

GOVERNMENT OF THE DISTRICT OF COLUMBIA
Executive Office of Mayor Muriel Bowser



Office of the City Administrator

January 15, 2021

Fiscal Year (FY) 2020 was an unprecedented year for all DC residents, businesses and the District Government. In March 2020—the second quarter of the fiscal year—Mayor Bowser declared a public health emergency and District government quickly pivoted to respond to the COVID-19 global health pandemic. To align with recommended social distancing and public safety guidelines, in just one day, over 60 percent of District government employees transitioned to a telework posture. In addition, many District agencies limited or temporarily ceased most in-person activities and services.

The global health emergency required the District to significantly reallocate financial and personnel resources to respond to the pandemic. With the change in operations and a substantial decrease in revenues, the District's response required all agencies to determine how to best provide services to District residents, visitors and employees, while maintaining the necessary protocols to help slow the spread of COVID-19.

As such, the global health pandemic greatly impacted some agencies' abilities to meet their FY20 key performance indicators (KPIs) and strategic initiatives established prior to its onset as agencies shifted resources to respond to COVID-19. Therefore, outcomes for KPIs and strategic initiatives reflect a shift in District priorities and efforts during this crisis. While we continue to believe strongly in performance tracking to improve District services, the data for FY20 is not fully indicative of agencies' performance and should be reviewed factoring in the unprecedented challenges encountered in FY 2020.

Sincerely,

A handwritten signature in black ink that reads 'Kevin Donahue'.

Kevin Donahue
Interim City Administrator



Office of Neighborhood Safety and Engagement FY2020

Agency Office of Neighborhood Safety and Engagement

Agency Code NS0

Fiscal Year 2020

Mission The Office's mission is to foster a community-oriented model to violence prevention and public safety. Our violence prevention strategy is rooted in a public health approach recognizing that reducing crime is not accomplished solely through law enforcement.

Summary of Services

2020 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In FY 2020, ONSE made substantial progress in improving the infrastructure of its Violence Intervention Initiative, specifically bolstering contract monitoring, modernizing reporting, and improving operations processes.	This work positively impacts the integrity, efficiency, and effectiveness of ONSE's violence intervention services.	This foundational work eventually translates into to better programmatic outcomes and more effective services for ONSE priority communities suffering from higher rates of violent crime and clients who are at risk of involvement in violent crime.
ONSE successfully piloted its school-based initiative, the ONSE Leadership Academy, which provided holistic supports to the repeat 11th and 12th grade students at Anacostia High School. Until DCPS closed due to the pandemic, this pilot program placed staff in AHS to provide at-risk students with attendance, course performance, and behavioral support.	The addition of the ONSE Leadership Academy expanded ONSE's suite of services to a younger age group and to more upstream violence prevention services.	Nearly 40 at-risk students attending Anacostia High School in Ward 8 benefited from evidence-based programming and mentorship supports. ONSE is pleased to report that over half of these students, many of whom repeated at least one grade and were in credit recovery for at least one course, graduated from AHS in the spring of 2020.
In addition to continuing our existing violence prevention and intervention services, ONSE and its contractors expanded service offerings to help support COVID-19 pandemic response efforts.	This pivot allowed ONSE staff whose normal functions were impacted by the pandemic were able to continue serving the community.	Individuals and families in ONSE priority communities who were economically impacted by the pandemic benefited from the distribution of groceries, prepared meals, and household essentials. DCPS students and families traveling to and from public meal sites benefitted from Safe Passage services provided by ONSE Leadership Academy staff. Additionally, residents of select neighborhoods had the opportunity to get COVID-19 testing done at specially-organized pop-up testing events.

2020 Key Performance Indicators

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
1 - Coordinate the District's violence prevention strategy, with a focus on utilizing public health approaches to, respond to and prevent violence, through collaboration with public and private organizations (3 Measures)												
Percent of training attendees who rate the ONSE training as satisfactory or higher (5 level Likert scale)	Annually	New in 2018	93.8%	91.7%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	84.3%	Met	
Percent participation in ONSE training for community based organizations and private organizations receiving funding from ONSE	Annually	New in 2018	100%	100%	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent participation in ONSE violence prevention and intervention training for District Government agencies that impact violence	Annually	New in 2018	30%	78.6%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	78.6%	Met	
2 - Identify and recruit individuals determined to be at high risk of participating in, or being a victim of violent crime, and engaging them and their families in strength and needs based service support and navigation, with the goal of achieving a positive change in outlook and behavior (4 Measures)												
Percent of the total number of short-term milestones set by the cohort of participants during pre-assessment, that were successfully met 3 month post completion of workforce/life skills component	Annually	New in 2018	54.1%	45.8%	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	80%	Met	

Measure	Frequency	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Target	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020 Actual	KPI Status	Explanation for Unmet FY 2020 Target
Percent of the total number of long-term milestones set by the cohort of participants during pre-assessment, that were successfully met 6 month post completion of workforce/life skills component	Annually	New in 2018	25.7%	15.5%	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12%	Unmet	Many long-term milestones were not obtained due to the COVID-19 shutdown that took place less than three months after the completion of the intensive classroom phase of the cohort. The shutdown left many ambassadors out of work and ineligible for unemployment benefits. These barriers income and opportunity, halted the progress of many Ambassadors.
Percent of individual family member referrals who connect to services within 60 days of being referred (Pathways)	Annually	New in 2018	81.3%	75%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8%	Unmet	As a result of COVID-19, only one cohort of new participants was held during Fiscal Year 2020, which significantly impacted the program's overall engagement, to include number of referrals for individual family members.
Percent of individual participant referrals who connect to services within 60 days of being referred (Pathways)	Annually	New in 2018	91.6%	77.8%	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	92%	Met	

2020 Workload Measures

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
1 - Education and Training (3 Measures)							
Number of collaborating District government agencies	6	9	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9
Number of collaborating community based and private sector companies	3	3	Annual Measure	Annual Measure	Annual Measure	Annual Measure	4
Number of training surveys administered	80	60	Annual Measure	Annual Measure	Annual Measure	Annual Measure	64
2 - Community Stabilization Protocol (5 Measures)							
Number of families referred to ONSSE services	194	273	Annual Measure	Annual Measure	Annual Measure	Annual Measure	357
Number of families accepting ONSSE services	127	174	Annual Measure	Annual Measure	Annual Measure	Annual Measure	172
Number of families living outside of the DC area with no involvement with DC agencies	28	22	Annual Measure	Annual Measure	Annual Measure	Annual Measure	21
Number of families not willing to work with the ONSSE CSP team	21	17	Annual Measure	Annual Measure	Annual Measure	Annual Measure	94
Number of families not able to be reached by the ONSSE CSP team	18	60	Annual Measure	Annual Measure	Annual Measure	Annual Measure	91
2 - Contracted Services (5 Measures)							
Number of mediations held	3	25	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Number of families served through contracted services	32	235	Annual Measure	Annual Measure	Annual Measure	Annual Measure	348
Number of community events and small group activities held by contracted services	108	449	Annual Measure	Annual Measure	Annual Measure	Annual Measure	753
Number of critical events responded to by contracted services	54	136	Annual Measure	Annual Measure	Annual Measure	Annual Measure	196
Number of cease fires achieved	5	3	Annual Measure	Annual Measure	Annual Measure	Annual Measure	9
2 - Pathways Program (13 Measures)							
Total number of individuals engaged	73	94	Annual Measure	Annual Measure	Annual Measure	Annual Measure	125
Total number of individuals recruited	24	50	Annual Measure	Annual Measure	Annual Measure	Annual Measure	74

Measure	FY 2018 Actual	FY 2019 Actual	FY 2020 Quarter 1	FY 2020 Quarter 2	FY 2020 Quarter 3	FY 2020 Quarter 4	FY 2020
Number of individuals who complete the workforce/life skills component	18	42	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22
Number of individuals placed in subsidized employment post workforce/life skills component	16	37	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22
The total number of long-term milestones successfully met by the cohort participants	26	24	Annual Measure	Annual Measure	Annual Measure	Annual Measure	6
Number of individual family referrals	16	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	25
Number of individual family referrals connected	13	3	Annual Measure	Annual Measure	Annual Measure	Annual Measure	25
Number of individuals placed in un-subsidized employment post workforce/life skills component	1	16	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12
The total number of short-term milestones set by the cohort of participants during pre-assessment	37	131	Annual Measure	Annual Measure	Annual Measure	Annual Measure	92
The total number of short-term milestones successfully met by the cohort participants	20	60	Annual Measure	Annual Measure	Annual Measure	Annual Measure	44
The total number of long-term milestones set by the cohort of participants during pre-assessment	101	155	Annual Measure	Annual Measure	Annual Measure	Annual Measure	37
Number of individual referrals	116	153	Annual Measure	Annual Measure	Annual Measure	Annual Measure	97
Number of individual referrals connected	109	119	Annual Measure	Annual Measure	Annual Measure	Annual Measure	59

2020 Operations

Operations Header	Operations Title	Operations Description	Type of Operations
1 - Coordinate the District's violence prevention strategy, with a focus on utilizing public health approaches to, respond to and prevent violence, through collaboration with public and private organizations (3 Activities)			
Communications	Communications	Support EOM Communications and PSJ Cluster agency Public Information Officers (PIOs) with the efficient collection and distribution of information within and outside of government.	Daily Service
Education and Training	Education and Training	Develop curriculum and provide education and training opportunities to government agencies, community based organizations and private organizations for the purpose of increasing their knowledge and building their capacity to engage in violence prevention and intervention in the District.	Daily Service
Improvement of Internal Management and Infrastructure	Improvement of Internal Management and Infrastructure	ONSE seeks to continuously evaluate and improve internal functions and processes related to strategic and financial planning, human capital management, information technology solutions, data transparency, legislative relations, and risk and performance management. While these functions and processes are not the most prominent components of ONSE's work, the agency is prioritizing their continuous improvement as they are essential to ONSE's overall success.	Daily Service
2 - Identify and recruit individuals determined to be at high risk of participating in, or being a victim of violent crime, and engaging them and their families in strength and needs based service support and navigation, with the goal of achieving a positive change in outlook and behavior (4 Activities)			
Safer, Stronger DC Community Partnerships Office	Safer, Stronger DC Community Partnerships Office	Operate within PSAs, recognized as having high levels of violent crime and foster a place-based prevention strategy, including developing positive relationships, facilitating action teams, coordinating community events, and connecting residents to resources.	Daily Service
Community Stabilization Protocol	Community Stabilization Protocol	Activated in response to a homicide or violent incident and set in motion a multi-agency response, for the purpose of providing immediate services to individuals and families involved and/or affected and to reduce or prevent retaliation.	Daily Service
Pathways Program	Pathways Program	Identify, recruit and engage individuals and families determined to be at high risk of participating in or being a victim of violent crime in a 9-12 month program that includes immediate strength and needs based service support and navigation and employment/training opportunities.	Daily Service
Contracted Services	Contracted Services	Contract with other District agencies and community based organizations to provide transformative mentoring (Credible Messenger) and supplement the Violence Interruption Program. Operate within communities having experienced a homicide or violent event and work to reduce or prevent further acts of violence by fostering relationships, linking individuals to supports and services, and facilitating mediation (Violence Interrupters).	Daily Service

2020 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Education and Training (2 Strategic initiatives)				
ONSE Violence Prevention Intervention Response Training Academy	In FY2020, ONSE will develop the first iteration of the Safer, Stronger DC Community Training Academy (SSDCCTA), a 120-hour menu of Violence Prevention and Intervention Response training and development modules. All ONSE internal staff and Violence Prevention and Intervention contractor staff will be required to complete the full course of SSDCCTA modules on an annual basis. ONSE will also make the training available to external partners and sister agencies that impact community safety and contribute towards violence reduction efforts in the District of Columbia. ONSE's long-term goal in the development of this training will be to leverage partnerships with Howard University and the University of the District of Columbia to create a training certificate program that can count as course credits towards a bachelor's and/or master's degree in a related field or towards prerequisites for employment opportunities in a related field.	Complete	ONSE successfully completed the first iteration/blueprint of its violence prevention and intervention response training. The full training course will be made up of a combination of internally-developed training courses to be delivered both virtually and in-person, and modules on specialized topics delivered by external subject matter experts.	

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
School-based Gender-Specific Programming in Ward 8	In FY 2020, ONSE will improve youth and young adult connections to supportive civic, community and government services, through the newly developed ONSE School-Based Intervention Initiative in Ward 8. ONSE Outreach staff will implement and support evidence-based activities, events and programs geared toward the gender-specific developmental needs of youth and young adults, such as mentoring, mediation, case management, conflict resolution, and enrichment experiences. The focus population will consist of incoming and repeat ninth graders during SY20 (Q1-Q3).	Complete	In FY 2020, ONSE implemented the ONSE Leadership Academy (OLA), its pilot school-based initiative at Anacostia High School (AHS). The program primarily served 11th and 12th grade students, many of whom had repeated a school year. OLA focused on providing attendance, course performance, and behavioral supports, as well as enrichment activities for participating students. As was the case across DC Public Schools and the nation, the school year was interrupted by the COVID-19 lockdown. During the lockdown, OLA staff pivoted to providing remote support to students and safe passage services at AHS and other DCPS public meal sites.	
Improvement of Internal Management and Infrastructure (1 Strategic Initiative)				
GovEx Data Governance Assessment	In FY2 2020, ONSE will partner with the Center for Government Excellence (GovEx) at Johns Hopkins University to undergo a 360-degree Data Governance Assessment. This assessment will allow ONSE to document and improve its internal data infrastructure and management practices to increase access and use of data to track ONSE's violence reduction and prevention efforts. This assessment will also better position ONSE to use data to make informed decisions and to effectively partner with external research institutions conducting independent evaluations of ONSE's work.	Complete	In FY 2020, ONSE successfully completed the first year of its partnership with GovEx. First year activities included: undergoing a 360-degree Data Governance Assessment, facilitating logic-model development exercises for agency programs, initiating development of a data inventory, and developing data integrity and security trainings.	
Pathways Program (1 Strategic Initiative)				
Incorporating Mental Health Services in Pathways Program Model	In FY 2020, ONSE will provide health and mental wellness services to Pathways program participants. Throughout the nine-week classroom component of the Pathways program, each participant will have the opportunity to receive one-on-one and/or group counseling services from a certified mental health provider. Health and mental wellness interventions have been proven to have positive effects on health, employment, and criminal behavior outcomes.	Complete	While the Pathways program was only able to serve one cohort of new participants in FY 2020 (due to the COVID-19 pandemic), this cohort was provided with critical health and mental wellness services from a certified mental health provider. The provider's services were designed to support the holistic behavioral health needs of participants.	