

Office of Neighborhood Safety and Engagement FY2021

Agency Office of Neighborhood Safety and Engagement

Agency Code NS0

Fiscal Year 2021

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

2021 Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
In FY21, the Office of Neighborhood Safety and Engagement successfully expanded its school-based initiative, the ONSE Leadership Academy, to begin serving HD Woodson High School and Paul Public Charter High School as well as continue serving Anacostia High School. The program employs a Positive Youth Development (PYD) approach and includes the following activities: morning and afternoon safe passage; daily attendance checks; behavioral interventions; academic mapping; individual development plans; responsibility, development, action, and progress (RAP) sessions, and; social media education.	The expansion of the OLA program resulted in an increase in ONSE FTEs. The expansion grew ONSE's footprint in DC high schools, which has the potential to improve the Violence Intervention Initiative's situational awareness of emerging issues.	OLA supported schools and students with the transition back to full-time, in-person learning. The student bodies at all three schools have benefitted from daily safe passage services. Additionally, 30 students at each school have begun participating in case management and enrichment activities.
In FY21, ONSE created an internal Restorative Justice (RJ) team responsible for embedding RJ practices within existing agency programs. After onboarding a program manager and program staff, all members of the team completed an intensive 70 hour train-the-trainer course with three RJ experts. All members received five Balanced and Restorative Justice (BARJ) train-the-trainer certificates, which are nationally recognized. Following training, the program began supporting the Pathways Program, Violence Intervention Initiative, Family and Survivor Support Program, and ONSE Leadership Academy by leading healing circles, enrichment activities, peace circles, and mediations.	The creation of the Restorative Justice program resulted in an increase in ONSE FTEs. The program acts as a resource to other ONSE programs, offering consultation, technical assistance, training, and facilitation of RJ services.	All communities, schools, or families touched by ONSE programs now have a variety of restorative justice services readily available to them through ONSE.
In FY21, ONSE built upon progress made in FY20, and continued improving the infrastructure of its Violence Intervention Initiative. Improvements included: expanding the internal ONSE team responsible for strategic planning, contract oversight, and critical incident response; overhauling ONSE's approach to ceasefires and mediations; facilitating training for front-line staff with industry experts, and; extensive planning related to the expansion of VII work in the new fiscal year made possible by Federal APRA funds.	This work positively impacts the integrity, efficiency, and effectiveness of ONSE's violence intervention services.	These efforts will: expand ONSE capacity to serve communities disproportionately impacted by community gun violence; increase the number of violence interrupters on the ground; lead to more effective services.

2021 Key Performance Indicators

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
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	91.7%	84.3%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	100%	Met	
Percent participation in ONSE training for community based organizations and private organizations receiving funding from ONSE	Annually	100%	100%	60%	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	78.6%	78.6%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	78.57%	Met	

Measure	Frequency	FY 2019 Actual	FY 2020 Actual	FY 2021 Target	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual	Was 2021 KPI Met?	Explanation For Unmet KPI
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	45.8%	80%	50%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	47.25%	Nearly Met	Ambassadors faced barriers to achieving some goals due to the continued impact of the COVID-19 pandemic. Specifically, delays in accessing some key social services and appropriate employment opportunities.
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	15.5%	12%	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22.86%	Nearly Met	Ambassadors faced barriers to achieving some goals due to the continued impact of the COVID-19 pandemic. Specifically, delays in accessing some key social services and appropriate employment opportunities.
Percent of individual family member referrals who connect to services within 60 days of being referred (Pathways)	Annually	75%	8%	75%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	No applicable incidents		
Percent of individual participant referrals who connect to services within 60 days of being referred (Pathways)	Annually	77.8%	92%	25%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	78.33%	Met	

2021 Workload Measures

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
1 - Education and Training (3 Measures)							
Number of collaborating District government agencies	9	9	Annual Measure	Annual Measure	Annual Measure	Annual Measure	12
Number of collaborating community based and private sector companies	3	4	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8
Number of training surveys administered	60	64	Annual Measure	Annual Measure	Annual Measure	Annual Measure	42
2 - Community Stabilization Protocol (5 Measures)							
Number of families living outside of the DC area with no involvement with DC agencies	22	21	Annual Measure	Annual Measure	Annual Measure	Annual Measure	22

Measure	FY 2019 Actual	FY 2020 Actual	FY 2021 Quarter 1	FY 2021 Quarter 2	FY 2021 Quarter 3	FY 2021 Quarter 4	FY 2021 Actual
Number of families not willing to work with the ONSE CSP team	17	94	Annual Measure	Annual Measure	Annual Measure	Annual Measure	21
Number of families not able to be reached by the ONSE CSP team	60	91	Annual Measure	Annual Measure	Annual Measure	Annual Measure	144
Number of families referred to ONSE services	273	357	Annual Measure	Annual Measure	Annual Measure	Annual Measure	425
Number of families accepting ONSE services	174	172	Annual Measure	Annual Measure	Annual Measure	Annual Measure	260
2 - Contracted Services (5 Measures)							
Number of families served through contracted services	235	348	Annual Measure	Annual Measure	Annual Measure	Annual Measure	421
Number of community events and small group activities held by contracted services	449	753	Annual Measure	Annual Measure	Annual Measure	Annual Measure	867
Number of critical events responded to by contracted services	136	196	Annual Measure	Annual Measure	Annual Measure	Annual Measure	138
Number of mediations held	25	0	Annual Measure	Annual Measure	Annual Measure	Annual Measure	1
Number of cease fires achieved	3	9	Annual Measure	Annual Measure	Annual Measure	Annual Measure	8
2 - Pathways Program (13 Measures)							
The total number of long-term milestones successfully met by the cohort participants	24	6	Annual Measure	Annual Measure	Annual Measure	Annual Measure	32
The total number of short-term milestones set by the cohort of participants during pre-assessment	131	92	Annual Measure	Annual Measure	Annual Measure	Annual Measure	91
The total number of short-term milestones successfully met by the cohort participants	60	44	Annual Measure	Annual Measure	Annual Measure	Annual Measure	43
The total number of long-term milestones set by the cohort of participants during pre-assessment	155	37	Annual Measure	Annual Measure	Annual Measure	Annual Measure	140
Number of individual referrals	153	97	Annual Measure	Annual Measure	Annual Measure	Annual Measure	60
Number of individual referrals connected	119	59	Annual Measure	Annual Measure	Annual Measure	Annual Measure	47
Total number of individuals engaged	94	125	Annual Measure	Annual Measure	Annual Measure	Annual Measure	127
Total number of individuals recruited	50	74	Annual Measure	Annual Measure	Annual Measure	Annual Measure	66
Number of individuals who complete the workforce/life skills component	42	22	Annual Measure	Annual Measure	Annual Measure	Annual Measure	47
Number of individuals placed in un-subsidized employment post workforce/life skills component	16	12	Annual Measure	Annual Measure	Annual Measure	Annual Measure	17
Number of individuals placed in subsidized employment post workforce/life skills component	37	22	Annual Measure	Annual Measure	Annual Measure	Annual Measure	39
Number of individual family referrals	4	25	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0
Number of individual family referrals connected	3	25	Annual Measure	Annual Measure	Annual Measure	Annual Measure	0

2021 Operations

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)		
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
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

Operations Title	Operations Description	Type of Operations
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	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
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	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
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

2021 Strategic Initiatives

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Community Stabilization Protocol (2 Strategic initiatives)				
Implement a Restorative Justice Response	In FY2021, ONSE will implement a Restorative Justice (RJ) response within its Family and Survivor Support (FSS) Program and Violence Intervention Initiative (VII). The Restorative Justice Team will be responsible for assessing trauma experienced by FSS and VII clients and for developing and implementing restorative responses to address harm caused by violence. The mission of the RJ Team is to empower individuals to identify trauma, seek resources and services for trauma, and focus on repairing damage caused to self or others through restorative practices. The goal of the RJ Team is to address trauma and harm caused by or to others and minimize instances of retaliatory or cyclical violence through restorative practices.	Complete	In Q4, the RJ program began supporting the Pathways Program, Family and Survivor Support Program, and ONSE Leadership Academy by leading healing circles, enrichment activities, peace circles, and mediations.	
Implement CBT Evaluation	In FY2021, ONSE will partner with The Lab @ DC and Community Wellness Ventures (CWV), to conduct a randomized evaluation of online Cognitive Behavioral Therapy (CBT) services for 160 District residents. CBT is a therapeutic approach that has shown positive effects for managing PTSD, anxiety, and depression. It provides patients with behavioral tools to use in heated moments that might escalate to violence. Even though CBT cannot solve the systemic conditions that enable violence, it has helped reduce violent crime arrests and antisocial behavior in teenagers and young adults. Counseling will be provided by Community Wellness Ventures (CWV), a certified mental health provider in the District that prioritizes cultural competence and utilizes a holistic approach in its work with adults, families, and children. Participants will meet with a dedicated therapist twice a week for eight weeks. The Lab @ DC will measure mental health, violence, and employment outcomes.	Complete	Delivery of therapy services complete and The Lab @ DC's systemic barriers evaluation is complete.	
Improvement of Internal Management and Infrastructure (2 Strategic initiatives)				
Enhancing Data Infrastructure	In FY21, ONSE plans to identify and implement a new software system that will offer a secure, flexible, and easy-to-use solution for case management, critical incident monitoring, and outcomes tracking within the Violence Intervention Initiative and Family and Survivor Support Program. This system will permit ONSE to increase efficiency and enhance internal and contractor oversight and performance data analysis, thereby improving the overall impact of each program.	25-49%	ONSE received a quote and is proceeding with purchase of a CRM software.	Changes in project scope and available funding.

Strategic Initiative Title	Strategic Initiative Description	Completion to Date	Status Update	Explanation for Incomplete Initiative
Renovate and Modernize ONSE Headquarters	In FY2021, ONSE will renovate the basement of its headquarters to ensure there is adequate space to accommodate the expansion of the Pathways Program and other ONSE programming. The aim of this project is to turn several basement rooms, which are currently unusable, into well-equipped, safe, and comfortable spaces appropriate for workstations, meetings, and/or vocational training. This renovation will allow ONSE to keep Pathways programming in one central location, thereby limiting potential safety concerns that would arise from using alternate locations.	0-24%	While work was not completed in FY21, ONSE remains in conversation with the Office of the City Administrator and the Department of General Services around plans to both renovate the basement and identify a second location for the expansion of the Pathways Program. Parties have established recurring meetings to ensure there is momentum to advance both projects on an agreed-upon timeline in the new fiscal year. Capital funds will be available in FY22 to support renovation of the basement.	The scope and cost of that work was beyond what both parties originally discussed.
Safer, Stronger DC Community Partnerships Office (2 Strategic initiatives)				
Strengthen Place-Based Services	In FY2021, ONSE will strengthen its place-based service response by implementing a Community Response Team (CRT). The CRT will be responsible for addressing community-based challenges within ONSE priority neighborhoods and will be driven by customized Neighborhood Plans. The mission of the CRT is to empower communities to uplift themselves in response to neighborhood violence and build a self-sufficient infrastructure where resources and services are accessible and utilized. This team will be responsible for facilitating mediations, developing community events, and identifying community resources that support place-based violence reduction efforts. The goal of CRT is to achieve a reduction in violence through community-led efforts.	Complete	In Q4, the Community Response Team (CRT) merged with the ONSE Violence Intervention Initiative and continued to participate in and lead community engagement efforts aimed to build community resilience, increase service utilization, and improve community safety.	
Expand ONSE Leadership Academy	In FY2021, 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 Wards 4 and 7 (Paul Public Charter School and HD Woodson Senior High School). ONSE Outreach staff will implement and support evidence-based activities, events and programs geared toward 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.	Complete	In Q4, the ONSE OLA completed program expansion. Staff supported students at Anacostia, HD Woodson, and Paul Public Charter high schools with the transition back to full-time, in-person learning and began ongoing activities and case management of designated students.	