

In FY23, the ONSE outreach specialist monitored attendance and grade point average while discouraging truancy. Grades were also monitored and referred for academic support and tutoring with teachers. In FY24, the outreach specialist will leverage the Quickbase Case Management Database to enhance data integrity and mitigate any discrepancies in data.

OLA Data Summary School Year 22-23 (FY23)						
	Anacostia	HD Woodson	Paul High	Kramer	Kelly Miller	Paul Middle
Critical Incidents	3	2	0	10	2	20
Mediations/Interventions	66	99	15	15	92	10
Group sessions	42	42	42	42	42	42

Suspensions	2	0	1	3	1	1
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The table below reflects OLA’s school metrics during School Year 23-24 YTD (FY24). In this academic year, all students’ attendance and grade point averages are being tracked in the ONSE QuickBase Case Management system.

OLA Data Summary School Year 23-24 YTD (FY24)						
	Anacostia	HD Woodson	Paul High	Kramer	Kelly Miller	Paul Middle
Critical Incidents	0	0	0	0	3	1
Mediations/Interventions	2	0	0	3	1	2
Group sessions	18	18	18	18	18	18
Attendance	TBD	TBD	TBD	TBD	TBD	TBD
GPA	TBD	TBD	TBD	TBD	TBD	TBD
Suspensions	TBD	TBD	TBD	TBD	TBD	TBD

*FY24 Attendance- Awaiting 2nd Term report cards

*FY24 GPA- Calculated at the end of the school year.

*FY24 Suspension- Awaiting 2nd Term Report cards

Restorative Justice Initiative:

67. Please describe the work of the Restorative Justice Initiative in FY23 and FY24, to date.

The Restorative Justice (RJ) program will utilize a variety of RJ tactics, including peace circles, conferences, therapeutic services, and mediation. These practices will be designed to support both those impacted by violence directly and indirectly, as well as those responsible for harm.

The Restorative Justice Initiative 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.

The Restorative Justice program aims to:

- Provide supportive and healing services to those impacted by violence;
- Address self-discipline, empathy, and accountability with those responsible for perpetuating harm or violence; and
- Enhance community dialogue, cohesion, reconciliation, and empowerment.

a. Please list the staffing for the Initiative-1 Program Analyst

b. Has there been any change to the services the Initiative provides in the last year?

Please provide:

1. The number of staff trained-0.
2. Number of contractors trained-0.
3. Number of community members trained-0.
4. Number of RJ Interventions implemented for-See the narrative below.

In FY23, FSS implemented four restorative justice interventions, and OLA implemented 297. In FY24, YTD, OLA has implemented eight restorative justice interventions. While ONSE incorporates restorative justice practices in its services, these two programs, FSS and OLA, were the specific ones that implemented restorative justice interventions.

People of Promise Initiative:

68. What is the status of the People of Promise Initiative? Please describe the work of the Initiative in FY23 and FY24, to date.

The People of Promise Initiative currently facilitates case management services through Outreach Specialists who connect individuals facing the highest risk of victimization and/or involvement in violent offenses with resources and referrals for services and supports.

Case Management Services are extended to individuals identified as People of Promise, whether referred through the National Institute for Criminal Justice Reform (NICJR) or as a Community Referral. Engagements encompass various forms of correspondence, such as text messages, phone calls, emails, and/or in-person visits.

The chart below reflects the unique count of the individuals who obtained Case Management services in FY23 and FY24.

People Case Management Services	
FY23	100
FY24 (to date)	53
Total	153

- a. Please list the staffing for the Initiative.

People of Promise Staffing as of January 19, 2024		
Positions	Count	Vacancies
Outreach Specialist	1	0

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Outreach Services Program Specialist	5	2
Program Analyst	3	1
Program Support Specialist	1	0
Program Manager	1	0

- b. Has there been any change to the services provided by the Initiative in the past year?

No changes have been made to the services provided. As indicated in the chart below, in FY23, People of Promise provided 91 service referrals. In FY24, (YTD), PoP has provided 14 service referrals. ONSE predicts that PoP client service referrals will increase in FY24 due to the observed increase in FY24 YTD.

FY23 People of Promise Services		
Service	Service Count	Service Percents
Employment/Education Services	42	46%
Transportation	23	25%
Housing and Shelter	11	12%
Mental Wellness	8	9%
Financial	2	2%
Physical Health	2	2%
Court/Legal	1	1%
Vital Records	1	1%
Family	1	1%
Grand Total	91	100%

FY24 People of Promise Services		
Service	Service Count	Service Percents
Employment/Education Services	3	21%
Physical Health	1	7%
Transportation	10	71%
Grand Total	14	100%

- c. Please describe how the agency measures the performance and outcomes of the Initiative, and any associated outcomes in FY23 and FY24, to date.

Throughout FY23, the ONSE conducted a comprehensive analysis of data collected from the People of Promise Initiative, utilizing the QuickBase Case Management system. The goal was to identify key metrics that could inform data-driven decision-making. This analysis laid the foundation for the creation of FY24 Key Performance Indicators (KPIs), which are currently employed to gauge the performance and associated outcomes of the initiative.

FY24 Key Performance Indicators/Workload Measures People of Promise	Frequency of Reporting	FY2024 Q1 Performance Outcomes
Percent of Inactive participant referrals converted to active participants	Semi-Annual Measure	N/A
Percent of participant referrals that completed intake within 3 business days of initial contact	Semi-Annual Measure	N/A
Percent of participants that received a referral to one or more services on success plan	Semi-Annual Measure	N/A
Percent of active participants with a completed success plan	Semi-Annual Measure	N/A
Number of referrals to Case Management	Semi-Annual Measure	N/A

*Semi-Annual Measurements will be reported in March 2024.

- d. How many people are presently eligible for the People of Promise program?

People of Promise currently receives referrals from two sources. The first source is the National Institute of Criminal Justice Reform, “NICJR.” NICJR provided ONSE with 218 referrals. The second referral source is “Community Referrals” which currently stand at 40. Eligibility for a community referral requires that a participant be either a perpetrator or victim of a gun-related offense, and they must receive a referral from ONSE’s credible contact partners, including Violence Interrupters, credible messengers, roving leaders, etc.

People of Promise Eligible Participants		
Referral Source of Eligible Participants	Count of Eligible of Participants	Percent of Eligible of Participants
Community Referral	40	16%
NICJR	218	84%
Grand Total	258	100%

- e. How many of those eligible people are presently working with a People of Promise support team?

Of the 258 eligible participants, 66 (26%) are working with the PoP support team.

- f. How many are assigned to a life coach?

Currently, no participants are assigned to a life coach; however, all are assigned to a Case Manager.

69. What is the status of the Community Response Team? Please describe the work of the Team in FY23 and FY24, to date.

In FY23, the Community Response Team within the ONSE office played a crucial role in providing support to both priority and non-priority communities. Their work involved actively addressing community concerns and collaborating to support the community following the development of a Community Empowerment Plan. This plan included various resources such as informational sessions, identifying safe places and hotspots, food distribution, and other essential resources. Additionally, the team regularly attended ANC and Public Safety meetings, demonstrating their ongoing commitment to community engagement and support.

CRT Activity Breakdown

Activity								
Ward	1	2	3	4	5	6	7	8
Food Distribution/ Meals delivered	6,920	75	NA	695	3,185	9,010	9,725	2,975
Meetings Attended Events Supported	70	43	13	9	87	60	111	78
ANC Meetings	5	6	4	8	9	6	32	42
Community Scan	2	NA	NA	2	4	3	4	6
Vigil Support	1	NA	2	17	22	28	39	51
Funeral Support	NA	NA	NA	13	22	28	39	51
Support and Healing Activities	NA	NA	NA	NA	2	4	3	3
Emergency Hotel Placement	NA	NA	NA	NA	NA	NA	NA	NA
Total	6,998	124	19	744	3,331	9,139	9,953	3,206

- a. Please List the staffing for the Team.

The CRT (Community Response Team) is composed of four full-time employees. Two ONSE divisions, Violence Intervention (VI) and Family and Survivor Support (FSS) share the staffing of the CRT. The CRT holds monthly meetings to review the previous month’s engagement and to decide on ways to maintain community presence and work towards community stabilization. The table above shows the activities of the CRT by Ward. The community has shown an overwhelmingly positive response to the CRT’s presence and its impact. Working closely with the community while partnering with government agencies and CBOs (Community-Based Organizations), the office has brought vital community-centered programming and awareness of ONSE services to the community.

Division	Number of FTE
VI	2
FSS	2

- b. Has there been any change in services provided by the Team in the past year?

Within the past year, the CRT has increased in numbers by one (3 FTE to 4 FTE), to bolster internal strategies and provide a more balanced external approach to service delivery. With the addition of staff, ONSE has provided services to multiple communities in tandem. Additionally, the CRT has implemented community scans which take place in the wake of violent occurrences. Under the guidance of the program managers, the CRT meets weekly to discuss communities significantly impacted by violence the week before. At the conclusion of the discussion, the CRT then responds to that community to scan for concerns that may lead to violence and seek the input of residents and stakeholders on community needs and community concerns. The CRT then works diligently to coordinate those services.

- c. Please describe how the agency measures the performance and outcomes of the Community Response Team, and any associated outcomes in FY23 and FY24, to date.

ONSE measured the performance and outcomes of the Community Response Team in FY23 through various key performance indicators (KPIs) such as community satisfaction surveys, attendance rates at community events, feedback mechanisms from local leaders, and the successful implementation of the Community Empowerment Plan.

- d. What was the result of the Team’s exploration of ways to measure short outcomes from the Team’s efforts, as described in last year’s responses?

The CRT’s efforts have resulted in improved attendance at community events, positive feedback from community members, successful resource distribution, and

timely addressing of community concerns, indicating their effective immediate impact.

Support groups:

- Men are Currently meeting every other month. The text thread for support is active.
- Women – Scheduled for April. Will meet monthly.
- Adult Coed is scheduled for April. Will meet monthly afterward.
- Family – Scheduled for April. Will meet monthly.
- Community Healing Sessions – ad hoc/as needed.