



**Performance Oversight Questions (FY25-26)**

**Office of Neighborhood Safety Engagement Responses**

**February 2026**

## GOVERNANCE AND PERSONNEL

1. ***Please provide a complete and current organizational chart for the agency and each division and subdivision within the agency, including:***

**Response:** See Attachment.

Live Link: [Question 1\\_ONSE\\_FY26\\_Organizational Chart\\_NS0 2.13.2026.pdf](#)

- a. ***The names and titles of all senior personnel;***

Kwelli Sneed, Executive Director

Porscha Mills, Interim Chief Operating Officer

Julia Irving, Deputy Director

Shakitha Leavy Knight, Associate Director

Heather McGowan, Strategic Planning and Performance Officer

John Cheek, General Counsel

- b. ***A description of the roles and responsibilities for each division and subdivision;***

**Response:** See Attachments - Position Descriptions for all ONSE Personnel.

Live Link: [Question 1b\\_ONSE\\_Employee Position Descriptions\\_NS0](#)

- c. ***A narrative explanation of any changes to the organizational chart made in the last calendar year; and***

**Response:** The Office of Neighborhood Safety and Engagement (ONSE) implemented several internal program changes and is currently finalizing a realignment. In FY 2025, ONSE classified a Special Assistant position for the Chief Operating Officer, and a Program Coordinator in the Violence Intervention Division to support initiatives and provide training to external stakeholders. ONSE hired an Outreach Services Specialist (Bilingual) in FY 2025 to reduce barriers for bilingual customers, and two Compliance Specialists within the Violence Intervention Division to ensure Community-based Violence Intervention (CVI) provider grant compliance. Also, in FY 2025, ONSE received four Case Manager positions for the Pathways Division and made three interim temporary promotions to support divisional leadership. ONSE reassigned a staff member to the Communications Division to provide additional support. Further, in FY 2026, ONSE classified a Violence Intervention Officer role to strengthen the Violence Intervention Division's leadership and program operations.

*d. An indication of whether any positions in the chart are vacant.*

**Response:** Vacant Positions are identified on the Organizational Chart and also indicated on the ONSE Schedule A.

**2. Please provide a complete, up-to-date list of contract workers working directly for your agency, ordered by program and activity, and including the following information for each position:**

**Response:** There is one contract worker in the agency, and they are assigned to the Public Affairs Division.

- a. *Title of position;* Public Affairs Specialist
- b. *Indication that the position is filled or vacant;* Filled
- c. *Date employee began in the position;* December 1, 2025
- d. *Whether the position must be filled to comply with federal or local law;* N/A
- e. *If applicable, the federal or local law that requires the position be filled;* N/A
- f. *The entity from which they are contracted;* Midtown Personnel, Inc.
- g. *The contracted annual cost.* \$120,660.80

**3. Please provide, for each month of FY 2025 through FY 2026 to date, the net number of personnel separated from and hired to the agency.**

**Response:** ONSE hired 28 employees in FY 2025 and four hires for FY 2026 to date. ONSE had 15 employees separate from the agency in FY 2025 and five separations for FY 2026 to date. See Table below.

Fiscal Year	Month	Hires	Separations	Notes
FY2025	October 2024	0	1	
FY2025	November 2024	5	1	
FY2025	December 2024	1	0	
FY2025	January 2025	2	1	
FY2025	February 2025	4	0	
FY2025	March 2025	5	2	
FY2025	April 2025	10	1	
FY2025	May 2025	1	2	
FY2025	June 2025	0	0	No activity
FY2025	July 2025	0	2	
FY2025	August 2025	0	2	

FY2025	September 2025	0	3	
FY2026	October 2025	1	1	
FY2026	November 2025	0	1	
FY2026	December 2025	0	2	
FY2026	January 2026	0	1	
FY2026	February 2026	2	0	
<b>TOTALS</b>		31	20	

4. *Does the agency conduct annual performance evaluations of all its employees? If so, who conducts such evaluations? What steps are taken to ensure that all office employees are meeting individual job requirements?*

**Response:** Yes, ONSE adheres to the District of Columbia Government's mandatory annual Performance Management requirements as prescribed in the District Personnel Manual. The ONSE Human Resources Department runs queries in *PeopleSoft* and *MicroStrategy* to analyze data on the completion rate of employee performance evaluations. ONSE Executive Leadership and Managers conduct evaluations with their direct reports. Working with their managers, employees write their SMART Goals and Individual Development Plans (IDPs) during the annual performance planning process. Managers encourage employees to participate in internal trainings, District of Columbia Department of Human Resources (DCHR) trainings, and other professional development opportunities to support the advancement of knowledge, skill, and abilities. This also ensures that each division can meet its performance targets.

5. *Please provide the following for each collective bargaining agreement that is currently in effect for agency employees:*
- a. *The bargaining unit (name and local number);*
  - b. *The start and end date of each agreement;*
  - c. *The number of employees covered;*
  - d. *Whether the agency is currently bargaining;*
  - e. *If currently bargaining, anticipated completion date;*
  - f. *For each agreement, the union leader's name, title, and contact information; and*
  - g. *A copy of the ratified collective bargaining agreement.*

**Response:** ONSE does not have a collective bargaining agreement..

6. *Please list all employees currently detailed to or from your agency. For each detailed employee, include:*
- a. *The reason for the detail;*
  - b. *The job duties if detailed to your agency;*
  - c. *The start date of detail;*
  - d. *The agency the employee is detailed to/from; and*
  - e. *The projected date of return.*

**Response:** ONSE does not have any employees detailed to or from our agency.

7. *Please provide a copy of your agency’s Schedule A, as of the date of receipt of this questionnaire.*

**Response:** See Attachment.

Live Link: [Question 7\\_ONSE\\_FY26\\_Schedule A\\_formatted\\_2.3.2026 \(1\).pdf](#)

8. *Please provide a list and description of all memorandums of understanding and memorandums of agreement in effect during FY 2025 and FY 2026, to date.*

**Response:** See Tables below.

<b>FY25 Memorandum of Understanding (MOU)</b>	
<b>Seller Agency</b>	<b>Explanation</b>
DC Department of Human Resources (DCHR)	Provide executive level learning and development opportunities (Executive Leadership Program).
DC Office of Victim Services and Justice Grants (OVSJG)	Provide temporary safety placements for District residents impacted by gun violence based on specific criteria established by ONSE.
DC Department of Human Services (DHS)	Provide employment and case management services to participants, defined as District Supplemental Nutrition Assistance Program (SNAP) recipients that have been confirmed by DHS.

DC Department of Employment Services (DOES)	Provides comprehensive employment services to ensure a competitive workforce, full employment, lifelong learning, economic stability and highest quality of life for DC residents (Pathways Participant wages).
DC Office of Contracting and Procurement (OCP)	Provide procurement support services (cover a Full-Time Employee Salary and Fringe (Contract Specialist).
Department of Youth Rehabilitation Services (DYRS)	Provide crisis support services for families and individuals who have been victims of gun violence or are at risk of gun violence experiencing trauma.
<b>Buyer Agency</b>	<b>Explanation</b>
Office of Deputy Mayor for Public Safety and Justice (DMPSJ)	Facilitate criminal background and security clearance for individuals seeking employment in DC's Safe Passage Program.

<b>FY 2025 Memorandum of Agreement (MOA)</b>	
<b>Agency/Entity</b>	<b>Explanation</b>
Greater Washington Community Foundation (GWCF)	Partnered with GWCF, wherein GWCF collaborated with the recipients of the ONSE Mini-Grants by providing funding to continue grant supportive services.

DC Department of Corrections (DOC)	Creating Assistance, Rehabilitation, and Engagement Support (C.A.R.E.S.) Initiative. Collaborative initiative between ONSE and DOC to reduce gang involvement and violence within correctional facilities, promoting rehabilitation, and facilitating successful reintegration into the community.
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FY 2026 Memorandum of Understanding (MOU)	
Seller Agency	Explanation
Office of Victim Services and Justice Grants (OVSJG)	Provide temporary safety placements for District residents impacted by gun violence based on specific criteria established by ONSE.

FY26 Memorandum of Agreement (MOA)	
Agency/Entity	Explanation
DC Department of Corrections (DOC)	C.A.R.E.S. Initiative. Collaborative initiative between ONSE and DOC to reduce gang involvement and violence within correctional facilities, promoting rehabilitation, and facilitating successful reintegration into the community.

**FINANCE AND BUDGET**

**9. Please provide a status report, including the timeframe of completion, for all projects for which your agency currently has capital funds available.**

**Response:** ONSE does not have capital funds available. Projects are on hold until funding becomes available.

**10. Please provide copies of all budget enhancement requests (The Form B or similar form) submitted in the formulation of the FY 2025 and FY 2026 proposed budgets.**

**Response:** This request asks for information that is protected from disclosure by the deliberative process and executive privileges.

**11. Please list all budget enhancements in FY 2026 and provide a status report on the implementation of each enhancement.**

**Response:** ONSE did not have budget enhancements for FY26.

**12. Please fill out the attached spreadsheet titled “Question 12 Grants Received,” and list all federal and/or private grants received by your agency in FY 2025 and FY 2026 to date, current balances, and indicate any that lapsed during or at the end of FY 2025.**

- a. **Please submit the completed document in both Excel and PDF formats.**
- b. **Please include your Agency Code in the filename (e.g., question\_12\_AB0\_2026.xls).**

**Response:** See Attachment.

Live Link: [Question 12 ONSE FY25 and FY26 Grants Received NS0.xlsx](#)

ONSE has received no grant funding, to date, in FY 2026.

Note: ONSE rescinded its FY 2026 application for Supplemental Nutrition Assistance Program (SNAP) funding due to low participant enrollment.

**13. List all grants issued by your agency in FY 2025 and FY 2026, to date, in the attachment labeled “Question 13 Grants Issued”.**

- a. **Please submit the completed document in both Excel and PDF formats.**
- b. **Please include your Agency Code in the filename (e.g., Question\_13\_AB0\_2026.xls).**

**Response:** See Attachment.

Live Link: [Question 13 ONSE FY25 and FY26 Grants Issued NS0.xlsx](#)

Note: Through a partnership between the ONSE and Greater Washington Community Foundation, grantees awarded through the FY 2024 Gun Violence Prevention mini grant were able to continue providing services in FY 2025 and this is reflected on the attachment.

## OPERATIONS

**14. Please provide the Committee with a list of all vehicles owned or leased by the agency; the purpose of the vehicle; the division the vehicle is assigned to, if applicable; and whether the vehicle is assigned to an individual employee.**

**Response:** See Table

ONSE Vehicles		
Make and Model	Year	Owned / Leased
Toyota Corolla Sedan	2013	Owned
Ford Transit Van (15 passenger)	2018	Owned
Ford Transit Van (15 passenger)	2018	Owned
Dodge Grand Caravan Van	2018	Owned
Dodge Grand Caravan Van (Accessible)	2019	Owned
Toyota Camry Sedan (Hybrid)	2025	Owned
Toyota Camry Sedan (Hybrid)	2025	Owned
FORD Lighting Pro Pick-Up Truck (Hybrid)	2025	Owned

\*ONSE fleet vehicles are not assigned to individual employees or units.

15. For each objective and activity in the agency’s FY 2026 Performance Plan, please list:
- The measure of greatest improvement for the agency, and the actions the agency took to improve that measure’s outcome, efficiency, or quantity; and
  - For all measures with missed targets (if any), explain the actions the agency is taking to improve that measure’s outcome, efficiency, or quantity.

Objective/Activity	(a) Measure of greatest improvement	Actions the agency took to improve that measure’s outcome, efficiency, or quantity;	(b) Missed Targets Explanation
<b>Objective 3.1</b> Supporting High Risk Individuals	For this objective, there are no measures with significant improvement, however, other related measures in the Pathways section and VI section represent our work with high-risk individuals. We had 80% of our Pathways participants graduate in and supported 68 community-based mediations in FY25.	Over the last 18 months the agency has taken steps to enhance the performance management activities within the agency. This includes increased performance monitoring, establishing monthly metrics review meetings with all program teams, and taking a deep dive into the goals, objectives, and performance measures on	<i>Percent of Inactive participant referrals converted to active participants:</i> Although the target was missed, in FY25, the FSS Team will utilize case management best practices to re-engage inactive

		the performance plan. This approach supported alignment of our Agency Performance Plan with the executive priorities and agency mission.	participants in FY 2026.
<b>Objective 3.2</b> District’s Violence Prevention Strategy	There are no performance measures associated with this objective.		N/A
<b>Objective 3.3</b> Wrap-Around Services	Regarding the following measure: “ <i>Percent of Pathways Participants that are successfully promoted from workforce/life skills component,</i> ” there has been consistent performance in this area as the Program Team strives to ensure the participants are successful during the program achieving an 80% graduation rate in FY 25.	For both FY 2025 and FY 2026 ONSE assessed the current performance measures, removing measures that were no longer relevant, and adding measures that help tell a better story about the agency, intended outcomes, and potential impact of work we do.	The performance plan reflects a missed target for the <i>Percent of workforce goals reached during performance period.</i> The agency no longer uses this to measure an outcome.
<b>Objective 3.4</b> Swift Response	Through the persistence of the dedicated staff in FSS, the team has exceeded their target for “Percent of MPD referrals to FSS successfully contacted within 2 weeks” for the last two fiscal years.		
<b>Objective 3.5</b> Efficient, transparent, and responsive	No measures for this objective are applicable as no targets are set for these city-wide performance measures.		
<b>Activity 4.1</b> Violence Intervention Program (VI)	In FY25 ONSE conducted 68 mediations, significantly more than reported in FY24; this effort supports the downward trend of violent crime in the city.		

<p><b>Activity 4.2</b> Family and Survivor Support (FSS)</p>	<p>FSS exceeded the target for this measure “Percent of critical incidents triaged within 3 business days” by focusing on timely response to all referrals from MPD.</p>		
<p><b>Activity 4.3</b> Pathways Program</p>	<p>The Pathways Program was able to hold four Cohorts in FY 2025, allowing <i>115 participants (corrected from a misprint in FY 2026 performance plan)</i> into the program, which is an increase from previous years (75 in FY 2024).</p>		

**16. List all new objectives, activities, and projects in the agency’s FY 2026 Performance Plan and explain why they were added.**

**Response:** There are no new objectives or activities in the ONSE FY 2026 Performance Plan.

ONSE has six new projects on its FY 2026 Agency Performance Plan. Each project was added as an effort to support the agency’s mission to reduce gun violence, strive for organizational excellence, or create effective and efficient methods for delivering services. Funding for these projects will come directly from the agency’s local budget, and none of the projects were mandated by legislative action.

Below is a brief description of each project:

**Public Awareness Campaign: What is Violence Intervention?**

Proposed Completion Date: September 30, 2026

ONSE will launch a new ONSE Public Awareness Campaign in FY 2026. This project will be implemented by hosting several virtual and in-person community meetings. The ONSE Communications Team will partner with DC Advisory Neighborhood Commissions, community-based organizations, non-profits, business leaders, and local/federal agencies. This project is intended to educate residents and stakeholders in the community about the mission and impact of the agency’s role on the public safety ecosystem, particularly its role in community-based gun violence intervention and prevention. This project will advance racial equity by ensuring the most impacted communities have the proper access, knowledge and resources about the agency’s mission to reduce gun violence. In doing so, by the end of FY 2026, the goal is to have at least eight community engagements, one townhall, and one roundtable discussion quarterly. Lastly, the

project's success will be determined by using survey data collected quarterly at events while tracking engagement with digital outreach strategies.

**Update to ONSE's Website (District Site Redesign)**

Proposed Completion Date: September 30, 2026

ONSE will enhance the agency's website by the end of FY 2026. This project is intended to support the District's broader site redesign to ensure the agency's online presence is aligned with District-wide standards. The upgrades and enhancements will go beyond what was done in FY 2025, with content that features our partnerships, highlights our community violence intervention efforts, and supports new data visualizations. This project is a charge from the Office of the Chief Technology Officer (OCTO) and will be accomplished by maintaining regular homepage updates with timely news and resources and integrating program applications and partnership request forms to expand opportunities for community engagement and employment.

**Community Collaboration - Grief and Loss Support Groups**

Proposed Completion Date: September 30, 2026

ONSE's Family and Survivor Support (FSS) Team will host a total of three collaborative grief support events by the end of FY 2026. This project will be accomplished by partnering with at least one community-based organization, non-profit organization, and/or governmental agency and is intended to strengthen partnerships and build a stronger, more unified approach to service delivery for persons impacted by gun violence. Events will include resources and information sharing with the communities most in need of post traumatic healing and restoration. The success of the collaborative events will be measured using post event surveys, feedback and participant testimonials. Lastly, this project will help to decrease inequalities or gaps after shooting events where those most impacted (often from Black, Indigenous and People of Color (BIPOC) communities) are often neglected and do not receive proper care and treatment.

**Data Strategy and Governance Project**

Proposed Completion Date: September 30, 2026

ONSE will establish a Data Governance Council (workgroup), create standardized policies and procedures supporting Data Quality Management (DQM), and develop an Enterprise Business Glossary by operationalizing standard terms and definitions by the end of FY 2026. This project will be accomplished by providing training and technical assistance to data stewards and data owners. This project is intended to build a strong data culture at the agency by implementing a Data Strategy and Governance Program.

**Transition of Cure the Streets (CTS) Violence Interruption Program to ONSE**

Proposed Completion Date: September 30, 2026

ONSE will ensure the successful integration of the Cure the Streets (CTS) Violence Interruption Program from the Office of the Attorney General (OAG) to ONSE at the beginning of FY 2026. This project will be accomplished by creating a ONSE Transition Team (The Team) to lead the effort. The Team will review priority objectives, systems and processes to ensure successful implementation during the grant period. ONSE is responsible for managing six CTS sites during FY 2026. Lastly, the ONSE Transition Team will provide strategic updates to agency leadership on the program integration on a regular basis. To ensure proper oversight, two in-person site visits will be conducted during the grant period (October 1, 2025- September 30, 2026).

**Pathways Program Reloaded - Program Extension**

Proposed Completion Date: September 30, 2026

In FY 2026, ONSE will be enhanced by extending the Pathways Program to a ten (10) month, forty (40) week model starting in FY 2026 Q2, transitioning away from the previous program structure which offered 9 weeks of classroom experience and 3 months of work experience. . This project was created in order to improve the Pathways Ambassador’s cognitive behavioral outcomes in de-escalating situations while utilizing restorative justice practices. The ultimate goal of this project is for the Pathways Ambassadors to **utilize the cognitive behavioral resources and de-escalation strategies** that are taught during the Pathways Program. During this project, the Pathways Ambassadors will be provided intensive case management, support obtaining their General Educational Development (GED) and/or High School Diploma, and career-related certification trainings. Lastly, during FY26, the Pathways Program will host two (2) cohorts with a target number of 15-20 Ambassadors in each cohort.

***17. Describe problems and challenges, including chronic maintenance issues and design flaws, in agency-owned or leased facilities.***

**Response:** ONSE’s Operations Team is working closely with the Office of the City Administrator (OCA) and the Department of General Services (DGS) to remediate longstanding deficiencies and complete planned improvements and achieve the intended long-term safety, operational, and service outcomes.

***a. What capital or operating projects arose from these issues in FY 2025 and FY 2026 to date, including cost and actions taken?***

**Response:** There are no new capital projects in FY 2025 or FY2026.

***18. Please list each new initiative implemented by the agency during FY 2025 and FY 2026 to date. For each new initiative, please provide:***

- a. A description of the initiative;***
- b. Actual start date;***
- c. Actual or anticipated end date;***
- d. The funding required to implement the initiative;***
- e. Whether the initiative was mandated by legislative action;***
- f. Problems or challenges faced in the program’s implementation;***
- g. The metrics the agency is collecting to measure the initiative’s success; and***
- h. An assessment of the initiative’s success thus far.***

**Response:** Information about initiatives (aka projects) for FY 2026 are described in Question 16.

ONSE had four dedicated projects outlined in our FY 2025 Performance Plan. Funding for these projects came directly from the agency’s local budget, and none of the projects were mandated

by legislative action. The year end updates for each project and the agency's Top 3 Accomplishments for FY 2025 are included in the Performance Accountability Report (PAR) and are summarized below:

## **FY 2025 AGENCY PROECTS**

### **ONSE Pathways Aftercare Component**

Related Activity Name: Pathways Program Project

Description: In FY 2025, the ONSE's Pathways Aftercare Program will implement a structured workforce development initiative aimed at former Ambassadors from Cohorts 13 through 17 who have not yet transitioned into full-time employment. This initiative will provide targeted support through resume development, employment application process, housing resources and financial literacy workshops. During Q1, ONSE will attempt to engage with each of the former Pathways Program Ambassadors from Cohorts 13 through 17. In Q2, the Case Managers and Outreach Specialists will track engagement levels through surveys and participation rates in workshops and one-on-one sessions to facilitate continuous communication, support and successful transitions.

Start Date: October 1, 2024

Date Completed: September 30, 2025

Current Project Phase: Completed

Project Status: In FY 2025, the ONSE's Pathways Aftercare Program implemented a structured workforce development initiative aimed at Pathways Alumni Ambassadors from Cohorts 13 through 17 who had not yet transitioned into full time employment. The Case Management Team and Workforce Team will continue working to engage Pathways Alumni Ambassadors in hopes of providing intensive case management and employment services. To date, several employment opportunities have been provided, and the Workforce Team engaged with local District businesses and employers willing to hire Pathways Alumni Ambassadors.

### **Grief and Loss Support Experiences**

Related Activity Name: Family and Survivor Support (FSS) Project

Description: In FY 2025, FSS will be placing more emphasis on children impacted by homicide and gun violence. In previous years, much effort was placed into grief and loss programming for adults. During FY 2024, in particular, the FSS team focused on helping men who have lost loved ones to homicide. This endeavor was an overwhelming success with an average of 12-15 men per meeting. For FY 2025, the goal is to support children along their journey of grief and loss by providing opportunities for community, healthy coping mechanisms, and a respite from the reality of the loss of a loved one to gun violence. FSS will host and or co-host six youth events by Q4 in FY 2025.

Start Date: October 1, 2024

Date Completed: September 30, 2025

Current Project Phase: Completed

Project Status: The Family and Survivor Support (FSS) Team identified the FSS Grief and Loss Support Experiences for District Youth Project based upon an observed need in the community during FY 2024. One Common Unity, a community-based organization was selected to partner with FSS to create grief and loss events specifically for youth. However, during FY 2025 Q2, One Common Unity closed. As a result of the severed partnership, the FSS Team met with the ONSE Executive Leadership Team to continue with the original project plan by issuing 10 mini

grants in the amount of \$10,000 each to support the project. By the end of FY 2025, twelve grief and loss support events were provided to youth that experience grief and loss due to gun violence.

**Fleet Enhancement Project Description**

**Description:** In FY 2025, ONSE will procure three (3) new fleet vehicles. The Mayor has established a citywide order that all agency fleet vehicles be, at minimum, hybrid vehicles (a combination of gasoline-fueled and electric) or fully electric by FY26. The agency fleet enhancement initiative will bring the agency into compliance with the Mayoral order. Additionally, procuring new vehicles ensures the safety of the agency’s authorized vehicle operators. The initiative will utilize FY 2025 Capital Funds to procure new vehicles by September 30, 2025. This timeline is based on asset availability and procurement processes established by the District Department of Public Works.

**Start Date:** October 1, 2024

**Date Completed:** September 30, 2025

**Current Project Phase:** Completed

**Project Status:** At the conclusion of FY 2025, ONSE became compliant under the Mayor’s Executive Order that all agency fleet vehicles be, at minimum, hybrid vehicles (a combination of gasoline-fueled and electric) or fully electric by FY 2026.

**Update ONSE’s Website Project**

**Description:** In FY 2025, the ONSE’s agency will improve the ONSE’s website. During Q1, the Communications Team will continue to provide updates to the ONSE’s homepage, add the partnership application form to increase job opportunities for ONSE’s various programs and develop additional Memorandum of Understandings (MOU) to enhance service offerings to community members. By Q3 the ONSE’s website will be fully updated.

**Start Date:** October 1, 2024

**Date Completed:** September 30, 2025

**Current Project Phase:** Completed

**Project Status:** Now that the ONSE website is functioning as a fully updated public resource, the Communications Team focus has shifted from major website revision to website maintenance and continuous website improvement. This includes monitoring accessibility and readability through SiteImprove, updating content in real time as ONSE programs evolve, and preparing for strategic enhancements in FY 2026.

***19. Please list any legislation that impacts your agency from FY 2025 and FY 2026, and provide a status report on the agency’s implementation related to each piece of legislation.***

**Response:** The Fiscal Year 2026 Local Budget Act of 2025 had a direct impact on ONSE, as the legislation sought to merge Violence Intervention programs in the District, removing Violence Intervention programming from the Office of the Attorney General (OAG) and transferring it to ONSE. The legislation also included Councilmember Pinto’s *Agreement for the Success of the Office of Neighborhood Safety and Engagement*. Status updates on the Violence Intervention Program (Cure the Streets) merger from OAG and the *Agreement for the Success of the Office of Neighborhood Safety and Engagement* are provided in responses to other questions, such as Question 54, Question 55, and Question 61.

**20. Customer feedback**

- a. How does the agency solicit feedback from customers (i.e., District residents served)? Please describe.**

**Response:**

The agency solicits feedback from our customers through a variety of means.

The Family and Survivor Support Team collects feedback from program participants and families through multiple channels, including case check-ins, partnering organization meetings, follow-up calls, event surveys, initial intakes, general conversations and ongoing communication. Lastly, all concerns, suggestions, and needs of participants are regularly documented.

The Pathways Program Team administers surveys to Pathways Ambassadors to ascertain comprehension of material and the experiences with program partners.

ONSE also has several modalities for the residents and community to reach us directly, including information about our programs through our website: [ONSE.DC.GOV](http://ONSE.DC.GOV). The agency also maintains a presence on several social media platforms, including Instagram, X, Facebook, and YouTube, inviting viewers to repost, comment, or engage with and attend our community events.

- b. What has the agency learned from this feedback?**

**Response:**

Through customer feedback, the Family and Survivor Support Team has learned that families impacted by gun violence often require faster connection to services, more emotional support in navigating through systems, clear and readily available resources, and follow-up beyond the initial crisis. Families have also expressed the need to have a direct point of contact and understanding from their case manager when sharing individualized circumstances.

The Pathways Program has learned from the feedback and adjusted the program administration and facilitation, content, and program partners to ensure the desired outcomes are achieved.

- c. How has the agency changed its practices because of such feedback?**

**Response:**

**Family and Survivor Support**

In response to feedback from clients and case managers, the Family and Survivor Support Team implemented a tiered case management system to better prioritize cases based on urgency, risk level, and needs. This new system allows the FSS Team to immediately identify high level cases such as families experiencing recent homicides, severe trauma exposure and overexposure, and emergency safety and stabilization needs. This ensures

accurate response times and careful consideration of resource allocation. With this new approach, the FSS Team can triage cases more effectively, respond faster to critical situations, and manage cases more strategically. The combined effect of the new system and priority triage leads to a strengthened intake process, more impactful follow-ups, and intentional outreach from case managers to families in need.

### **Pathways Program**

In response to the feedback, ONSE is now offering an extension to the program. The program has transitioned away from the previous program structure which offered nine weeks of classroom experience and three months of work experience. With the start of Cohort 22 on Monday, January 26, 2026, the 20 participants will receive six months of classroom experience with tailored curriculum and support from our program partners followed by four months of work experience (WEX). Participants will receive an additional three months of case management support and wrap-around services to ensure a smooth transition into educational opportunities and/or employment beyond the program.

## **LAWS, AUDITS, AND REPORTS**

**21. Please identify any legislative modifications that would enable the agency to better meet its mission.**

**Response:** ONSE works with various District partners, including law enforcement, to conduct its work. ONSE partners are sometimes statutorily prohibited from sharing information about individuals that work with ONSE, which can delay ONSE's ability to respond to incidents and deliver services. A legislative modification that would allow ONSE and partner agencies to more easily share Personally Identifiable Information (PII) would allow ONSE to conduct its work more effectively and efficiently.

**22. Please identify any regulatory impediments to your agency's operations.**

**Response:** There are no regulatory impediments to agency operations.

**23. Please list and describe any ongoing investigations, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY 2025 and FY 2026 to date.**

**Response:**

- 1) 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" and the associated January 28, 2025 ODCA report, "64% of Auditor Recommendations In Place or In Progress."

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 impact 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 FY 2021 audit plan. – Completed.

- 2) Independent Auditor (BDO) Audit of the Schedules of Expenditures of Federal Awards and Reports Required by the Uniform Guidance, Year Ended September 30, 2024.

ONSE is required to provide a Corrective Action Plan to the independent auditor's finding, related to the COVID-19 - Coronavirus State and Local Fiscal Recovery Funds that ONSE received, that there was inadequate subrecipient monitoring. – Ongoing.

- 3) "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 the impact of Community Violence Intervention programs in the District overseen by ONSE and the D.C. 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. – Ongoing.

- 4) Office of Risk Management (ORM) Preliminary Review Report – Office of Neighborhood Safety and Engagement (dated November 8, 2024).

On August 27, 2024, the City Administrator initiated a review of the award and administration of Violence Intervention (VI) contracts and grants by ONSE. This review was strictly limited to examining whether the VI contracts and grants were properly awarded and monitored under District laws, regulations, and policy. – Completed.

- 5) The D.C. Office of the Inspector General (OIG) issued an engagement letter on February 4, 2025, to ONSE, Office of Attorney General (OAG), and the Department of Youth Rehabilitation Services (DYRS), informing the agencies that OIG is launching a District-wide violence reduction effort evaluation.

OIG's objectives are to assess the oversight, implementation, and coordination of the District's violence reduction programs, and the effectiveness of activities in reducing forms of violence across the District. This evaluation is OIG project number 25-E-01-NS0. – Ongoing.

**Note:** Investigations of employees are addressed in Questions 26, 27, and 28.

**24. Please identify and provide an update on what actions have been taken to address all recommendations made during the previous three years by:**

**a. Office of the Inspector General**

***(District-wide violence reduction effort evaluation, February 4, 2025, OIG project number 25-E-01-NS0)***

The Office of the Inspector General's (OIG) evaluation of ONSE's Violence Intervention program is ongoing and no recommendations from OIG have been provided to date.

**b. D.C. Auditor**

***(June 7, 2022, report "NEAR Act Violence Prevention and Interruption Efforts: Opportunities to Strengthen New Program Models" and January 28, 2025 report, "64% of Auditor Recommendations In Place or In Progress")***

1. The Office of Neighborhood Safety and Engagement should include the conviction data required by the NEAR Act in all future annual reports on the Pathways program.
  - a. Status: Implemented
  - b. ONSE captures this information verified via our law enforcement partners and ambassador/family updates. The information is published annually in the agency's Pathways Annual Report.
2. The Office of Neighborhood Safety and Engagement should partner with the Department of Employment Services to report longitudinal employment outcomes for Pathways participants using the unemployment insurance tax database maintained by Department of Employment Services (DOES).
  - a. Status: In Progress
3. The Office of Neighborhood Safety and Engagement should collect and report data on victimization of Pathways participants, drawing on data from the District's health information exchange and DC Health's Firearm Surveillance Through Emergency Rooms system.
  - a. Status: The Firearm Surveillance Through Emergency Rooms (FASTER) data contains no personal identifiers and cannot be used for this purpose.
4. The Office of Neighborhood Safety and Engagement (ONSE) should continue to use any additional funds appropriated by the Mayor and Council not only to increase the number of violence interruption sites, but also to increase the number of violence interrupters per site, focusing on areas with the highest levels of gun violence and homicides.
  - a. Status: Implemented
  - b. Beginning in January 2026, there were 62 approved positions for Violence Interrupters across all grantees and wards.

5. The Office of Neighborhood Safety and Engagement (ONSE) should direct its violence intervention contractors to ensure that managers and violence interrupters introduce themselves to advisory neighborhood commissioners and that the contractors keep communities informed through meetings of the ANCs, civic associations, resident councils, and MPD Citizens Advisory Councils.
  - a. Status: Implemented
  - b. The Violence Intervention grantees' program managers have introduced themselves to advisory neighborhood commissioners. The Violence Intervention grantee's program managers are keeping the communities informed by organizing meetings with the Advisory Neighborhood Commission (ANC), civic associations, resident councils, and Metropolitan Police Department (MPD) Citizens Advisory Council and informing ANCs when there is an incident in their community.

***c. Internal audit; and***

ONSE evaluated certain gaps in information it required from VI grantees within the last three years. Specifically, grantees previously did not have to disclose other grants they held with other District agencies or external entities. Also, employees of each grantee previously did not have to disclose other employment or business interests. ONSE developed and began utilizing the Disclosure of District Grants and Contracts form in FY 2024 and developed and began utilizing an Outside Employment Disclosure Form in FY 2025.

***d. Any other federal or local oversight entities.***

**Office of Risk Management (ORM) – Preliminary Review Report, November 8, 2024**

Recommendations:

1. As an alternative to contracts, ONSE's may consider establishing a system of acquiring its VI services or goods through direct vouchers.
  - i. Status: ONSE did not implement this recommendation.
  - ii. The direct voucher system is not the best method because it's a manual operation and harder to track expenditures. PASS, a district financial system used for making payments to our grantees, is the best vehicle to track as expenditures are made. A direct voucher pays the total amount upfront and there is no tracking system.
2. Another solution to the challenges posed by the shortcomings of the community-based organizations is building a grant program to establish new community-based organizations and support existing community-based organizations specifically dedicated to non-profit violence intervention. Such measures could assist in certifying more community-based organizations to meet the District's procurement and contracting framework.

- i. Status: Completed.
  - ii. ONSE has developed an annual grant-making program in which it issues “mini-grants” worth between \$5,000 and \$10,000 to support a greater number of community-based organizations. This effort helps organizations, who may have never conducted business with the District government, build capacity and have an opportunity to work with the agency and begin to understand the District’s procurement and contracting frameworks. Moreover, in the last two fiscal years, ONSE has awarded VI grants to three new organizations that have not previously worked with ONSE.
3. Recommendations for improvements to ONSE’s grants management via its new manual:
- i. Alignment to 2 CFR 200 Uniform Administrative Requirements. ONSE staff confirmed it is staying up to date with changes to federal regulations and District requirements. However, the Manual would benefit from more consistent citations and references to these sources, particularly the most current versions of 2 CFR 200. ONSE could also consider adopting more federal pass-through entity requirements, such as information required in award letters (§200.332) and terminology updates (e.g., recipient/subrecipient instead of grantee/subgrantee).
    1. Status: In progress. Projected updates to ONSE Manual by 4th quarter FY 2026.
  - ii. The Manual should include more direction on subcontracting by grantees, especially pertaining to subrecipient eligibility requirements, the selection process, and monitoring protocols.
    1. Status: In progress. Projected updates to ONSE Manual by the fourth quarter of FY 2026.
  - iii. The Manual must integrate new FY25 DC statute on termination of grants. (D.C. Law 25-517/D.C. Official Code § 1-328.15a)
    1. Status: In progress, but language has been incorporated in grant agreements beginning in FY25. Projected updates to ONSE Manual by 4th quarter FY 2026.
  - iv. The Manual should include a federal reporting element. The Manual currently does not mention federal requirements for progress or financial reporting, including those mandated by the Federal Funding Accountability and Transparency Act (FFATA).
    1. Status: In progress. Projected updates to ONSE Manual by 4<sup>th</sup> quarter FY 2026.
  - v. The Manual should more clearly specify distinctions between grants and contracts and the circumstances where the former does not apply and the latter must be used.
    1. Status: In progress. Projected updates to ONSE Manual by 4th quarter FY 2026.

- vi. A section should be added specifying how often the Manual will be reviewed and include a log of revisions in future versions.
  - 1. Status: In progress. Projected updates to ONSE Manual by 4th quarter FY 2026.
- vii. The Manual would benefit from including a section describing the distinctions between a grant and procurement and when one or the other is the appropriate vehicle to use.
  - 1. Status: In progress. Projected updates to ONSE Manual by 4th quarter FY 2026.

**Independent Auditor (BDO) Audit of the Schedules of Expenditures of Federal Awards and Reports Required by the Uniform Guidance, Year Ended September 30, 2024.**

Recommendation: Agency maintains sufficient documentation to evidence its internal controls over the risk assessment and monitoring of subrecipients.

**Status:** Ongoing. ONSE must document how the agency has addressed the finding or indicate that it remains pending. This information is required on a monthly basis until the finding is resolved.

**25. Please list all pending lawsuits in which the agency, or its officers or employees acting in their official capacities, are named as defendants, and for each case, provide the following:**

**Response:**

- a. **The case name;** *Betty Murray v. DC Office Of Neighborhood Safety and Engagement et al.*
- b. **Court where the suit was filed;** D.C. Superior Court
- c. **Case docket number;** 2025-CAB-004172
- d. **Case status;** Active
- e. **A brief description of the case:** Plaintiff alleges that she never received reimbursement for \$7,000.00 in equipment and \$7,095.00 for storage costs for an event that took place on July 14, 2022. As a result of the incident, Plaintiff alleges that she suffered distress and seeks a judgment of \$14,095.00 in costs and \$100,000.00 for emotional distress.

**26. Please list the total amount of money the agency or the District, on behalf of the agency, expended to settle claims against it, or its officers or employees acting in their official capacities, in FY 2025 and FY 2026 to date.**

**Response:** The agency did not expend any money to settle claims against it, or its officers or employees acting in their official capacities, in FY 2025 and FY 2026 to date.

- 27. Please list each settlement the agency or the District, on behalf of the agency, entered into in FY 2025 and FY 2026 to date that involved claims against the agency, or its officers or employees in their official capacity, including any settlements covered by D.C. Code § 2-402(a)(3). For each settlement, provide:**
- a. The amount of the settlement;**
  - b. If related to litigation, the case name and brief description; and**
  - c. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g., administrative complaint, etc.).**

**Response:** The agency did not enter into any settlements in FY 2025 or FY 2026 to date.

- 28. Please list all administrative complaints or grievances that the agency received in FY 2025 and FY 2026 to date. For each complaint, list:**
- a. The source of complaint;**
  - b. The process utilized to respond to the complaint or grievance;**
  - c. Any changes to agency policies or procedures that resulted from the complaint or grievance; and**
  - d. If resolved, describe the resolution.**

**Response:**

FY25 & FY26 Administrative Complaints & Grievances				
The Source of Complaint	Type of Complaint, Charges and/or Allegations	The process utilized to respond to the complaint or grievance	Any changes to agency policies or procedures that resulted from the complaint or grievance	Resolution, if resolved
Former Agency Employee	Complaint against supervisor	Internal HR investigation.	ONSE required its employees to take training with the Board of Ethics and Government Accountability (BEGA) to ensure that they are aware of the policies and procedures as District Government Employees.	This complaint was investigated, the Supervisor was recommended to provide additional training and support to this employee, and this complaint was closed.

			There were no additional changes to ONSSE policies and procedures.	
Former Agency Employee	BEGA complaint	BEGA investigation	ONSSE is developing agency internal ethics policy to be completed by 4 <sup>th</sup> quarter FY26.	ONSSE complied with BEGA, and this complaint was closed with no further requirements of ONSSE. BEGA closed the complaint due to insufficient evidence.
	Complaint against supervisor	No investigation	N/A	Employee was terminated for serious misconduct prior to a meeting being scheduled to discuss complaint.
Former Agency Employee	Grievance	This employee received the necessary documents required for the grievance.	N/A	The grievance was later dismissed at the employee's request.
Former Agency Employee	Supervisory, performance, and disparate treatment complaints	Internal HR investigation.	N/A	The employee was transferred to a new supervisor, and the supervisor received a warning regarding the Performance Management requirements.
Agency Employee	Hostile environment complaint	Internal HR investigation.	N/A	This complaint was dismissed with no findings against the subject employee.
Former Agency Employee	Hostile environment complaint and allegations of fraternization between employees, and a program	Internal HR investigation.	ONSSE is developing a Fraternization policy to be completed by 4 <sup>th</sup> quarter FY26.	Allegations regarding hostile environment and fraternization among two employees were dismissed for insufficient evidence.

	participant and another employee			Allegations related to fraternization between a third employee and a participant were substantiated. Third employee, however, was separated for unrelated performance issues during probationary period.
Former Agency Employee	Hostile environment complaint	No investigation	N/A	Employee was terminated for performance issues during probationary period. The complaint was submitted the same day as employee was separated. Separation of employee was in process weeks before complaint was submitted.
	Filed an EEOC complaint	EEOC Complaint process	N/A	EEOC complaint is currently active.
Agency Employee	Complaint against supervisor	Internal HR investigation.	N/A	The complaint is currently pending resolution.
Member of Public	Complaint made against agency employee involved in physical altercation	Internal general counsel investigation	N/A	The complaint was dismissed due to insufficient evidence.
Member of Public	Allegations regarding an employee working a second job during the employee's tour of duty	BEGA investigation	N/A	Investigation is ongoing

Agency Employee	Complaint made to BEGA concerning another employee who has a conflict of interest	BEGA investigation	N/A	Investigation is ongoing
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**29. Is the agency currently party to any active non-disclosure agreements? If so, please provide all allowable information on all such agreements, including:**

- a. The number of agreements;*
- b. The department(s) within the agency associated with each agreement; and*
- c. Whether any agreements are required for specific positions (please list each position by division and program, and indicate whether the position is contracted)*

**Response:** The agency is currently not a party to any active non-disclosure agreements.

**DATA**

**30. In a filterable and sortable spreadsheet, please list all electronic databases maintained by your agency, including the following:**

- a. A detailed description of the information tracked within each system;*
- b. The age of the system and any discussion of substantial upgrades that have been made or are planned to the system; and*
- c. Whether the public can be granted access to all or part of each system.*

**Response:** See Attachment.

Live Link: [Question 30\\_ONSE\\_FY26\\_Agency Maintained Databases\\_NS0.xlsx](#)

**31. Please provide a list of all studies, research papers, and analyses (“studies”) the agency or an agency’s employee requested, prepared, presented, or contracted for during FY 2026.**

**For each study, please list:**

- a. The status;*
- b. The purpose; and*
- c. A link (if published) to the study, research paper or analysis.*

**Response:** In FY 2026 there are no studies, research papers, or analyses that have been requested by the agency.

**AGENCY-SPECIFIC QUESTIONS**

**General**

**32. For FY 2025 and FY 2026 to date, please describe the agency’s core programs, the activities of each program, and funding for each program (FY 2025 actual and FY 2026 budgeted).**

**Response:**

<b>ONSE CORE PROGRAMS</b>			
<b>AGENCY CORE PROGRAM</b>	<b>AGENCY CORE PROGRAM ACTIVITIES</b>	<b>FY25 APPROVED BUDGET</b>	<b>FY26 APPROVED BUDGET</b>
<b>FAMILY AND SURVIVOR SUPPORT</b>	Family and Survivor Support is part of the District’s community response to incidents of gun violence. FSS facilitates a multi-agency approach to serve survivors and families during crisis. Staff serve as direct links between survivors, immediate family members, and community-based service providers. FSS responds after an MPD Referral after a homicide and if a shooting or stabbing involves a juvenile or believed to be gang or crew related.	<b>\$886,802</b>	<b>\$687,386</b>
<b>PATHWAYS PROGRAM</b>	Life-skills and professional development are provided for individuals aged 18-35 most at risk of involvement in violent activity. Pathways provides a health-based program that includes employment training, conflict resolution, mental health resources, and housing assistance referrals.	<b>\$7,655,976</b>	<b>\$4,975,946</b>
<b>VIOLENCE INTERVENTION INITIATIVE</b>	Designed to significantly reduce violence in the District, the VI Initiative establishes a strong presence in communities experiencing high levels of violence. ONSE partners with community organizations that work to build relationships with community members. Cultivated relationships with key individuals	<b>\$7,019,624</b>	<b>\$14,424,596</b>

	most at risk of neighborhood violence help reduce these incidents through mediation and ceasefire activities.		
<b>GRAND TOTAL</b>		<b>\$15,562,402</b>	<b>\$20,087,927</b>

**33. Please describe the agency’s data collection and analysis practices.**

- a. Please discuss any changes made to the agency’s data practices in FY 2025 or FY 2026 to date.**

**Response:** Beginning in late FY 2024 and through FY 2025 the agency has worked to instill progressively more sound data quality management practices, including routine data review meetings, quality checks, and an internal working group to support building our database to meet our data collection and reporting needs. The agency recently adopted QuickBase as its system of record. As we work to fully integrate all program and participant data into this system by the end of FY 2026, we are further increasing our capabilities through the lens of data literacy. One of our FY 2026 agency projects is focused on Data Strategy and Governance. This project, overseen by the Strategic Planning and Performance Officer, will be driven by designated data stewards empowered to help develop policies, create an enterprise business glossary, encourage and coach their peers on best data collection methods, and ultimately instill good data governance practices across the agency.

- i. What are, if any, ONSE plans to work with other agencies in the cluster and federal partners to better share information on where ONSE’s services are most needed?**

**Response:** ONSE’s mission is directed at building partnerships and implementing strategies that support the reduction of gun violence in the District. At ONSE, we consistently look for opportunities to engage with community organizations, government partners, those impacted by community violence, and other jurisdictions doing similar work. Through ongoing dialogue and information sharing, ONSE collects valuable information to inform day-to-day operations and our long-term strategy.

- ii. Please provide an update on ONSE’s strategic plan development and efforts to convene a group of stakeholders to support this work.**

**Response:** The Strategic Plan Workgroup will begin in late spring. During the process, ONSE will engage stakeholders to inform our goals, objectives, and outcomes, using standard techniques such as a SWOT analysis, environmental scan, stakeholder feedback and needs assessment. There will be an opportunity for review and comments during the draft stages of the development of the Strategic Plan.

**34. *The Office of Gun Violence Prevention (OGVP) launched a data dashboard<sup>1</sup> 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?***

**Response:** In the past ONSE worked with OGVP to support information on the Dashboard showing the ONSE Priority Communities. ONSE is working with DMPSJ to revise the dashboard to reflect the newly identified focus areas along with the adoption of a new evidence-informed model and integration of CTS into our service portfolio.

**35. *Please describe ONSE's efforts in FY 2025 and FY 2026 to date to work with similar agencies in other jurisdictions to gather expertise and best practices.***

**Response:**

ONSE is intentional in its efforts to strengthen its practices by connecting with and learning from District partners, neighboring jurisdictions, and nationally known organizations that work on gun violence intervention and support victim services.

Both ONSE Executive Director and ONSE Associate Director have participated in and graduated from the University of Chicago Crime Lab Community Violence Intervention Leadership Academy (CVILA). This is an opportunity to learn national trends, collaborate with leaders throughout the nation, and explore potential intersections of work.

In FY 2025, agency program staff attended the following events and trainings to support continuous improvement and professional development:

- Gun Violence Summit hosted by the University of Maryland College Park
- A-List Mini Conference for Advocacy Leaders
- ROCA Rewire: Baltimore's Cognitive Behavior Therapy Training
- Violence Reduction Center: Symposium on Social Media and Community Violence
- OVSJG's Project Change HVIP Meetings (Monthly)
- Community-based Violence Intervention Training (University of Chicago, Dr. Chico Tillmon)

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

**36. Please provide any action items that came from the following opportunities and research explorations:**

**Response:** There are no action items that came from the following opportunities.

**37. Opportunities in peer researcher training to evaluate program effectiveness models in the Midwest and California;**

- a. Relocation supportive services in Kansas City;**
- b. Woman-focused engagement in Chicago;**
- c. Inter-collaboration with co-located law enforcement in St. Louis; and**
- d. Survivor perspective to influence media outlets in Philadelphia.**

**Response:** Over the last year, ONSE has researched myriads of Violence Interruption and Intervention models landing on the recently adopted Group Based Violence Reduction Strategy (GVRS) as the approach for our FY 2026 Grants. Funding will be given to multiple organizations with the goal of reducing community-based gun violence.

**38. Has the agency applied for and/or received grants or private donations in FY 2025 and FY 2026 to date? If so, please describe the source(s) and amount(s).**

**Response:** ONSE received a grant from DHS in FY 2025, and this information is on the following attachment: Question 12\_Grants Received\_AB0\_FY 2025 and FY 2026. In FY 2026, ONSE has not applied for or received any grants or private donations.

**39. 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 2025 and FY 26, to date, to implement the outstanding recommendations made by ODCA in the report.**

**Response:** Please refer to the responses provided in question number 24.

**40. 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 2025 and FY 2026 to date to improve community perceptions.**

**Response:** ONSE ensures the community understands its mission by maintaining a strong public presence, engaging directly with residents, and clearly communicating its public-health approach to violence prevention on the website, in printed materials, and at community events. The agency regularly participates in community meetings, conducts outreach, and partners with local organizations. ONSE also uses public education materials—such as presentations, website updates, and reports—to articulate its mission and educate residents, businesses, and the broader community.

Across FY 2025 and FY 2026, ONSE has strengthened community understanding of its mission by:

- Making its programs more visible and accessible across the city through outreach efforts
- Funding community-led violence-prevention work
- Hosting public events focused on healing and safety
- Maintaining transparent communication through the website and printed documents
- Reinforcing its public-health approach to violence reduction

These efforts collectively improve community perceptions by showing that ONSE is:

- Community-centered
- Transparent
- Collaborative
- Focused on long-term safety in our communities

## *Pathways*

### ***41. Please describe the Pathways program generally. Please include the following information:***

**Response:** The Pathways Program is a cognitive behavior transformation (CBT) program tailored specifically for persons in crisis at the highest risk of engagement in gun violence with the goal to decrease the incidence of violence in impacted communities. Ambassadors (participants) engage in a 10-week classroom experience to gain awareness of self through CBT infused curriculum and one on one therapy coupled with advocacy, occupational and soft skills training.

For FY 2026, the program is extended to 10 months with six months of CBT focused transformative curriculum 20 hours a week and 16 hours of educational, soft skills and vocational training, digital literacy, resume building, job search, physical well-being,

audio-engineering, environmental services, and entrepreneurship. Additionally, the program offers a training wage of \$17.00/hour for 36 hours per week.

**a. *What services are offered to participants?***

**Response:** Crisis intervention support; counseling; case management; credible mentoring; housing referrals; substance abuse referrals; certifications (OSHA-10, CPR, Flagger, NARCAN, Stop the Bleed); transportation assistance; clothing assistance; resume writing and interview skills development.

**42. *What is the current length of the program?***

**Response:** The Pathways Program will operate on a 10-month schedule in FY26. The first six months will consist of classroom facilitation, followed by four months of work experience and vocational skills training.

**a. *How many hours are spent in training or other services offered by the program?***

**Response:** Participants enrolled in the Pathways Program in FY 2026 will spend a total of 216 hours in classroom training and an additional 160 hours at their designated work experiences, totaling 376 hours.

**43. *What level of compensation is currently provided to participants?***

**Response:** This is Pathways participant payroll information as of 1/23/2026.

Description	FY 2025	FY 2026
The training wage throughout the program, to include the hourly rate during subsidized employment (WEX)	\$903,514.29	\$177,112.73
Hourly Wage	\$17.95/hour	\$17.00/hour

\$17.50 up to July 2025- Changed to: \$17.95		
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**44. What kind of support does Pathways offer as participants seek to transition to unsubsidized employment?**

**Response:** Pathways takes a village approach (structured, community – centric, and participatory approach inclusive of case management, education specialist, outreach, behavioral health and credible messengers) which is activated for the duration of the Pathways Ambassador experience. As the Pathways Ambassadors transition to economic self-sufficiency, the case manager and the outreach team provide support at a minimum of once per month. The Education Team provides each Ambassador with potential employment opportunities along with an invitation to participate in bi-monthly job fairs.

**45. For FY 2025 and FY 2026 to date, please describe the steps Pathways has taken to establish new partnerships, and any new partnerships established, with employers for vocational programs with guaranteed employment at the conclusion of the Pathways Program.**

**Response:** The Pathways Team conducted an analysis of high-demand sectors in the DC region (e.g., construction, transportation, utilities, and public works) and identified vocational training providers with proven employer pipelines and placements within those sectors. Additionally, the team initiated direct engagement through introductory meetings and presentations highlighting the program mission and participant profile, conducted employer roundtables to align training outcomes with hiring needs and highlight data on participant certifications (OSHA 10, CPR/First Aid, Flagger) to demonstrate readiness for advanced vocational programs.

**46. Please describe strategies, if any, that ONSE uses to engage with both public and private sector employers to encourage employment from Pathways participants and graduates.**

**Response:** The Pathways Team collaborates with both private and public employers on a weekly basis. They actively reach out to local communities to forge partnerships with potential candidates for opportunities. The team focuses on identifying employers who are open to hiring clients for unsubsidized roles.

Additionally, the Pathways Team conducts regular workshops and job fairs aimed at equipping candidates with the necessary skills and resume-building techniques to enhance their

employability. These events also serve as networking opportunities, allowing job seekers to meet with employers and learn about available positions.

To ensure a successful match between candidates and employers, the team utilizes a personalized approach, considering the individual strengths, interests, and career goals of each client. By maintaining strong relationships with a diverse range of industries, the team is able to provide clients with tailored job placements that align with their aspirations.

Furthermore, the team continuously evaluates labor market trends and employer needs to stay ahead of the curve. They gather feedback from both clients and employers after placement to refine their strategies and improve overall outcomes. This commitment to ongoing improvement ensures that the team remains a vital resource for both job seekers and employers in the community.

In addition, the team offers post-employment support to help clients navigate challenges in the workplace and foster long-term success in their careers. This holistic approach not only aids in job retention but also contributes to building a more skilled and resilient workforce within the community.

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

**Response: ONSE held 4 Cohorts in FY 2025.**

	<i>FY25 Q1 Cohort 18</i>	<i>FY25 Q2 Cohort 19</i>	<i>FY25 Q3 Cohort 20</i>	<i>FY25 Q4 Cohort 21</i>
Selection criteria for participants	Pathways Ambassadors are individuals in crisis at the highest risk of engagement in violent crime between the ages of 18-35 years of age. All Pathways Ambassadors are residents of the District of Columbia and have been referred by public safety stakeholders, violence interrupters, or former Pathway Ambassadors.			
Date Range for Cohort	10/21/2024 to 12/20/2024	1/15/2025 to 03/21/2025	4/17/2025 to 6/20/2025	7/16/2025 to 9/26/2025
Number of participants at the beginning of the cohort	27	28	29	31

Wards of origin (list number per ward)	Ward	Ward <sup>2</sup>	Ward	Ward
	1- 3	1- 3	1-4	1-5
	2- 1	2- 0	2-0	2-1
	3- 1	3- 0	3-0	3-0
	4- 1	4- 6	4-0	4-0
	5- 5	5- 2	5-6	5-5
	6- 3	6- 4	6-3	6-3
	7- 8	7- 4	7-9	7-8
	8- 5	8- 8	8-7	8-9
Age range (list number of participants, by age)	18-0	18-0	18-0	18-0
	19-0	19-0	19-0	19-0
	20-2	20-0	20-2	20-3
	21-0	21-1	21-1	21-0
	22-2	22-1	22-2	22-2
	23-2	23-1	23-0	23-0
	24-1	24-0	24-1	24-1
	25-0	25-4	25-2	25-3
	26-1	26-2	26-1	26-0
	27-1	27-2	27-1	27-5
	28-2	28-2	28-5	28-4
	29-3	29-1	29-4	29-1
	30-0	30-1	30-0	30-3

<sup>2 2</sup> One Ambassador from Cohort 19 did not have a Ward on file.

J&PS Performance Oversight Questions (FY 2025-26) ONSE

	31-4 32-1 33-2 34-2 35-3 36-1	31-5 32-2 33-4 34-2 35-0	31-1 32-2 33-1 34-1 35-5	31-0 32-2 33-4 34-2 35-1
Number of those who were CSOSA clients	7	8	8	8
Number who entered the program with high school diplomas or GEDs	17	16	15	22
Organizational speakers hosted (e.g., DOES, DSLBD) (Listed are the Keynote Speakers for each of our graduation ceremonies)	Keynote Speaker- Marcus Bullock, owner “The Flikshop”	Keynote Speaker – Jovan Davis Owner “Love More Found”	Keynote Speaker- Antwan Glover Founding Member of “Back Yard Band”	Keynote Speaker- Herbert Banks III, owner of “Copper Compass Craft Distilling Company”
Number of participants remaining in cohort at time of promotion to subsidized employment	25	22	22	23
Certifications earned during participation (list number of participants, by type of certification—include GEDs, CDLs, etc.)	Flaggers-24 OSHA 10- 25 CPR- 22	Flaggers-18 OSHA 10- 23 CPR- 21	Flaggers - 26 OSHA 10- 25 CPR- 24	Flaggers- 20 OSHA 10- 23 CPR-21

Number of participants promoted to and placed in subsidized employment	25	22	22	23
Number of participants remaining in subsidized employment at time of transition to unsubsidized employment	17	14	16	16
Number of participants who secured unsubsidized employment at end of subsidized employment	9	10	15	0
Number of participants currently employed in unsubsidized employment	9	10	15	0
Participant re-arrest rate (this is the total number, not a rate)	10	10	7	9
Remained in cohort	9	8	6	7
Left cohort	1	2	1	2
Participant re-conviction rate (this is the total number, not a rate)	0	2	2	0
Remained in cohort	0	2	2	0
Left cohort	0	0	0	0

**48. Please list (1) the amount of the stipends Pathways Ambassadors have received in FY 2025 and FY 2026 to date during the training portion of the program, (2) the average stipend amount per Pathways Ambassador, (3) their salary upon promotion to subsidized employment, and (4) the average salary upon promotion to subsidized employment.**

**Response:** The training wage throughout the program, to include the hourly rate during subsidized employment (WEX), is \$17.00/hr.

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

**Response:** During the thirteen months of programming all ambassadors receive services from the entire Pathways team inclusive of case management, education, outreach, behavioral health and their credible mentors. During the first two weeks of the program, intensive engagement occurs along with community based credible mentors providing support during non- traditional hours to reinforce behavior change. The case managers, outreach specialists, and education team employ a tiered engagement approach with ambassadors resulting in at least one engagement each month from each unit, totaling a minimum of three engagements.

**50. Where did ONSE place Pathways Ambassadors for subsidized employment in FY 2025 and FY 2026 to date? Please provide the number of Ambassadors placed at each District agency (e.g., DGS, DPR).**

**Response:**

FY25 COHORT 18 PATHWAYS AMBASSADORS SUBSIDIZED EMPLOYMENT PLACEMENTS						
Employment Placements	Certified Business Enterprise	District Agency	Private Development	Private Residence	Vocational Training	Totals
Community	0	0	0	0	0	0
Construction	0	0	1	0	0	1
Department of General Services (DGS)	0	4	0	0	0	4
Environmental Services	0	0	0	7	0	7
Hospitality	0	0	0	0	0	0

<b>Information Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>
<b>Security</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Transportation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>
<b>TOTALS</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>7</b>	<b>10</b>	<b>22</b>

**Cohort 18 Pathways Ambassador Subsidized Employment Placements**

- Columbus Properties: 1
- Commercial Driver’s License (CDL): 5
- Department of General Services (DGS): 4
- Gibson Plaza: 1
- Information Technology Chart Academy (IT): 5
- Plaza West Apartments: 1
- River Hill Apartments: 3
- Severna & K: 1
- Taurus Construction: 1
- **Total: 22**

<b>FY25 COHORT 19 PATHWAYS AMBASSADORS SUBSIDIZED EMPLOYMENT PLACEMENTS</b>							
<b>Employment Placements</b>	<b>Certified Business Enterprise</b>	<b>District Agency</b>	<b>Other</b>	<b>Private Development</b>	<b>Private Residence</b>	<b>Vocational Training</b>	<b>Totals</b>
<b>Community</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Construction</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Environmental Services</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>9</b>
<b>Hospitality</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Information Technology</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>

<b>Office of Neighborhood Safety &amp; Public Engagement (ONSE)</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Security</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>
<b>Transportation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>4</b>
<b>TOTALS</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>8</b>	<b>5</b>	<b>22</b>

**Cohort 19 Pathways Ambassador Subsidized Employment Placements**

- Bennington Station: 1
- Berliner: 1
- Central Union Mision: 1
- Information Technology Chart Academy (IT): 1
- Commercial Driver’s License (CDL): 4
- Delta Towers: 1
- Glendale Apartments: 1
- Manpower: 2
- Meadow Green Court: 1
- Office of Neighborhood Safety and Engagement (ONSE): 2
- Plaza West: 1
- Serenity Management: 1
- Severna & K: 1
- Sycamore & Oak: 3
- Taurus: 1
- **Total: 22**

<b>FY25 COHORT 20 PATHWAYS AMBASSADORS SUBSIDIZED EMPLOYMENT PLACEMENTS</b>						
<b>Employment Placements</b>	<b>Certified Business Enterprise</b>	<b>District Agency</b>	<b>Private Development</b>	<b>Private Residence</b>	<b>Vocational Training</b>	<b>Totals</b>
<b>Community</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Construction</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>

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<b>Department of General Services (DGS)</b>	0	3	0	0	0	3
<b>Environmental Services</b>	0	0	0	3	0	3
<b>Hospitality</b>	0	0	0	0	0	0
<b>Information Technology</b>	0	0	0	0	3	3
<b>Office of Neighborhood Safety &amp; Public Engagement (ONSE)</b>	0	7	0	0	0	7
<b>Security</b>	0	0	0	0	0	0
<b>Transportation</b>	0	0	0	0	5	5
<b>TOTALS</b>	0	10	1	3	8	22

**Cohort 20 Pathways Ambassador Subsidized Employment Placements**

- Commercial Driver’s License (CDL): 5
- Department of General Services (DGS):3
- Glendale Apartments :1
- Information Technology Chart Academy (IT): 3
- Office of Neighborhood Safety and Engagement (ONSE): 7
- Taurus Construction: 1
- Plaza West Apartments: 2
- **Total: 22**

<b>FY25 COHORT 21 PATHWAYS AMBASSADORS SUBSIDIZED EMPLOYMENT PLACEMENTS</b>							
<b>Employment Placements</b>	<b>Certified Business Enterprise</b>	<b>District Agency</b>	<b>Other</b>	<b>Private Development</b>	<b>Private Residence</b>	<b>Vocational Training</b>	<b>Totals</b>
<b>Community</b>	3	0	0	0	0	0	3
<b>Construction</b>	0	0	0	2	0	0	2
<b>Department of Parks and Recreation (DPR)</b>	0	6	0	0	0	0	6
<b>Environmental Services</b>	0	0	0	0	0	0	0
<b>Hospitality</b>	0	0	0	0	0	0	0
<b>Information Technology</b>	0	0	0	0	0	6	6
<b>Office of Neighborhood Safety &amp; Public Engagement (ONSE)</b>	0	1	0	0	0	0	1
<b>Other</b>	0	0	1	0	0	0	1
<b>Security</b>	0	0	2	0	0	0	2
<b>Transportation</b>	0	0	0	0	0	0	0
<b>TOTALS</b>	<b>3</b>	<b>7</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>6</b>	<b>21</b>

**Cohort 21 Pathways Ambassador Subsidized Employment Placements**

- Blue Eagle Protection: 1
- Department of Parks and Recreation (DPR): 6
- Information Technology Chart Academy: 6
- Manpower: 3
- Office of Neighborhood Safety and Engagement (ONSE): 1
- Sycamore & Oak: 2

- U.S. Refuge: 2
- **Total: 21**

***51. Are all Ambassadors eligible for employment with District agencies? If not, what are the most common reasons for ineligibility?***

**Response:** Ambassadors are eligible for employment within the District Government, but may face certain barriers such as not meeting educational requirements and/or may not be eligible to work in positions classified as safety, protection, or security sensitive due to their criminal history. Occasionally, minimal work experience has disqualified ambassadors from opportunities.

***52. Please describe the job training ONSE offers to Pathways participants. Please include what specific occupational fields (e.g., barbering, carpentry, audio engineering), skill sets (e.g., Microsoft Word), and general job readiness skills are covered.***

**Response:** The Pathways Program offers soft skill development with an emphasis on time and attendance, mock interviews, digital literacy, and resume creation. Additionally, ambassadors are introduced to audio engineering and receive certifications in CPR, OSHA-10, Flagger, NARCAN, and Stop the Bleed. Prior to the onset of Phase 2, the O\*NET (Occupational Information Network) test results provide insight into the career tract that aligns with skill sets. Environmental Services certification has been included to the list of possible certifications to earn in FY26.

***53. Did ONSE place any Ambassadors in private sector employment for the subsidized employment phase in FY 2025 or FY 2026 to date? If so, how did ONSE follow up with those participants? What were the outcomes in FY 2025 and FY 2026 to date?***

**Response:** Yes, ONSE placed Pathways Ambassadors in private sector employment for the subsidized phase in FY 2025 and FY 2026 to date. The employers that provided an opportunity for ONSE Pathways Ambassadors are Blue Eagle Protection (Security), Manpower DC (Construction), Taurus Construction (Construction), Glendale Apartments (Environmental Services), Plaza West Apartment (Environmental Services), River Hill Apartments (Environmental Services), Meadow Green Courts (Environmental Services), Severna & K Apartments (Environmental Services), Delta Towers (Environmental Services), Gibson Plaza Columbus Properties (Environmental Services), Central Union Mission (Facilities Maintenance), Sycamore and Oak (Facilities Maintenance) and U.S. Refuses, Berliner (Waste Management).

After the subsidized work experience, 29 Pathways Ambassadors secured unsubsidized private sector placements, and an additional three Pathways Alumni Ambassadors (from previous Pathways cohorts) secured unsubsidized placements in FY 2025.

Pathways Ambassadors in Phase 2 of programming received ongoing engagement focused in areas of work – ready skills training and digital literacy refreshers, and assistance in their job search. The Pathways Ambassadors in Phase 2 received touch points from case managers, outreach specialists and the Education Team a minimum of once a month.

## ***Violence Intervention Initiative***

***54. Please provide the following information regarding ONSE’s Violence Intervention initiative and its gun violence reduction strategy:***

- a. A detailed description of the program, including its organizational structure, policies, and procedures;***

**Response:** ONSE has adopted the **Group Based Violence Reduction Strategy (GVRS)** as our approach to violence intervention. This evidence-based approach to group-based violence intervention centers on:

- o Detection and Interruption of Conflicts
- o Changing Community Norms
- o Providing support to the highest risk individuals
- o Long-Term Mediation Strategies

This model leverages partnerships with community-based organizations to build trust, mediate conflicts, and provide tailored support to high-risk individuals. Our goal is to create safer communities through focused deterrence, relationship-building, and relentless engagement.

See Attachments for information about how our grant funded community-based violence intervention programs operate:

- FY 2026 Group Based Violence Reduction Strategy RFA
  - o Live Link: [Question 54a ONSE FY26 Group Violence Reduction Strategy RFA.pdf](#)
- FY 2026 GVRS Program Guidelines
  - Live Link: [Question 54a ONSE FY26 GVRS Program Guidelines.pdf](#)

- FY 2026 CTS Program Guidelines
  - Live Link: [Question 54a ONSE FY26 CTS Program Guidelines.pdf](#)
- b. *A description of the evidence-informed model that will guide ONSE's Violence Intervention work,*

**Response:** For FY 2026, ONSE is using the Group Based Violence Reduction Strategy (GVRS) to guide the violence intervention work. GVRS is a public health approach that operates in high-violence neighborhoods using a data-driven approach to gun violence by treating it as a disease that can be interrupted, treated, and stopped from spreading. GVRS seeks to 1) change norms around violence both in the community and among shooters; 2) provide on the spot alternatives to violence; and 3) increase the perceived risks and costs of involvement in violence by presenting a carrot and stick approach. Research and data show that empowering communities to interrupt violence, intervening with those most likely to commit or be victims of violence, and changing norms around violence can have long-lasting impacts. Key elements of the model include a hyperfocus on “hot blocks,” consistent street outreach throughout the broader community impacted by gun violence, services for those at high-risk of gun violence, conflict mediation and deescalation, and focused-deterrence. ONSE distributes grant funding to organizations that administer the GVRS approach and monitor data regarding its efficacy.

At the end of FY 2025 and start of FY 2026, DMPSJ, with support from the Office of the City Administrator (OCA), finalized a data analysis on the District's shootings from 2020-2025. The analysis demonstrates the concentration and frequency in shootings incidents in each ward to help prioritize VI resources and determine where they should be spending most of their time to make the greatest impact on group-based violence reduction. Additionally, DMPSJ has worked with OCA and ONSE to define a set of data collection points that align with both the evidence based model and national standards of data for violence prevention.

**Core required implementation components:**

- 1. Detection of violent conflicts** - Develop and maintain networks of neighborhood contacts and relationships that enable the detection of potentially violent conflicts so program staff may intervene and de-escalate or mediate them as a violence prevention measure.
- 2. Identification of highest-risk individuals** - Identify and establish relationships with the highest-risk individuals to reduce their risk of involvement in gun violence.

- 3. **Community stabilization** - Encourage and enable changes in community norms that are predictors of gun violence in high-violence-rate neighborhoods.
- 4. **Data analysis** - Continually analyze data to ensure proper implementation of the GVRs approach and identify trends and changes in gun violence activity.
- 5. **Training** - Ensure staff attendance and participation in all training and technical assistance.

*b. A detailed description of the methods used to strategically identify individuals at risk of gun violence across all eight wards.*

**Response:** ONSE uses the Criminal Justice Coordinating Council (CJCC) methodology to identify “highest at risk” individuals - District residents at imminent risk of committing a violent offense or being the victim of serious violence. The CJCC methodology is based on a combination of criminal justice data, history of violent involvement, recent victimization, known group or crew affiliations, and other risk indicators identified through the District’s gun violence problem analysis. ONSE references information that was developed using these data-driven criteria to identify and prioritize those individuals most likely to be involved in near-term serious violence so they can be offered services and interventions.

*c. By fiscal year, the total amount budgeted for Violence Intervention, the source for that funding within ONSE’s budget, and the amount budgeted but unexpended;*

**Response:**

FY2026 Violence Intervention Budget (Includes: Cure the Streets)					
Fund	Fund Description	Program	Account Category Description	Total Amount Budgeted	Unexpended Budget
1010001	Local Funds	800183	Personnel Services	\$2,116,844.23	\$1,663,246.98
			Non-Personnel Services	\$12,307,751.63	\$5,455,241.02
<b>Grand Total</b>				<b>\$14,424,595.86</b>	<b>\$7,118,488.00</b>

FY2025 Violence Intervention Budget					
Fund	Fund Description	Program	Account Category Description	Total Amount Budgeted	Unexpended Budget
1010001	Local Funds	800183	Personnel Services	\$3,226,788.55	\$1,721,369.29
			Non-Personnel Services	\$8,703,337.00	\$1,205,753.17
<b>Grand Total</b>				<b>\$11,930,125.55</b>	<b>\$2,927,122.46</b>

*d. Any private funding obtained by ONSE for the program in FY 2025 and FY 2026, to date, including the source and amount; and*

**Response:** ONSE did not receive private funding in FY 2025 nor FY 2026 to date.

*e. A description of any changes made to the program in FY 2025 and FY 2026, to date, and/or any planned changes to the program in FY 2026.*

**Response:** In FY 2025 Grantees receiving funding for the “Empowering Communities Through Innovative Violence Intervention” Grant were primarily responsible for:

- Critical Incident Response
- Mediations & Ceasefire Support
- Adult Life Coaching/Mentorship

In FY 2026 Grantees receiving funding under the GVRS Grant and the Cure the Streets Grant are primarily responsible for the following:

- Canvassing
- Community Events
- Program Participant Engagement
- Conflict Mediation
- Conflict Mapping
- Shooting Incident Response
- Public Education

The biggest difference between last fiscal year and this fiscal year is the Group Based Violence Reduction Strategy (GVRS) relies on focused deterrence with those at highest risk for involvement in gun violence to decrease the number of shootings in “hot spots.” The grantees are responsible for maintaining a consistent presence on hot blocks, while monitoring and providing touch points across the entire ward. The expectations are

outlined in both the FY 2026 RFA and GVRS Program Guidelines. Additionally, there is an elevated level of engagement to support “changing norms” about gun violence in the community.

**55. Please provide a table listing each active or former ONSE VI site in FY 2025 and FY 2026 to date, and the following information about each site:**

- a. The boundaries of the site;*
- b. The launch date for the site (as well as the termination date, if applicable);*
- c. The grantee for the site (please note if the grantee has changed over time);*
- d. The grant term;*
- e. The grant amount;*
- f. Funding disbursed to date;*
- g. Staffing; and*
- h. Staff salaries.*

**Response:** For information about the Grantees, Ward/Site, Staffing, Staff Salaries please see Attachment. Live Link: [Question 55 ONSE Grant Information FY 25 and FY26 Staff Salaries.xlsx](#)  
Additional information can also be found in the following Attachments: Question 13 and Question 61.

Below are the boundaries and/or assigned blocks for each ONSE Grantee. The first set of tables is for the FY26 Group Based Violence Reduction Strategy (GVRS) Grant, and the section below is for the FY 2026 Cure the Streets (CTS) Grant.

**ASSIGNED BLOCKS FOR EACH FY 2026 GVRS GRANTEE**

**(Grant Funding Period: January 1, 2026 – September 30, 2026)**

Ward 1 (ICCDC)	
Block Name	Community
200–399 V St NW	LeDroit Park
2100-2199 4th Street NW	LeDroit Park
3000 – 3009 Blk of 14 <sup>th</sup> St. NW	Columbia Heights
3000–3099 13th St NW	Columbia Heights
1300–1399 Columbia Rd NW	Columbia Heights

2701–2798 14th St NW	Columbia Heights
2600–2698 14th St NW	Columbia Heights
700–799 Fairmont St NW	Columbia Heights
1400–1499 Fairmont St NW	Columbia Heights
2400–2537 15th St NW	Columbia Heights

<b>Ward 2 (ERCPCP)</b>	
<b>Block Name</b>	<b>Community</b>
800-899 Block of 7th Street NW	Chinatown
1000-1099 Block of K Street NW	Chinatown
1400-1499 Block 7th Street NW	Shaw
1300-1399 Block of 7th Street NW	Shaw
630-699 Block of P Street NW	Shaw
1700-1799 Block of 7th Street NW	Shaw
700-799 Block of N Street NW	Shaw
400-499 Block of O Street NW	Shaw
1206-1299 Block of 5th Street NW	Shaw
1400-1425 Block of R Street NW	Shaw

<b>Ward 4 (NAARC)</b>	
<b>Block Name</b>	<b>Community</b>
4000-4099 Block of Kansas Ave NW	Petworth
3700-3799 Block of Georgia Ave NW	Petworth
5500-5599 Block of 7th St NW	Brightwood Park

5300-5399 Block of 7th St NW	Brightwood Park
5401-5499 Block of Georgia Ave NW	Brightwood Park
1200-1299 Block of Madison St NW	Brightwood Park
5200-5299 Block of Georgia Ave NW	Brightwood Park
900-999 Block of Madison St NW	Brightwood Park
1200-1299 Block of Kennedy St NW	Brightwood Park
5500-5599 Block of Illinois Ave NW	Brightwood Park

<b>Ward 5 (A Safer DC - ERCPCP)</b>	
<b>Block Name</b>	<b>Community</b>
600-622 Block of Edgewood St NE	Edgewood
1926-2099 Block of I St NE	Langston Terrace
600-799 Block of 24 <sup>th</sup> St NE	Langston Terrace
900-999 Block of 21 <sup>st</sup> St NE	Langston Terrace
1100-1199 Block of 21 <sup>st</sup> St NE	Langston Terrace
1500-1522 Block of North Capitol St NE	Langston Terrace
1-99 Block of O St NW	Truxton Circle
1200-1499 Block of North Capitol St NE	Truxton Circle

<b>Ward 6 (Good Projects)</b>	
<b>Block Name</b>	<b>Community</b>
200-299 Block of I St SW	Greenleaf
1200-1399 Block of Delaware Ave SW	Greenleaf
200-399 Block of M St SW	Greenleaf
1200-1299 Block of I St SE	Potomac Gardens
1424-1499 Block of G St NE	Potomac Gardens
1100-1199 Block of K St SE	Potomac Gardens
1400-1499 Block of L St SE	Potomac Gardens
700-799 Block of 12 St SE	Potomac Gardens

<b>Ward 7</b>	
<b>Block Name</b>	<b>Community</b>
<b>Our Community Support Services</b> (ANC 7D and part of ANC 7E on the Kenilworth side)	
3300 – 3730 Block of Hayes St. NE	Mayfair
3501 – 3752 Block of Hayes St. NE	Mayfair
3500 – 3899 Block of Jay St. NE	Mayfair
<b>Together We Rise</b> (ANC 7B, 7C, part of 7E, and 7F on the Benning Road side)	
300 – 401 Block of 37 <sup>th</sup> Pl. SE	37th
200 – 499 Block of Anacostia Rd. SE	37th
4600 – 4699 Block of Hillside Rd. SE	Marshall Heights

5100 -5298 Block of Fitch St. SE	Marshall Heights
5300 – 5399 Block of E St. SE	Marshall Heights
5000 – 5099 Block of H St. SE	Marshall Heights
4000 – 4121 Block of Minnesota Ave NE	Minnesota Ave NE

<b>Ward 8 (Johnson Family Service)</b>	
<b>Block Name</b>	<b>Community</b>
2400 – 2699 Block of Pomeroy Rd. SE	Hillsdale/Barry Farms
2400 – 2599 Block of Elvans Rd SE	Hillsdale/Barry Farms
0 – 0 Block of Suitland Parkway SE (outlier)	Hillsdale/Barry Farms
2966 – 3031 Block of 30 <sup>th</sup> St. SE	Buena Vista Terrace
2700 – 2899 Block of Langston Place SE	Buena Vista Terrace
3200 – 3299 Block of 28th St. SE	Buena Vista Terrace
2200 – 2299 Block of Savannah St. SE	Buena Vista Terrace
3400 – 3799 Block of 22 <sup>nd</sup> St SE	Buena Vista Terrace
3411 – 3599 Block of Stanton Rd. SE	SE, Ward 8*
4000 – 4399 Block of 3 <sup>rd</sup> St. SE	SE, Ward 8*
2 – 199 Block of Galveston St. SW	SE, Ward 8*

\*SE, Ward 8 indicates these blocks are not clustered within any specific neighborhood

**ASSIGNED COMMUNITIES AND STREET BOUNDARIES FOR EACH FY 2026 CTS GRANTEE**

**(Grant Funding Period: October 1, 2025 – September 30, 2026)**

**Trinidad (NAARC)**

Bordered by:

- H St NE between Bladensburg Rd NE & Florida Ave NE
- Florida Ave NE between H St NE & West Virginia Ave NE
- West Virginia Ave NE between Florida Ave NE & Mount Olivet Rd NE
- Mount Olivet Rd NE between West Virginia Ave NE & Bladensburg Rd NE
- Bladensburg Rd NE between Mount Olivet Rd NE & H St NE

AND

Bordered by:

- M St NE between 19<sup>th</sup> St NE & 17<sup>th</sup> St NE

Including:

- Both sides of 18<sup>th</sup> St NE between M St NE & Dead END
- Both sides of 18<sup>th</sup> Pl NE between M St BE & Dead END
- 19<sup>th</sup> St NE between M St NE & Dead END

#### **Trenton Park & Wahler Place (NAARC)**

Bordered By:

- 2<sup>nd</sup> St SE between Savannah St SE & Mississippi Ave SE
- Mississippi Ave SE between 2<sup>nd</sup> St SE & 6<sup>th</sup> St SE
- Both sides of 6<sup>th</sup> St SE between Mississippi Ave SE & Trenton St SE
- Trenton St SE between 6<sup>th</sup> St SE & 4<sup>th</sup> St SE
- Athletic fields between 4<sup>th</sup> St SE & 2<sup>nd</sup> St SE

AND

Bordered By:

- 4<sup>th</sup> St SE between Valley Ave SE & Atlantic St SE
- Atlantic St SE between 4<sup>th</sup> St SE & 8<sup>th</sup> St SE
- 8<sup>th</sup> St SE & Atlantic St SE & Yuma St SE
- Yuma St SE between 8<sup>th</sup> St SE & 9<sup>th</sup> St SE
- 9<sup>th</sup> St SE between Yuma St SE & 3700 9<sup>th</sup> St SE

Including: Both sides of Wahler Pl SE

- Both sides of Foxhall Pl SE
- Xenia St SE between Foxhall Pl SE & Valley Ave SE

#### **Congress Heights North & South (NAARC)**

Bordered By:

- 15<sup>th</sup> St SE between Alabama Ave SE & Mississippi Ave SE
- Mississippi Ave SE between 15<sup>th</sup> St SE & Wheeler Rd SE
- Wheeler Rd SE between Mississippi Ave SE & Alabama Ave SE
- Alabama Ave SE between Wheeler Rd SE & Martin Luther King Jr Ave SE
- Both sides of Martin Luther King Jr Ave SE between Alabama Ave SE & Malcolm X Ave SE
- Malcolm X Ave SE between Martin Luther King Jr Ave SE & 2<sup>nd</sup> St SE
- 2<sup>nd</sup> St SE between Malcolm X Ave SE & Newcomb St SE
- Newcomb St SE between 2<sup>nd</sup> St SE & 4<sup>th</sup> St SE
- 4<sup>th</sup> St SE between Newcomb St SE & Lebaum St SE
- Both sides of Lebaum St SE between 4<sup>th</sup> St SE & Martin Luther King Jr Ave SE
- Both sides of 7<sup>th</sup> St SE between Martin Luther King Jr Ave SE & Malcom X Ave SE
- Both sides Malcom X Ave SE between 7<sup>th</sup> St SE & 9<sup>th</sup> St SE
- Both sides of 9<sup>th</sup> St SE between Malcolm x Ave SE & Alabama Ave SE
- Alabama Ave SE between 9<sup>th</sup> St SE & 15<sup>th</sup> St SE

#### **Sursum Corda – Ivy City (Father Factor)**

Bordered by:

- New York Ave NE between North Capitol St & Fenwick St NE
- Fenwick St NE between New York Ave NE & West Virginia Ave NE
- West Virginia Ave NE between Fenwick St NE & K St NE
- K St NE between West Virginia Ave NW & North Capitol St
- K St NW between North Capitol St & 1<sup>st</sup> St NW
- 1<sup>st</sup> St NW between K St NW & New York Ave NW
- New York Ave NW between 1<sup>st</sup> St NW & North Capitol St

#### **Anacostia (Father Factor)**

Bordered by:

- R St SE between 16<sup>th</sup> St SE & 19<sup>th</sup> St SE
- 19<sup>th</sup> St SE between R St SE & S St SE
- S St SE between 19<sup>th</sup> St SE & 18<sup>th</sup> St SE
- Both sides of 18<sup>th</sup> St SE between S St SE & Marion Barry Ave SE
- Marion Barry Ave SE between 18<sup>th</sup> St SE & Fendall St SE
- Both sides of Fendall St SE between Marion Barry Ave SE & U St SE
- Both sides of U St SE between Fendall St SE & 18<sup>th</sup> St SE
- Both sides of 18<sup>th</sup> St SE between U St SE & Dead END
- Fort Circle Park
- Fort Stanton Park

- 16<sup>th</sup> St SE between Fort Stanton Park & Marion Barry Ave SE
- Marion Barry Ave SE between 16<sup>th</sup> St SE & 14<sup>th</sup> St SE
- Both sides of 14<sup>th</sup> St SE between Marion Barry Ave SE & Ridge Pl SE
- Both sides of Ridge Pl SE between 14<sup>th</sup> St SE & 16<sup>th</sup> St SE
- 16<sup>th</sup> St SE between Ridge Pl SE & R St SE

**Washington Highlands (Father Factor)**

- Bordered by:
- Barnaby Rd SE between Galveston Pl SE & Darrington St SE
- Darrington St SE between Barnaby Rd SE & 6<sup>th</sup> St SE
- Both sides of 6<sup>th</sup> St SE between Darrington St SE & Chesapeake St SE
- Chesapeake St SE between 6<sup>th</sup> St SE & 4<sup>th</sup> St SE
- 4<sup>th</sup> St SE between Chesapeake St SE & Atlantic St SE
- Atlantic St SE between 4<sup>th</sup> St SE & 3<sup>rd</sup> St SE
- Both sides of 3<sup>rd</sup> St SE between Atlantic St SE & Livingston Rd SE

***56. Please discuss ONSE's process for selecting sites in FY 2026 and beyond for Violence Intervention, particularly following the integration of the Cure the Streets sites.***

**Response:** ONSE, together with DMPSJ, conducted a series of analyses to help identify where shootings in the last five years have occurred with the greatest concentration and frequency. A hot block analysis and an emerging hot spot analysis were conducted using five years of calls for service data (sounds of gunshots) and violent crime incidents where shots took effect, meaning a violent crime occurred and there was evidence that shots were fired at people or property. This information was used to help prioritize violence intervention resources and determine how VIs time should be proportionately distributed across Wards to make the greatest impact on group-based violence reduction. ONSE is adopting a different violence intervention place-based strategy in FY26. Rather than choosing fixed neighborhood sites with geographical boundaries, we are adopting a ward-based approach. VIs will have a notable and consistent presence on the roughly top ten blocks with the greatest concentration of shooting activity per ward, will closely monitor blocks and communities where shooting activity is acute or has been a historical hotspot, and conduct regular touchpoints in the rest of the ward where shooting activity is not as prevalent to continue to build relationships and prevent violent conflicts. Changing our approach allows us to be hyper focused where conflicts happen, a core tenet of the GVRS model.

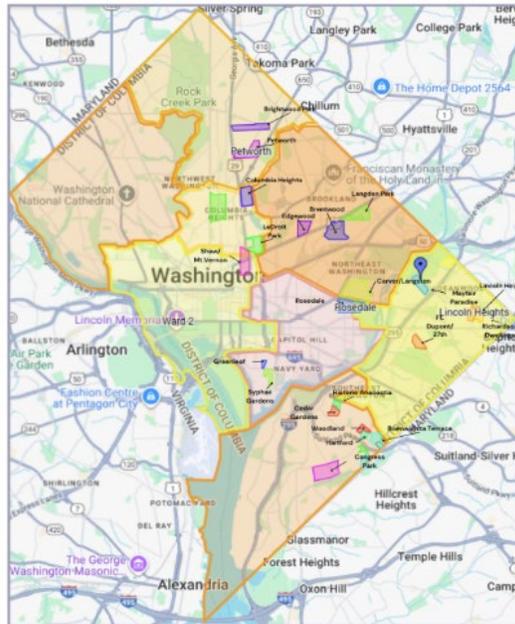
***57. Please list the neighborhoods served in FY 2025 and FY 2026 to date, disaggregated by fiscal year. Please provide maps of each neighborhood as an attachment to your responses.***

**Response:** As noted in the response to question 56, the GVRS model does not utilize fixed neighborhood sites with geographical boundaries.

However, below is a map from FY 2025 of the wards and priority communities and a map for the FY 2026 Group Based Violence Reduction Strategy (GVRS) Grant based on the assigned blocks for each grant recipient, and the neighborhood in which the block sits.

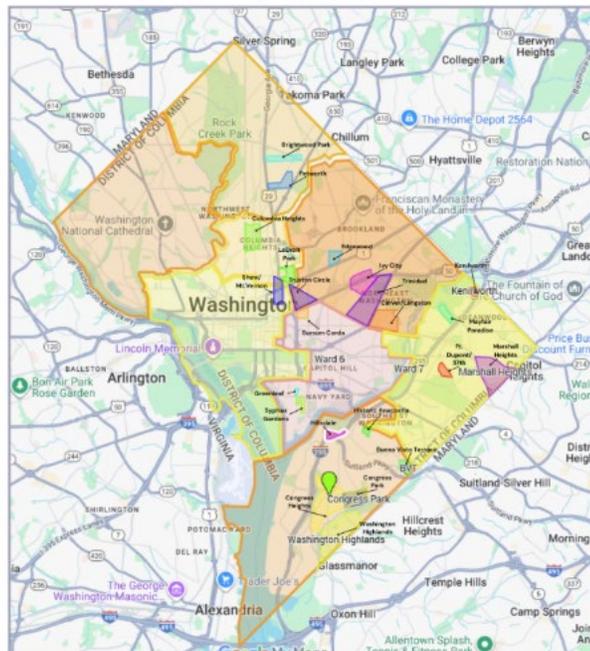
**ONSE FY 2025 Communities**

-  Cedar Gardens
-  Fort Dupont/37th
-  Lincoln Heights
-  Richardson Dwellings
-  Kenilworth
-  Carver/Langston
-  Syphax Gardens
-  Langdon Park
-  Columbia Heights
-  Savannah Terrace
-  Le Droit
-  Historic Anacostia
-  Hartford
-  BVT
-  Shipley
-  Mayfair/Paradise
-  Rosedale
-  Greenleaf
-  Brentwood
-  Parkview
-  Brightwood Park
-  Edgewood
-  Petworth
-  Congress Park
-  Shaw/Mt. Vernon



**ONSE FY 2026 Communities**

-  Fort Dupont/37th
-  Kenilworth
-  Carver/Langston
-  Sursum Corda
-  Congress Heights
-  Washington Highlands
-  Syphax Gardens
-  Columbia Heights
-  Le Droit
-  Historic Anacostia
-  BVT
-  Mayfair/Paradise
-  Greenleaf
-  Brightwood Park
-  Edgewood
-  Petworth
-  Congress Park
-  Shaw/Mt. Vernon
-  Truxton Circle
-  Trinidad
-  Marshall Heights
-  Ivy City
-  Hillsdale



**58. In ONSE's responses to FY 2023 performance oversight pre-hearing questions, the agency noted that "starting in Quarter 3 of FY 2023, 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. ONSE reported in FY 2025 performance oversight pre-hearing responses that ONSE was looking to implement quarterly updates in FY 2025.**

**a. How many quarterly updates have been published? Where is this information currently being published?**

**Response:** To date there have not been quarterly updates posted on the work performed by VI contractors or grantees. However, ONSE does collect this data, and it is prepared and published in our annual Performance Accountability Report, Agency Brochure, and ONSE Website.

**59. Does ONSE have any plans to conduct any empirical analyses of its violence interruption efforts in FY 2026 or beyond?**

**Response:** ONSE does not have any plans to conduct an empirical analysis of its violence interruption efforts in FY 2026.

**60. Please provide an update on the status of the strategic plan for empirical analysis that ONSE reported it would develop in the FY 2024-25 pre-hearing responses.**

**Response:** ONSE is developing a strategic plan. We currently use our annual Agency Performance Plan and planning process to track our goals, projects, and performance measurement.

In FY 2025, the agency engaged in several new initiatives and change management projects to support the formal strategic planning process. Listed below are the new initiatives that support the goals and objectives for a future strategic plan:

- Researched and identified an evidence-informed violence intervention model, the *Group Based Violence Reduction Strategy (GVRS)*, which is now incorporated into our FY 2026 Grant for community-based violence intervention.
- Integrated the requirements for the *Agreement for Success of the ONSE* signed by the CA, DMPSJ, and Councilmember Brooke Pinto, into agency operations and programming.

- Engaged with DMPSJ to conduct a 5-year “Violence Intervention Area Analysis” to evaluate and refresh the designated priority communities (through a block-by-block analysis), identifying “hot blocks” in each ward.
- Prepared for an extended Pathways Program, now offering a full six months of classroom experience and four months of work experience (WEX) replacing the service model from previous fiscal years (nine-week classroom experience and three-month work experience)

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

**Response:** See Attachment.

Live Link: [Question 61\\_ONSE\\_FY25 and FY26\\_Grant Programs\\_NS0.xlsx](#)

**62. 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.**

**Response:** Each month, ONSE collects a series of performance measures from our grant recipients that support violence intervention in the community. This data collection is informed by best practices in organizations doing similar work in other jurisdictions.

Key performance indicators include:

- Reduction in Violent Incidents: Monitoring the number of violent incidents reported in areas served by providers.
- Community Engagement: Measuring the level of community involvement in violence prevention initiatives.
- Service Accessibility: Assessing the availability and accessibility of violence interruption services to the community.
- Provider Response Times: Evaluating the timeliness of response from violence interruption providers to incidents of violence.
- Participant Feedback: Collecting insights from community members and clients regarding their experiences with the services provided.

These measures were developed through a collaborative process that included consultations with experts in the field and counterparts from other jurisdictions known for their successful violence intervention strategies. This collaboration has allowed ONSE to

benchmark performance against best practices and adapt measures to ensure they are relevant and impactful.

The collected data is then aggregated and reported monthly, by provider and ward, allowing ONSE to highlight progress and demonstrate the impact of the CVI work effectively.

Currently, the ONSE Programmatic Team monitors:

- Number of People engaged (by date, VI Specialist)
- Number of Clients served (unique number of people)
- Number of Activities (by type) and participation
- Number of Services (by type) and participation
- Number of Mediations
- Number of Ceasefires (successful/unsuccessful)
- Number of Clients referred to other services
- Number of Clients referred to Pathways
- Number of Pathways Applicants
- Number of Critical Incident Responses
- New Employee Hires (during past month)
- Employee Separations (during past month)
- Total Number of Employees (at end of past month)
- Percentage increase in program participation
- Participant satisfaction scores
- Pre- and post-program conflict resolution assessment
- Improvement in self-reported coping skills
- Reduction in involvement in gun-related incidents

To support the grant recipients with the “*Empowering Communities Through Innovative Violence Intervention*” grant, the agency used the ONSE Grants Management Manual and the District Grants Manual as guidance to implement a robust monitoring process. This includes conducting routine, scheduled and unscheduled Desk Audits, Site Visits, and Field Observations. Each Grant Recipient had a point of contact with the VI Program Team, Grants Management Team, and ONSE Compliance Unit.

The agency tracks timeliness, completeness, and correctness of all deliverables to measure Grantee performance (there are no contractors currently delivering community violence interruption services).

**63. What mechanisms are in place to monitor grant recipients’ compliance with program requirements and the ethical use of funds?**

**Response:** ONSE applies multiple mechanisms to monitor grant recipients’ compliance with program requirements and to ensure the ethical and appropriate use of grant funds. These mechanisms include pre-award application review, budget analysis, and risk assessment, to confirm alignment with program goals and eligibility requirements including:

- Clear award guidelines and requirements
- Detailed grant agreements
- Regular reporting by the grantee
- Submission of monthly financial and programmatic reports
- Scheduled and unscheduled site visits to verify compliance and observe program activities
- Improved monitoring tools and systems
- Pre-approval process for all events and activities
- Tracking fund disbursement and spending patterns
- Training and technical assistance
- If necessary, issue Corrective Action Plans

*a. What, if any, benchmarks or performance metrics must VI grant recipients meet? How does ONSE evaluate progress toward these goals? Please include as an attachment to this question a sample Monthly progress report.*

**Response:** Grant recipients are responsible for completing a Monthly Progress Report which includes key metrics related to their CVI Work. Please see Q62 for list of required performance measures.

*b. Please list the dates and grantee/site of all site visits ONSE conducted with each of its grantees in FY 2025 and FY 2026 to date.*

**Response:**

Grantee	Ward	Site Visit	Monitoring Team	Fiscal Year
ICCDC	Ward 1	March 25, 2025	Compliance Unit (In Person)	FY25
Together We Rise	Ward 6&7	April 8, 2025	Compliance Unit (In Person)	FY25

J&PS Performance Oversight Questions (FY 2025-26) ONSE

J&J Monitoring	Ward 8	April 30, 2025	Compliance Unit (In Person)	FY25
Hillcrest Children & Family Center	Ward 8	May 15, 2025	Compliance Unit (In Person)	FY25
East of the River Clergy Police and Community	Ward 2&5	May 16, 2025	Compliance Unit (In Person)	FY25
National Associate for the Advancement of Returning Citizens	Ward 4	May 29, 2025	Compliance Unit (In Person)	FY25
East of the River Clergy Police and Community (Follow Up)	Ward 2& 5	June 12, 2025	Compliance Unit (In Person)	FY25
ICCDC	Ward 1	June 17, 2025	Grants Team (In Person)	FY25
Together We Rise	Ward 6&7	June 18, 2025	Grants Team (In Person)	FY25
J & J Monitoring	Ward 8	June 24, 2025	Grants Team (In Person)	FY25
National Association for the Advancement of Returning Citizens	Ward 4	July 2, 2025	Grants Team (In Person)	FY25
Hillcrest Children & Family Center	Ward 8	July 30, 2025	Grants Team (In Person)	FY25
East of the River Clergy Police and Community Partners	Ward 2 and 5	August 25, 2025	Grants Team (In Person)	FY25

J&J Monitoring	Ward 8	December 8, 2025	Compliance Unit (In Person)	FY26
National Association for the Advancement of Returning Citizens	Ward 4	December 10, 2025	Compliance Unit (Virtual)	FY26
National Association for the Advancement of Returning Citizens	Ward 4	December 10, 2025	Compliance Unit (Virtual)	FY26
Hillcrest Children & Family Center	Ward 8	December 15, 2025	Compliance Unit (Virtual)	FY26
Together We Rise	Ward 6 & 7	December 16, 2025	Compliance Unit (Virtual)	FY26
ICCDC	Ward 1	December 19, 2025	Compliance Unit (Virtual)	FY26
East of the River Clergy Police and Community Partners	Ward 2 & 5	December 23, 2025	Compliance Unit (In Person)	FY26

*c. Please include all relevant documentation for all site visits ONSE conducted to each of its grantees in FY 2025 and in FY 2026 to date.*

**Response:** See Attachments – FY25 Monitoring Reports.

Live Link: [Question 63 ONSE FY25 Grant Monitoring Reports](#)

**64. For each priority neighborhood, please provide:**

- a. The number of community events held or attended in FY 2025 and FY 2026 to date.*
- b. The number of mediations held in FY 2025 and FY 2026 to date.*
- c. The number of ceasefires negotiated in FY 2025 and FY 2026 to date.*

**Response:** See tables below.

ICCDC (Ward 1)							
Priority Neighborhood	Ward	FY25 Events	FY26 Events	FY25 Mediations	FY26 Mediations	FY25 Ceasefires	FY26 Ceasefires
Columbia Heights	1	15	6	0	0	0	0
LeDroit Park	1	8	3	5	1	0	0
Parkview	1	3	2	0	0	0	0
Shaw	2	3	0	0	0	0	0
Syphax Gardens (SW Greenleaf)	6	1	0	0	0	0	0
Lincoln Heights	7	1	0	0	0	0	0
<b>Total</b>		<b>31</b>	<b>11</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>0</b>

ERCPCP (Ward 2 and Ward 5)							
Priority Neighborhood	Ward	FY25 Events	FY26 Events	FY25 Mediations	FY26 Mediations	FY25 Ceasefires	FY26 Ceasefires
Shaw	2	5	3	0	0	0	0
Brentwood	5	6	0	0	1	0	1
Carver/Langston	5	4	3	0	1	0	0
Langdon Park	5	1	0	1	0	0	0
Woodridge/Taft	5	0	0	0	0	0	0
Trinidad	5	1	0	0	0	0	0
<b>Total</b>		<b>17</b>	<b>6</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>

**NAARC (Ward 4)**

J&PS Performance Oversight Questions (FY 2025-26) ONSE

Priority Neighborhood	Ward	FY25 Events	FY26 Events	FY25 Mediations	FY26 Mediations	FY25 Ceasefires	FY26 Ceasefires
Columbia Heights	1	0	4	0	0	0	0
Parkview	1	0	1	0	0	0	0
Petworth	4	30	1	0	0	0	0
<b>Total</b>		<b>30</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Together We Rise (Ward 6 and Ward 7)							
Priority Neighborhood	Ward	FY25 Events	FY26 Events	FY25 Mediations	FY26 Mediations	FY25 Ceasefires	FY26 Ceasefires
Greenleaf	6	3	5	0	0	0	0
Rosedale	6	2	3	0	0	0	0
Syphax Gardens (SW Greenleaf)	6	1	0	0	0	0	0
Ft. Dupont (37th)	7	3	1	0	0	0	0
Kenilworth	7	2	0	0	0	0	0
Lincoln Heights	7	2	0	1	0	0	0
Mayfair/Paradise	7	1	2	0	0	0	0
Richardson Dwellings (Clay Terrace)	7	0	3	0	0	0	0
<b>Total</b>		<b>14</b>	<b>14</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>

HILLCREST (Ward 8)							
Priority Neighborhood	Ward	FY25 Events	FY26 Events	FY25 Mediations	FY26 Mediations	FY25 Ceasefires	FY26 Ceasefires
Shaw	3	0	1	0	0	0	0

<b>Bellevue</b>	8	5	0	0	0	0	0
<b>Congress Heights</b>	8	23	7	6	1	0	0
<b>Congress Park</b>	8	7	5	2	2	1	0
<b>Historic Anacostia</b>	8	2	0	0	0	0	0
<b>Washington Highlands</b>	8	5	3	19	0	2	0
<b>Woodland (Langston Ln)</b>	8	1	0	0	0	0	0
<b>Savannah Terrace</b>	8	0	0	1	0	0	0
<b>Total</b>		<b>43</b>	<b>16</b>	<b>28</b>	<b>3</b>	<b>3</b>	<b>0</b>

<b>JJ Monitoring (Ward 8)</b>							
<b>Priority Neighborhood</b>	<b>Ward</b>	<b>FY25 Events</b>	<b>FY26 Events</b>	<b>FY25 Mediations</b>	<b>FY26 Mediations</b>	<b>FY25 Ceasefires</b>	<b>FY26 Ceasefires</b>
<b>Cedar Gardens (Butler Gardens)</b>	8	3	2	1	0	0	0
<b>Congress Heights</b>	8	1	0	0	0	0	0
<b>Hartford Terrace (Garfield Terrace)</b>	8	2	0	0	0	0	0
<b>Historic Anacostia</b>	8	4	4	1	0	0	0
<b>Savannah Terrace</b>	8	1	0	0	0	0	0
<b>Shipley (22nd)</b>	8	5	2	1	0	0	0
<b>Woodland (Langston Ln)</b>	8	6	3	0	0	0	0
<b>Wellington Park</b>	8	1	0	0	0	0	0
<b>Total</b>		<b>23</b>	<b>11</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>

*65. 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 grantees are doing the same.*

*a. How does ONSE track the biggest and most violent existing conflicts or feuds in the District?*

**Response:** ONSE identifies and responds to serious conflicts in the District through a combination of data-informed practices, conflict mapping, and deep community partnerships. Our work is grounded in a commitment to safety, prevention, and respect for all residents. ONSE does not maintain or publish a ranking of the “biggest” or “most violent” conflicts, and we do not label or stigmatize individuals, families, or neighborhoods. Instead, we focus on understanding patterns of risk and harm so that we can support timely, appropriate, and effective interventions.

A key strategy in this work is the use of conflict mapping. Conflict mapping is a structured process that helps us understand the dynamics of serious disputes that could escalate into violence. It may include identifying locations and situations where tensions are rising, recognizing relationships and groups that are impacted, and tracking factors that contribute to escalation or de-escalation. This information is used internally and responsibly to prioritize outreach, support credible mentors, and coordinate services that can interrupt cycles of violence.

In addition to conflict mapping, ONSE relies on strong partnerships with community-based organizations, outreach workers, neighborhood leaders, and service providers who have long-standing, trusted relationships in the community. These partners help us recognize emerging conflicts, understand local context, and connect individuals and families to resources that promote stability, healing, and long-term safety.

All of this work is carried out with an emphasis on confidentiality, dignity, and collaboration. Our goal is not simply to track conflict, but to reduce harm, prevent violence, and help build safer, stronger neighborhoods across the District.

*b. How did ONSE determine which neighborhoods in which to operate in FY 2025 and FY 2026?*

**Response:** ONSE worked closely with the Office of Deputy Mayor for Public Safety and Justice (DMPSJ) to conduct a 5-year block by block analysis of “hot spots” in the city where there is the highest concentration and frequency of gun violence. Using this analysis, ONSE has identified an updated set of priority communities and designated “hot blocks” to help prioritize our resources and deploy the violence interrupters.

*c. Please describe any plans ONSE has to change which neighborhoods in which to operate in FY 2026 or FY 2027.*

**Response:** In partnership with the DMPSJ, ONSE now has a clear strategy and methodology for evaluating trends and changes in the rate of gun violence and shootings across the District. This type of analysis will be conducted routinely to ensure that our Group Based Violence Reduction Strategy (GVRS) is focused in the right areas of the city.

**66. 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?**

**Response:** ONSE has used data about the number of ADW (shootings) and homicides from Metropolitan Police Department (MPD) to determine where to allocate resources. This includes the number of incidents in each ward year over year. Additionally, conflict mapping and climate checks support the day-to-day work of the grant funded organizations. Each grant recipient submits a Week Ahead Schedule showing where and when the VIs are to be deployed.

### ***Violence Interruption Staffing***

**67. Among the violence interruption workers who were deployed in a ONSE priority community on October 1, 2025, how many are still working on behalf of ONSE in a priority community today?**

**Response:** Among the Violence Interruption Workers who were deployed in a ONSE priority community on October 1, 2025, 70 Violence Interruption Workers worked on behalf of ONSE in a priority community as of December 31, 2025.

**a. Among those violence interruption workers who have been continuously working in a ONSE priority community since October 1, 2024, how many have stayed in the same community during that time frame?**

**Response:** 16 Violence Interrupter Workers have continually worked in the same ONSE priority community during the time frame of October 1, 2024 through December 31, 2025.

**b. Please describe the training requirements for VIs who are employed by ONSE grantees. If different for each organization, please indicate.**

**i. How many VIs who are currently employed by ONSE grantees have undergone training and/or received a certificate from the Peace Academy?**

- ii. How many VIs who are currently employed by ONSE grantees have undergone training and/or received a certificate from the University of the District of Columbia.*

**Response:** Violence Interrupters (VIs) employed by ONSE grantees are expected to meet baseline qualifications that emphasize both lived experience and community credibility. Core prerequisites include demonstrated lived experience relevant to the communities served, established relationships and influence within those communities, and a foundational understanding of community violence intervention and prevention strategies. These qualifications are critical to ensuring VIs can effectively engage individuals at highest risk and respond to community dynamics.

While specific training curricula may vary by grantee organization, ONSE maintains a strong commitment to supporting workforce development across all funded programs. ONSE provides and facilitates ongoing training and professional development opportunities to ensure they are equipped with the tools, resources, and knowledge necessary to carry out intervention and prevention efforts safely and effectively.

- 68. 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.*

**Response:** ONSE has dedicated staff responsible for monitoring publicly available social media content to identify disputes, threats, or escalating tensions that may lead to violence within the District. This role is designed to support early intervention and proactive conflict mitigation.

- 69. Please describe the role of the dedicated staff focused on tracking disputes via social media, and please describe how this information is shared with violence interrupters.*

**Response:** Dedicated ONSE staff monitor relevant social media platforms to identify emerging disputes or indicators of escalating conflict. Information is assessed for context, severity, and immediacy to determine potential risks to community safety. When credible concerns are identified, staff document and categorize the dispute to support timely intervention. Relevant information is shared promptly with VI program leadership and violence interrupters through established internal communication protocols. This enables violence interrupters to respond appropriately by engaging involved parties, conducting mediations, and implementing de-escalation strategies consistent with program guidelines.

**70. How does ONSE respond when a dispute is identified via social media?**

**Response:** Dedicated ONSE staff collaborate closely with violence interrupters to develop response strategies and provide guidance on addressing conflicts that originate or are amplified through social media. ONSE also supports training and technical assistance to ensure violence interrupters understand how social media dynamics can impact community disputes and how to safely incorporate this information into their intervention work.

**71. Please provide an update on ONSE’s plans to “enhance training related to social media, ensuring that violence interrupters are well-equipped to navigate the complexities of social media interactions in their work,” as stated in ONSE FY 2024-25 pre-hearing responses.**

**Response:** For the duration of the grant, ONSE provides ongoing technical assistance through regularly scheduled weekly and monthly meetings. Topics related to the work in the community are regularly discussed, including social media disputes.

When a dispute or potential conflict is identified through social media monitoring, ONSE follows established protocols to ensure a timely and coordinated response. The information is promptly reviewed and relayed to the appropriate ONSE Violence Intervention (VI) Outreach Specialist and relevant community-based violence intervention providers. Violence interrupters, who are trained in conflict mediation and de-escalation, assess the situation and determine the most appropriate intervention strategy. This may include direct outreach to individuals involved, engagement with trusted community pillars or credible messengers, and coordination with partner organizations to support peaceful resolution. The goal of this approach is to intervene early, prevent escalation, and reduce the likelihood of violence while maintaining community trust and safety.

***Agreement for ONSE Success***

**72. Please describe how the integration of OAG’s Cure the Streets (CTS) program into ONSE’s VI division, which went into effect on October 1, 2025, has been going generally.**

**Response:** The transition of the CTS program from the Office of the Attorney General (OAG) to the Office of Neighborhood Safety and Engagement (ONSE) has been successful. In preparation for fully integrating CTS into ONSE’s service portfolio, the agency established an internal Transition Team in late FY 2025. This team was responsible for developing systems, data-capturing tools, and enhancing strategies for managing and monitoring the CTS grantees. The team was composed of representatives from three key divisions: VI Program, Grants Management Team, and the Compliance Unit. Early on, the team met multiple times a week to review transition documents from the OAG and ensure a smooth transition to ONSE for management and oversight of the grantees.

ONSE awarded grants for six (6) CTS sites on October 1, 2025. The two selected providers, NAARC and Father Factor, were each awarded three sites: Sursum Corda, Washington Highlands, Trenton Park, Historic Anacostia, Congress Heights, and Trinidad.

At this time, all providers are compliant with grant requirements. Both organizations have been hosting monthly community events, providing participant-focused programming for individuals at high risk, delivering case management services, and meeting reporting requirements.

ONSE is preparing to conduct site visits during the second quarter of FY 2026 to further assess implementation and provide support where needed. CTS providers are also actively participating in the agency's weekly Violence Intervention Community Calls, where they collaborate with affiliated gun violence intervention partners to discuss emerging incidents and coordinate community-based responses.

***73. What is the status of each of the January 1 benchmarks listed in Paragraph (E) of the Agreement for ONSE success:***

- a. ONSE will develop and list out criteria for identifying the highest-risk individuals and neighborhoods/areas District-wide, and identify priority individuals and neighborhoods District-wide

**Response:** ONSE uses the Criminal Justice Coordinating Council (CJCC) definition to identify "highest at risk" individuals - District residents at imminent risk of committing a violent offense or being the victim of serious violence. This determination is based on a combination of criminal justice data, history of violent involvement, recent victimization, known group or crew affiliations, and other risk indicators identified through the *Gun Violence Problem Analysis* published in December 2021 by National Institute for Criminal Justice Reform (NICJR). This year, CJCC will host a focus group convening stakeholders, including CSOSA, PSA, and violence interrupters from our grantee organizations, to support the development of an updated Index of High-Risk Individuals which should be completed in April 2026.

- b. ONSE will develop and submit to the Advisory Team a draft policy manual and program guidelines document for potential VI grantees that:
  - i. Sets requirements and expectations of grantees/contractors,
  - ii. Outlines criteria for grant/contract administration,
  - iii. Details reporting requirements,
  - iv. Requires grantees/contractors to develop their own codes of conduct applicable to their respective organizations that are consistent with ONSE policies,

- v. Requires that grantees have financial management systems that comply with District and federal requirements,
- vi. Outlines financial procedures, including reimbursements, insurance requirements, business license requirements, accruals, annual audits, allowable costs, and unallowable costs,
- vii. Outlines handling of information, including reports and publications, and
- viii. Outlines processes and procedures for deficiency, suspension, discontinuation, and termination

**Response:** See Attachments: Program Guideline for the Cure the Streets (CTS) Program and the Group Based Violence Reduction Strategy (GVRS) both funded by grants administered at ONSE. These documents outline the requirements listed above. Please refer to the documents shared in response to Question 54a.

- c. ONSE will submit to the Advisory Team a progress report, including: Draft policy manual and program guidelines document for potential VI contractors as outlined above;
  - i. Documentation demonstrating compliance with the month 3 benchmarks; and
  - ii. Other information as requested by the Advisory Team.

**Response:** The Quarterly Progress Report due on January 1, 2026 was submitted to the Deputy Mayor for Public Safety and Justice on January 30, 2026.

**74. Please provide copies of the quarterly reports that were due on October 1 and January 1 under paragraph B of the Agreement.**

**Response:** ONSE submitted the first quarterly progress report to the Deputy Mayor on January 30, 2026. There was no quarterly report submitted on October 1, 2025.

**75. How is ONSE coordinating with DOES to support the Pathways Program for successful permanent employment of Pathways participants, pursuant to paragraph D of the agreement?**

**Response:** The Department of Employment Services (DOES) provides professional development training for Pathways Ambassadors after completion of vocational skills training or work experiences to reinforce soft skills and interviewing techniques.

**76. Has ONSE provided the Deputy Mayor for Education (“DME”) with all Pathways program data necessary for the Education Through Employment Data System, pursuant to paragraph D of the agreement? If not, what is the timeline for doing so? Please describe any conversations that have been had with DME to effectuate this data sharing.**

**Response:** To date, ONSE has not provided the data for the Education Through Employment Data System. There have not yet been any conversations with the DME to effectuate this data sharing.

*Connection to additional resources*

**77. How many cases were referred to each of the following agencies? For how many of those cases did each agency provide services, in FY 2025 and FY 2026 to date, disaggregated by fiscal year?**

- a. Department of Human Services (DHS)
- b. Department of Behavioral Health (DBH)
- c. DC Department of Housing and Community Development (DHCD)
- d. Other agencies (If other, please list agency name)

<b>FY25 – FY 26</b>		
<b>Cases referred to other District Agencies</b>		
<b>District Agencies</b>	<b>FY25</b>	<b>FY26 Q1</b>
<b>Department of Human Services (DHS)</b>	11	0
<b>Department of Behavioral Health (DBH)</b>	19	2
<b>Department of Housing and Community Development (DHCD)</b>	0	0
<b>District of Columbia Housing Authority (DCHA)</b>	14	3
<b>Mayor’s Office of Returning Citizens Affairs (MORCA)</b>	1	3
<b>Metropolitan Police Department Victim Services (MPDVS)</b>	17	5
<b>Crime Victim Compensation Program (CVCP)</b>	26	6
<b>Metropolitan Police Department (MPD)</b>	15	2
<b>Hospital - Based Violence Intervention Program (HVIP)</b>	29	4
<b>Department of Employment Services (DOES)</b>	12	0
<b>Department of Youth Rehabilitation Services (DYRS)</b>	2	0
<b>Totals</b>	<b>146</b>	<b>25</b>

**Response:** ONSE understands this question to be related to referral cases it receives from MPD to assist individuals and families impacted by the death or injury of a loved one due to gun violence. Family and Survivor Support (FSS) refers clients to some of the listed agencies, and the chart above shows several other agencies with the highest number of referred cases. FSS regularly collaborates with District agencies to assess which agency has had previous touchpoints with survivors and families in efforts to have a better understanding of the needs and dynamics of the family/survivor. Often, families are already connected to service agencies before FSS involvement. When they are

not, FSS’s robust relationships with our partnering agencies enable us to make appropriate referrals. Access to services and resources (burial/funeral services, temporary emergency hotel placement, and grief support and counseling) has proven to be transformative for a population in need.

FY25 – FY26 Number of Services provided through ONSE		
Services Provided	FY 25	FY26 Q1
Temporary Emergency Hotel Placements	69 bookings	0 bookings
Grief Support Groups	189 attendees	68 attendees
Funeral Services and Support	83 services	13 services

**78. How many District residents have been served by the above agencies in FY 2025 and FY 2026 to date and in what capacities? What percentage of violent crime survivors and their families does this represent?**

**Response:** Once a referral is made to another DC agency for a client or family, FSS does not track information on which clients have received services or not.

Please note that MPD refers only specific cases to FSS – juvenile homicides and stabbings, homicides due to gun violence, and adult shootings – and the cases handled at ONSE/FSS only represent a percentage of the total of violent crime survivors and their families in the District of Columbia.

**79. How does the FSS program measure its performance and outcomes, and what outcomes have been achieved in FY 2025 and FY 2026 to date?**

**Response:** FSS measures the performance and outcomes of its community response and engagement activities by using a mixture of quantitative and qualitative indicators, including the number of individuals and families served, timeliness of outreach after incident occurrence, successful connection to services, ongoing engagement with families and survivors, and improvements in stability, safety, and access to necessary support. FSS also tracks all support groups facilitated internally and by external partners, partner collaboration, and internal responsiveness to ensure services are effective and align with the needs of the community and the agency’s mission.

FY25- FY26 Family and Survivor Support Performance Measures	
FY 2025	FY 2026 Q1

Cases received by FSS from Metropolitan Police Department (MPD)	Cases received by FSS from Metropolitan Police Department (MPD)
479	79
Clients or families receiving services	Clients or families receiving services
230	31

FY25 –FY26 Number of Clients Receiving Services	
Clients Receiving Services from FSS FY25	Clients Receiving Services from FSS FY26 Q1
Residents: 188 (81.7%)	Residents: 25 (80.6%)
Non-Residents: 42 (18.3%)	Non-Residents: 6 (19.4%)

Note: FSS accepts the cases referred from MPD, and in some instances victims and survivors may not be residents of DC, or the families of victims (who may have been DC residents) may live somewhere other than DC and are still eligible to receive support from the city. Services are made available to those who are impacted by gun violence while living in or visiting the District. This standard is followed by Metropolitan Police Department Victim Services (MPDVS) and Crime Victim Compensation Program (CVCP).

FY25- FY26 Performance Measures		
Key Performance Indicators	FY 2025	FY 2026 Q1
Percent of MPD referrals to FSS that completed intake within three business days.	89.66%	86.07%
Percent of MPD referrals to FSS successfully contacted within 2 weeks.	94.44%	96.20%
Percent of services requested through FSS rendered within 2 weeks.	68.37%	84%

*Restorative Justice Initiative*

**80. Please describe the work of the Restorative Justice Initiative in FY 2025 and FY 2026 to date.**

**Response:** The Restorative Justice Initiative is no longer funded as a ONSE program. Rather, it is an operational philosophy that is infused into all ONSE programming.

**81. Has there been any change to the services the Initiative provides in the last year? Please provide:**

- d. The number of staff trained;*
- e. Number of contractors trained;*
- f. Number of community members trained; and*
- g. Number of RJ Interventions implemented for: FSS, VI, PoP, and Pathways.*
- h. Please describe how the agency measures the performance and outcomes of the Initiative, and any associated outcomes in FY 2025 and FY 2026, to date*

**Response:** ONSE no longer has a dedicated restorative justice program, and has offered trainings in the past for employees and our community-based providers. In general, the restorative justice philosophy, a collaborative, voluntary approach to crime and conflict that focuses on repairing harm rather than solely punishing offenders, is infused into all ONSE programming.

*People of Promise Initiative*

**82. What is the status of the People of Promise Initiative? Please describe the work of the Initiative in FY 2025 and FY 2026 to date.**

**Response:** As of August 2024, the People of Promise (POP) Initiative was formally integrated into ONSE's Violence Intervention Division to strengthen coordination, service delivery, and outcomes for individuals at highest risk for involvement in gun violence. The development of the updated High-Risk Index, which should be completed in April 2026, will help prioritize individuals for targeted interventions, enhanced monitoring, and coordinated tracking within the justice system.

During FY 2025 and into FY 2026 to date, PoP has continued to provide intensive, individualized support to program participants. Currently, approximately 77% of individuals identified as People of Promise are engaged in services. Each participant is assigned both an ONSE Outreach Specialist and a community-based violence intervention provider to ensure a coordinated, holistic, and wraparound approach to case management.

As part of ongoing outreach and engagement efforts, ONSE Outreach Specialists have continued collaboration with the DC Department of Corrections (DOC) by conducting in-person visits with People of Promise who are currently housed at the Central Detention Facility and the Correctional Treatment Facility. These visits support continuity of engagement, relationship-building, and reentry planning, helping ensure that individuals remain connected to services during incarceration and upon release.

ONSE Outreach Specialists and violence intervention providers also conduct regular case reviews to assess participant progress, identify strengths and areas for improvement, and align services with each participant's self-identified goals. These reviews support accountability, service alignment, and continuous engagement, and are designed to promote long-term stability, strengthen protective factors, and reduce the likelihood of violence involvement while supporting safer outcomes for both participants and the broader community.

*a. Has there been any change to the services provided by the Initiative since the integration into the Violence intervention division?*

**Response:** No, there have been no changes to the core services provided by the following its integration of the People of Promise Initiative into the Violence Intervention Division. The same services continue to be delivered in FY 2025 and FY 2026 to date.

These services include individualized outreach and engagement, connections to resources and supportive services, ongoing collaboration with community-based violence intervention providers, referrals to appropriate service providers, and continued coordination with the Department of Corrections, including in-person visits. The integration has strengthened coordination and alignment across programs while maintaining continuity of care for participants.

*b. Please describe how the agency measures the performance and outcomes of the Initiative in FY 2025 and FY 2026 to date.*

**Response:** In FY 2025 and FY 2026 to date, ONSE measures the performance and outcomes of the violence intervention program through a combination of quantitative reporting, internal performance management, and qualitative case-level review. This includes metrics related to supporting high risk individuals through consistent engagement, case management, wrap around services, and community mediations and ceasefires.

*c. Please list associated outcomes with the metrics listed in part (b) of this question in FY 2025 and FY 2026 to date.*

**Response:** In FY 2025 and FY 2026 to date, the metrics outlined in part (b) are associated with the following program outcomes for the People of Promise Initiative.

These metrics reflect program activity and engagement across the People of Promise Initiative, including participants identified and served by violence intervention providers as well as People of Promise engagements. The data is used by ONSE to monitor program implementation, track service delivery, and support ongoing performance management, transparency, and accountability.

- **Sustained Participant Engagement:**  
Metrics tracking active caseloads, service referrals, and participant engagement demonstrate continued engagement of eligible People of Promise participants with assigned outreach specialists and violence intervention providers.
- **Timely Service Delivery and Coordination:**  
Workload and activity measures reflect consistent outreach, referrals, and coordination between ONSE staff and community-based violence intervention providers, supporting timely connection to services aligned with participant needs.
- **Improved Case Management and Accountability:**  
Regular reporting and internal performance reviews support structured case management, documentation of participant progress, and alignment of services with self-identified goals, contributing to improved oversight and service consistency.
- **Continuity of Engagement During Incarceration and Reentry:**  
Metrics capturing outreach contacts and DOC visits reflect continued engagement with People of Promise participants housed at correctional facilities, supporting continuity of services and reentry planning.
- **Program Oversight and Transparency:**  
Quarterly KPI reporting and public availability of performance data promote transparency, accountability, and ongoing monitoring of initiative implementation and outcomes.
- **Continuous Improvement and Alignment with Best Practices:**  
Data submissions to the National Institute of Criminal Justice Reform support analysis of trends and outcomes, informing program improvements and alignment with evidence-informed community violence intervention practices.

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

**Response:** There are 219 people eligible for the People of Promise program.

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

**Response:** There are 169 active clients working with a member of the support team.

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

**Response:** No clients are assigned to a life coach however all are assigned to an ONSE outreach specialist and VI provider.

### ***Community Engagement***

**83. Please describe ONSE's work relating to community engagement in FY 2025 and FY 2026, to date.**

**Response:** In both FY 2025 and FY 2026 to date, ONSE has continued to center community engagement as a core component of our public-health approach to violence prevention. Our work is grounded in direct outreach, relationship-building, and partnerships with trusted community organizations.

In FY 2025, ONSE staff engaged residents daily through street outreach, conflict mediation, and case management in priority neighborhoods. We continue to support community-based organizations through violence-prevention mini-grants and mission-aligned partnerships, which expand our reach and ensure that violence interrupters are leading interventions on the ground. We also maintained regular communication with residents through community meetings, ANC engagements, and public updates on our programs and services.

In FY 2026 to date, we have continued these efforts with the same level of staffing and direct-service capacity. We released a new Group Based Violence Reduction Strategy (GVRS) grant opportunity to strengthen partnerships with community-based organizations and fully integrated the Cure the Streets (CTS) program into our agency operation, expanding the number of groups working alongside us. We have continued our outreach, case management, and neighborhood-level engagement without interruption.

**a. Has there been any change in services provided by the agency in the past year?**

**Response:** There has been no change in services in the past year as the agency continues to deliver its three core programs: Violence Intervention, Pathways, and Family and Survivor Support.

ONSE's core mission and program structure remain consistent. The most notable programmatic change is the expansion of community partnership opportunities through the new FY 2026 GVRS grant, which enhances—not reduces—our engagement capacity.

**b. Please describe how the agency measures the performance and outcomes of community response and engagement activities, and any associated outcomes in FY 2025 and FY 2026, to date.**

**Response:** ONSE evaluates its community response and engagement work through the performance framework outlined in its FY 2026 Performance Plan.

ONSE measures its success in reaching and engaging individuals at highest risk of involvement in violence by tracking the number of people identified as high-risk, the number engaged in services, and their participation in case management and support programs.

Community engagement is also measured through ONSE's role in coordinating violence prevention initiatives with other District agencies and community partners.

In FY 2025, ONSE focused on:

- Maintaining and expanding consistent field presence in neighborhoods most impacted by gun violence, with outreach teams actively building and sustaining relationships.
- Enhancing data systems and reporting practices to improve tracking of engagements, referrals, and follow-up, and to better link outreach activities with violence trends and participant outcomes.
- Strengthening collaboration with sister agencies and community-based organizations so that engagement activities result in concrete connections to services and supports, not just onetime contact.
- Deepening resident led and community informed engagement, ensuring that programming, events, and communication strategies are shaped by those most directly affected by violence.

### ***Grant Oversight and Ethics***

84. ***What changes have been made since January 2025 to ensure accountability and transparency related to spending and contracts? Have any grantees received delayed payments in the past year? If so, what was the reason for the delay, and what was the average time to remediate the issue?***

**Response:** ONSE continuous to improve in the area of grant administration and monitoring – with the updated Grants Management Manual released in September 2024 and following up on recommendations made by the Office of Risk Management (ORM) later that year, ONSE has offered dedicated training from BEGA for all employees, reviewed, updated and created additional agency policies that support accountability and promote transparency.

In FY 2025, the grantees received advanced payments rather than reimbursement-based payments for the “*Empowerment Communities Through Innovative Violence Intervention*” grant. Advance payments were issued in accordance with program guidelines and grant agreements to support timely program implementation and operational continuity. Advance payments are provided

through the issuance of purchase orders. In some instances, the generation of purchase orders may have been delayed due to a number of administrative factors – budgets, verifying or updating bank information, confirming grantee contact details, or resolving other outstanding issues. These steps are necessary to ensure accuracy, compliance, and proper disbursement of payments. ONSE works with the grantees to ensure that all information is updated, and payments are made in compliance with the DC Quick Payment Act.

**85. *Please report on the changes implemented by the new compliance unit established in the agency at the end of 2024.***

**Response:** In FY 2024, as part of the Director’s vision for a more transparent and accountable agency, an internal Compliance Unit was established to support performance monitoring and evaluation goals. This unit, housed within the Office of Performance and Data, is comprised of three Compliance Specialists (currently two positions are filled) responsible for grant monitoring, contract monitoring, program monitoring and assessment, and conducting internal audits. This unit serves as an objective lens to evaluate service design and delivery and overall performance.

**At the beginning of FY 25 the team worked together to do the following:**

- Established standard operating procedures, monitoring tools, and document templates (correspondence and monitoring reports).
- Created a monitoring plan and calendar for the FY 2025 Empowering Communities Through Innovative Violence Intervention Grant.
- Developed a robust system for conducting internal program reviews. Typical assessment activities include field observations, document review, process review, interviews with employees and clients, and may include discussions about data, performance and outcomes. Feedback tools, such as surveys, are created to capture relevant information. Findings and recommendations are captured using a standard memo template, shared with program management, with a presentation to follow.
- Identified ways for improving performance management across the agency; this effort was supported by the Program Analyst within the division.

**During FY 2025 the team focused their efforts on the following programs and initiatives:**

- Monitored the six providers awarded funding through the FY 2025 Empowering Communities Through Innovative Violence Intervention Grant – using standard methods such as site visits, desk reviews, and field observations to identify deficiencies, areas for growth, and grant implementation successes.
- Conducted field observations with the Mini Grantees to support the Grants Management Office.
- Completed an initial program assessment (classroom observation, document review, and developed surveys for Ambassador feedback) and presented preliminary findings for the Pathways Program.
- Set up a Quality Assurance Program to monitor compliance with the agency’s Gift Card Policy.
- Enhance internal performance monitoring by building internal capacity through data stewardship, hosting workshops for agency employees about performance and budget planning and reporting and hosting a series of monthly meetings focused on reviewing data, creating performance measures, and developing strategic goals and objectives.

In FY 2026 the Compliance Unit will continue to monitor all agency grant recipients, enhance performance management practices, and support efforts for continuous improvement within the agency.

***86. What improvements have been made to ensure decisions by senior ONSE staff are transparent and accountable? What, if any, changes has the agency put in place for the panel review process and its members to safeguard the District’s VI grants and programs? How does ONSE ensure that review panels for grant awards are independent and free of conflicts of interest?***

**Response:** To ensure decisions by senior ONSE staff are transparent and accountable, grants administration is overseen by three separate ONSE divisions: VI Program Team, Grants Management Team, and ONSE Compliance Unit. There are checks and balances established to ensure implementation of the program and that the use of grant funding complies with laws and regulations. All information pertaining to grant activities is documented in shared record systems including Smartsheet, Zoom Grants, QuickBase, Box Account, and ONSE SharePoint.

- The Programmatic Team supports the Grantees with violence intervention and outreach work, approves activities in advance, and ensures that services are being delivered to the assigned clients and communities.
- The Grants Management Team reviews required financial reports and approves payment of the invoices, only after feedback from the Programmatic Team and Compliance Unit.
- The Compliance Unit confirms that program activities are within the scope of the grant by conducting site visits, desk reviews, and field observations. They also review deliverables to ensure they are complete, correct and on time, documenting instances of noncompliance.

ONSE is committed to maintaining the highest standards of integrity, transparency, and fairness. This process aligns with the ONSE Grants Management manual and the DC Grants Manual, both of which eliminate bias and promote an equitable process. Ultimately, this ensures awards are based solely on merit, innovation, and alignment with the RFA goals and objectives. For all ONSE RFAs, internal and external reviewers were carefully selected. Reviewers were selected based on their expertise, experience, and ability to provide objective evaluations. In total, there were 11 reviewers. Second, each reviewer underwent a thorough vetting process to ensure they met the highest ethical standards and had no conflict of interest with the applicants. The Conflict-of-Interest Form reviewers were required to sign explicitly prohibits a reviewer from reviewing applications where any potential bias or perceived conflict may exist. Additionally, the evaluations are conducted using standardized scoring criteria, ensuring consistency and fairness across all applications. This process aligns with the best practices in grant management and enhances accountability in funding decisions. Lastly, each grant reviewer attended a Grants Reviewer training. During the training, reviewers were trained on how to access their assigned applications, how to review the application along with the RFA, and how to score. After the review process, all reviewers participated in a debrief where the scores were discussed, and recommendations were decided.

***87. How many reviewers are on each panel, and what is the process for selecting reviewers?***

**Response:** Each review panel is composed of multiple reviewers to ensure balanced, objective, and informed evaluations. Panels typically include a minimum of three reviewers, depending on the number of applicants, funding level, and program complexity. Reviewers are selected through a structured process designed to ensure subject-matter expertise and objectivity. Most are identified with assistance through the DC Grants Advisory Council, experts in the field, ONSE employees, and ideally, individuals familiar with ONSE procedures and the systems and services landscape of DC. All reviewers receive training and written guidance on scoring criteria, evaluation standards, confidentiality requirements, and ethical expectations prior to the review process.

**88. How often does ONSE conduct or require financial or programmatic audits of grantees? What actions are taken if issues or irregularities are found? What, if any, consequences does ONSE impose for non-compliance or misuse of funds?**

**Response:** ONSE conducts financial and programmatic audits (site visits) of its grantees at regular intervals to ensure compliance with grant terms, regulations, and applicable policies. The audits conducted by the Grants Team typically occur between the third and fourth quarters of the award period, although additional audits can be initiated if there are concerns about compliance or financial management. The ONSE Compliance Unit aims to conduct up to two site visits/desk reviews within a 12-month period. Grantees may also be required to provide regular financial reports, such as expense reports and progress updates, or other required documentation to ONSE for review.

If discrepancies or issues are identified, ONSE will first request clarification from the grantee. The grantee may be required to submit additional documentation or explanations regarding the issue. If significant non-compliance or misuse of funds is identified, ONSE may reduce future funding allocations or deny additional grant funds. Repeated violations or severe misuse of grant funds can result in the suspension or termination of the grant agreement. In this case, the grantee may be required to return all or a portion of the funds. In cases of severe fraud or misconduct, ONSE may debar the grantee or organization from future grant opportunities for a specific period. In extreme cases, ONSE may pursue legal action for fraudulent behavior or the misuse of federal or local funds. This could lead to civil or criminal charges depending on the severity of the violation.

If issues or irregularities are discovered during routine monitoring activities, ONSE takes immediate action to address the findings. This can include:

- Providing Technical Assistance: ONSE may offer support and guidance to help grantees improve their financial management and reporting practices.
- Consequences for non-compliance or misuse of funds depend on the severity and nature of the issues identified. Potential consequences can include:
  - Increased Monitoring: Grantees with identified issues may be subject to heightened scrutiny in future reporting and auditing processes.
  - Requesting Corrective Action Plans: Grantees may be required to submit a plan outlining how they intend to rectify identified issues.
  - Reimbursement of Misused Funds: Grantees may be required to repay any funds that were not used in accordance with grant agreements.
  - Suspension or Termination of Funding: In cases of significant non-compliance, ONSE may suspend or terminate funding agreements with the grantee.

Overall, ONSE is committed to ensuring accountability and transparency in its funding processes while also supporting grantees in their efforts to comply with established guidelines and best practices.

**89. Please provide data on the number of applicants, approvals, and denials for the Violence Intervention Initiative for FY 2024, FY 2025, and FY 2026 to date.**

**Response:** Please see the table which includes requested information:

<b>Violence Intervention Initiative Data</b>		
<b>FY24</b>		
<b>Gun Violence Prevention Mini-Grant</b>		
Number of Applicants	Number of Approvals	Applicant Withdrew Applications
29	27	2
<b>FY25</b>		
<b>Grief Support and Violence Prevention Mini-Grant</b>		
Number of Applicants	Number of Approvals	Number of Denials
42	25	17
<b>Empowering Communities Through Innovative Violence Intervention Grant</b>		
Number of Applicants	Number of Approvals	Number of Denials
18	7	11
<b>FY26</b>		
<b>Group Based Violence Reduction Strategy (GVRS) Grant</b>		
Number of Applicants	Number of Approvals	Number of Denials
17	8	9